DRAFT

WASHINGTON STATE PUBLIC TRANSPORTATION PLAN

CONTENTS

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Washington State Department of Transportation

October 1, 2015

The Washington State Public Transportation Plan is a guide for the next twenty years of public transportation in Washington, moving our state toward a more integrated, multimodal transportation system that can meet the needs of growing and thriving communities. The plan defines public transportation in its broadest sense, considering any alternative to a single-driver car as a part of a vast toolkit of public transportation options.

In the 21st century, we are challenged to use all our transportation assets in more cost effective and sustainable ways. In this context, public transportation does far more than simply transport people from one place to another. It functions both as an economic driver and a social safety net:

- Giving people a safer, more affordable way to get to work
- Creating jobs
- Providing access for those who are unable to drive to needed jobs, healthcare, education or social services
- Adding to homeowner equity
- Increasing the efficiency and carrying capacity of our roads and highways
- Keeping our air cleaner and our planet healthier

Public transportation is, at its core, a partnership—local transit authorities, social services, regional planning organizations, private companies, federal agencies, tribes and the Washington State Department of Transportation. All must work together to provide a system of diverse, integrated public transportation options. Emerging technology can allow for new kinds of collaboration. Leadership and innovation will be required at all levels and from all sectors to meet our growing and changing needs.

Leadership starts with you. I invite you to review the Washington State Public Transportation Plan. It provides a framework for creating an integrated, multimodal system. Once finalized, it will drive the actions necessary to make that system a reality.

Lynn Peterson
Secretary of Transportation

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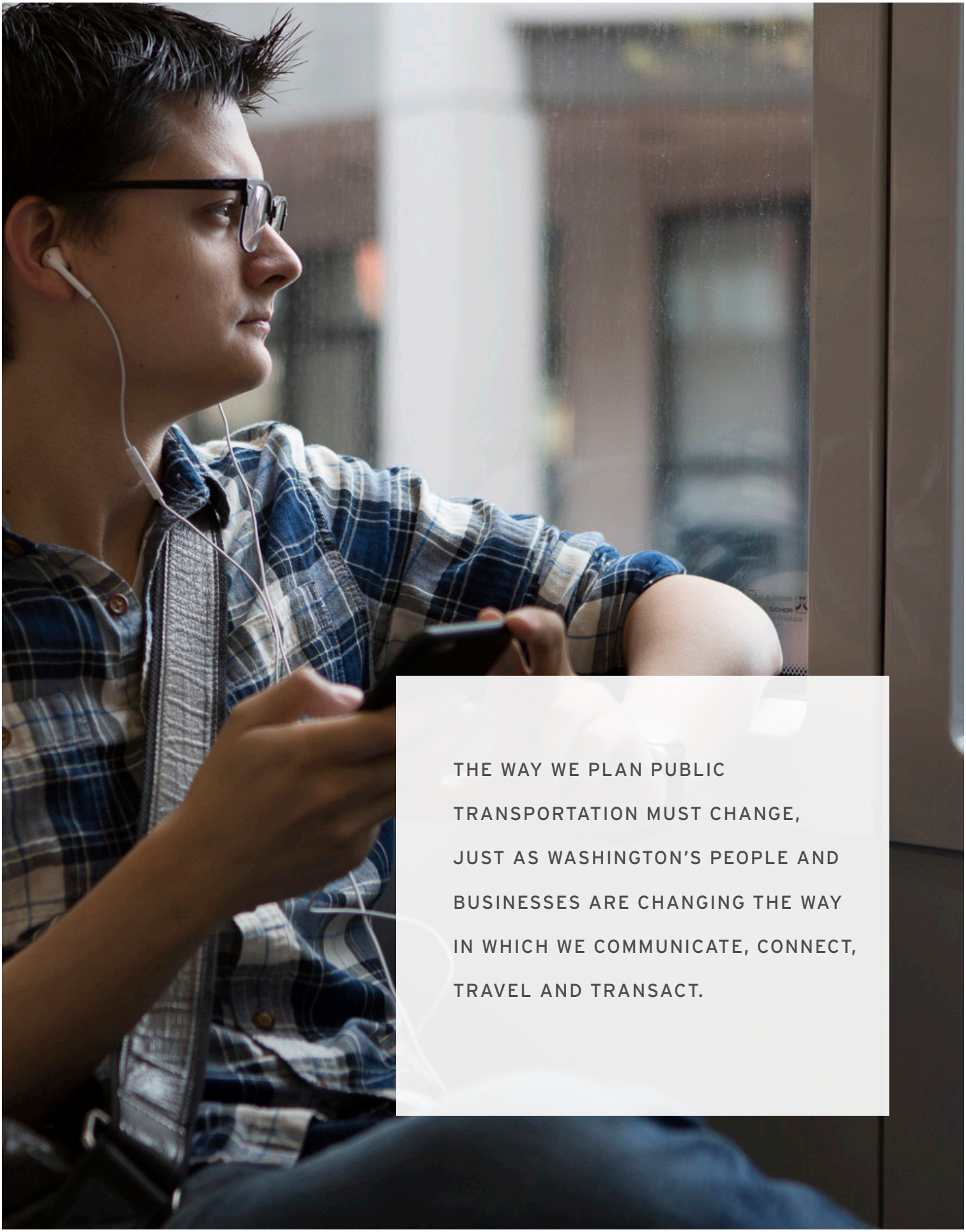


THE WAY WE PLAN PUBLIC TRANSPORTATION MUST CHANGE, JUST AS WASHINGTON'S PEOPLE AND BUSINESSES ARE CHANGING THE WAY IN WHICH WE COMMUNICATE, CONNECT, TRAVEL AND TRANSACT.

KEY THEMES OF THE WASHINGTON STATE PUBLIC TRANSPORTATION PLAN

Broadly defines public transportation as any form of public or private transportation that is accessible and available to the public and does not involve a single person in a motorized vehicle

Recognizes that a connected, coordinated transportation system that serves all people is instrumental to thriving communities

Acknowledges that widespread innovation and continuous improvement are key to meeting ever-changing transportation needs

Advocates for ongoing emphasis on delivering positive customer experiences

Provides a framework for a more performance focused and integrated approach to transportation

Advances the state's interest and role as a public transportation provider

INTRODUCTION

At the dawn of the 21st century, all signs point to a future fundamentally different than our recent past. Washington's seven million residents and half million businesses are changing the ways in which we communicate, connect, travel and transact. At the same time, the state's population is projected to grow more than 20 percent during the next 20 years. In Spokane and Clark counties, the population is expected to grow to more than 500,000 people and Central Puget Sound is expected to add another million people in the coming decades.[1]

This population growth is accompanied by megatrends such as aging baby boomers and public infrastructure; increasing economic inequality and diversity; urbanization and housing costs; the suburbanization of poverty; and a growing urgency to address climate change.. All of these trends, coupled with striving to meet Washington state's six adopted transportation system goals (Revised Code of Washington 47.04.280), challenge us to develop new ways to think about how to best use and preserve all of our transportation assets. These assets include public transportation **as defined in its broadest, multimodal sense.**

The Washington State Public Transportation Plan takes those changes into account while recognizing that our need to connect with other people—to work, play, learn and meet fundamental life needs—is as strong as ever. This plan has been prepared to support state agencies, transportation service providers, policy makers, and other public transportation stakeholders as they work together to create a public transportation system in Washington for the 21st century. It is consistent with and builds upon a legacy of initiatives to shape a better, more multimodal system for Washington (see Appendix E for a crosswalk of how this plan aligns with Washington state's other modal plans). It reflects the consideration and input of multiple partners who plan for, provide direct services, make policy and fund the various components of Washington's public transportation system.

Since 2013, the Public Transportation Advisory Committee has worked extensively with the Washington State Department of Transportation (WSDOT), transit partners, and other state agencies to develop goals and action strategies to advance a complete and connected multimodal transportation system for Washington state. Their **vision**, as set forth in this plan, is as follows:

All transportation partners in Washington state will work together to provide a system of diverse and integrated public transportation options. People throughout the state will use these options to make transportation choices that enable their families, communities, economy and environment to thrive.

FOUR KEY PUBLIC TRANSPORTATION CHALLENGES IN WASHINGTON STATE

- The demand for access to jobs, schools, services and community is growing, but public transportation providers' ability to meet this demand has never been more constrained.
- Congestion is hurting our economy and quality of life, and we must find ways to move more people with even greater efficiency.
- Traditional methods for funding mobility are increasingly unsustainable.
- Emerging technologies and business models are redefining how people communicate, work and conduct trade.

The need for public transportation services in Washington continues to grow in many different ways. Washington is a diverse state with various public transportation markets and services—urban and rural, commuter and off-peak, regional and local, fixed-route, on-demand services, bike/pedestrian facilities, telework, demand management tools and more. All are challenged within the context of our current methods of planning and funding to meet demand and accommodate future growth.

A central premise of the Washington State Public Transportation Plan is that our public transportation services should be considered a valued asset that can be enhanced with new types of partnerships and strategic investments. Additional resources are needed, but to be good stewards of our system it is also necessary to maximize the value of the assets we already have in place.

That is why this plan emphasizes a focus on integrated multimodal outcomes and performance. For example, this plan identifies a need for further collaboration to more clearly identify transportation performance goals; even stronger partnerships, innovations and investments to achieve those goals; and better data and evaluation to measure and report our progress.

THE STATE'S INTEREST IN PUBLIC TRANSPORTATION

There is ample policy precedent that supports the state's interest in increasing and leveraging the benefits of public transportation. The RCW 47.66.010, adopted by the Washington State Legislature in 1993, states that "there is significant state interest in assuring that viable multimodal transportation programs are available throughout the state." In 2005, RCW 47.01.330 passed with the intent "that the state department of transportation be a leader in public transportation. The department shall play a guiding role in coordinating decentralized public transportation services, increasing connectivity between them, advocating for public transportation as a means to increase corridor efficiency, and increasing the integration of public transportation and the highway system."

Additionally, the state's six transportation system policy goals[2] (RCW 47.04.280) helped lay the foundation for the public transportation plan:

- **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
- **Stewardship:** To continuously improve the quality, effectiveness and efficiency of the transportation system

Planning and policy initiatives contain language that reinforces the need for collaborative and integrated transportation planning and investment. Examples include, the Washington State Bicycle Transportation and Pedestrian Walkways Plan, Washington State Freight Mobility Plan, Washington State Department of Transportation Ferries Division Long-Range Plan, Human Services Transportation Plan, Americans with Disabilities Transition Plan, Aviation System Plan, Target Zero and Washington State Rail Plan.

The Washington Transportation Plan (WTP 2035)[3] , based on the state's six transportation policy goals, was adopted by the Washington State Transportation Commission in January 2015. This plan places particular priority on the need to increase the person-carrying capacity of key transportation corridors to decrease congestion, support special needs transportation, connect communities with transit and expand local options funding authority for public transportation. Partnership is an essential component of WTP 2035, as well as other state modal plans, because no single solution will work for every community. For example, the Practical Design methodology and Corridor Sketch Planning (discussed further in Chapter 2) are based on the premise that WSDOT and local jurisdictions partner to create solutions that are customized to meet the unique needs of the communities. Through that collaborative process, more cost effective and relevant solutions will emerge.

The Results WSDOT[4] strategic plan for 2014-2017 emphasizes the need to work collaboratively across all modes of transportation to get the most out of existing transportation system capacity. Results WSDOT recognizes that, despite the state's strong

THRIVING COMMUNITIES, CONNECTIVITY AND MOBILITY FOR ALL PEOPLE ARE THE DRIVING PURPOSES OF WASHINGTON'S PUBLIC TRANSPORTATION SYSTEM

interest in public transportation, the responsibility for managing public transportation lies primarily among its 360+ direct public transportation service providers. Moving toward an integrated, multimodal transportation system will require a new level of partnership and collaborative planning.

At the state level, Results Washington,[5] the Governor's data-driven continuous improvement plan, calls for sustainable transportation to help the state agencies meet and deliver on the goal of a prosperous economy with sustainable, efficient infrastructure. Additionally, it calls for a reduction in transportation-related greenhouse gas emissions to meet the goal of a clean transportation system.

Subsequent actions taken by the Washington State Legislature, Governor, Washington State Transportation Commission, various citizen panels and commissions, and WSDOT have all made clear statements that support Washington state's interest in public transportation and have suggested the state's role in public transportation relates to leadership and coordination of public transportation systems.

Chapter Two of this document, A Decision-Making Framework Focused on System Performance and Multimodal Integration, provides more detail on how the state's role in public transportation can be better defined. Chapter Three, Goals and Action Strategies, provides a path toward strengthening that role.

A PUBLIC TRANSPORTATION SYSTEM TO MEET OUR STATE'S AND RESIDENTS' DIVERSE NEEDS

The Washington State Public Transportation Plan is a multimodal response to the growing and evolving transportation needs of our diverse state and its residents. Its vision is for a coordinated system of providers and services that can provide mobility and access for all. It presents strategies and early actions to give us a way to better manage and leverage our existing public transportation assets and recommends performance goals and metrics to meet Moving Ahead for Progress in the 21st Century (MAP-21) and gauge progress toward broader community and system goals.

WSDOT developed the Washington State Public Transportation Plan with the counsel of public and private providers, tribal representatives, researchers, planners and technology experts throughout Washington state. The plan's intent is to facilitate the ability of transportation partners to provide even more options to people, communities and the overall system. Because of its strong emphasis on partnership, the policies contained in this plan will be carried out over a number of years.

Statewide system integration cannot happen overnight because it involves an alignment of vision and practice for the varying interests of customers, public transportation partners and the state. Nevertheless, steps can be taken to better integrate public transportation planning and delivery. For example, common definitions of what constitutes "success" in public transportation could encourage greater efficiencies and better customer service.

Integration of data gathering capabilities could support better accountability and continuous improvement. There are also potential opportunities to use common resources to better take advantage of technological innovation to create additional choices for the traveling public in both urban and rural areas.

Intriguing new transportation approaches, largely fueled by technology, are rapidly emerging from both the public and private sectors. These are particularly evident in major cities such as Seattle and Portland and through services like carsharing, bike sharing, tech-enabled workplace buses, ride-hailing services, electronic transit fare cards and toll transponders. New approaches are also emerging that serve rural communities and people with limited access and mobility — from the rural tribal elder who now can access preventative care through virtual medical consultations to the low-income urban commuter who needs reliable service to arrive on time to her job. These new approaches, often combined with existing forms of public transportation, are helping to keep people and goods moving.

This plan envisions that Washington state will be flexible and supportive of practical innovation in public transportation. This innovation may involve new technology, but the innovation is just as likely to manifest into new types of partnerships, new business models and new systems for measuring and ensuring mutual accountability and better services. Through the plan, the state will purposefully promote access and mobility for all and continue to work with its partners to promote strategic investment in the long-term sustainability of public transportation in Washington state.

CHAPTER 1
PUBLIC TRANSPORTATION TODAY IN WASHINGTON STATE

Throughout Washington state, public transportation is a multifaceted force driving the economy and building stronger communities. People depend on public transportation to reach their jobs, enjoy leisure activities and complete essential day-to-day tasks. It is an efficient and cost-effective way to transport people to their destinations. Public transportation helps to ease roadway congestion that impedes business operations and freight mobility. At the same time, it provides an essential safety net for people with special needs throughout Washington state. It connects people to each other and to their communities.

HOW PUBLIC TRANSPORTATION IS DEFINED IN THIS DOCUMENT

The term "public transportation" has many definitions in federal, state and local law, and it is constantly evolving. Almost daily, innovative multimodal and technical solutions are announced that broaden our thinking about what public transportation should encompass.

PUBLIC TRANSPORTATION is defined as any form of transportation, accessible and available to the public, that does not involve a single person in a motorized vehicle. "Public" in this sense refers to the access to the service, not to the ownership of the system providing the service.

This definition is intentionally broad to support the state's view of what constitutes an integrated transportation system, where all available tools are used to maximize the value of public transportation investments and improve the efficiency of the entire transportation system. This definition is offered to provide a common definition for the readers of this plan, and not to determine investments or funding priorities.

** For other definitions of public transportation, see Appendix E.*

EXAMPLES OF PUBLIC TRANSPORTATION SERVICES/PROGRAMS

TRANSIT

- Fixed route transit (buses, light rail, commuter rail, street car)
- Park and ride lots
- Amtrak Cascades
- Water Taxis

VEHICLE SHARING

- Vanpool
- Carpool
- HOV facilities (lanes, ramp meters, direct access ramps)
- Carsharing
- Bikesharing

ON REQUEST

- Paratransit
- Dial-a-ride
- Private shuttle services
- Transportation Network Companies (Pronto, Uber, Lyft)

DEMAND MANAGEMENT

- Congestion pricing (parking fees, express toll lanes, variable tolls)
- Commute trip reduction
- Employer commute benefits
- Telecommuting
- Intelligent transportation systems
- Flextime, remote work programs, staggered work shifts

NONMOTORIZED

- Bicycle lanes and trails
- Pedestrian facilities

The term "public transportation," as defined in this plan, includes transit services, but goes beyond the fixed-route bus and rail services to include an array of transportation modes, services and demand management tools. This broad definition is somewhat of a departure from how the term "public transportation" is often used because the vision of this plan is premised on multimodal integration.

Beyond the role that the state plays in promoting coordination of public transportation systems through planning and funding, its broader interest is in a reliable, safe and integrated public transportation system as outlined in the Washington State Public Transportation Plan 2035.[8] By providing people across Washington state with reliable and cohesive public transportation, the entire system functions more efficiently and the benefits are significant and wide-ranging—a cleaner environment, a stronger economy and a more mobile and healthier population.[9]

In order to do this, WSDOT must work in collaboration with a multitude of partners. These include the 32 public transit providers, 12 metropolitan planning organizations and 15 regional transportation planning groups. Hundreds of local governments, countless nonprofit organizations, and many private sector providers of additional travel options like Rideshare and Intercity buses participate in these transportation planning opportunities, as well. Washington is home to 29 federally recognized tribes, 19 of which provide or partner with existing transit operators to provide transit services to tribal members and the general public. They, too, should be or are included in regional transportation planning and WSDOT initiatives outlined in this plan.

WSDOT provides technical assistance, administers state and federal funds, supports coordination of public transportation and advocates for integrated transportation investments consistent with legislative direction (RCW 47.6.100). In addition, the state operates more than 300 HOV lane miles, 300 miles of passenger rail, and has the largest ferry system in the US that carries more than 22 million people annually.

As demonstrated in the 2015 Connecting Washington transportation funding package, the state will invest billions of dollars in transportation programs and projects that support public transportation over the next 20 years. State funds will support capital construction (e.g. transit facilities, ferry terminals, high-occupancy vehicle lanes, sidewalks, bicycle paths, accessibility improvements, complete streets); operations (e.g. transit, special needs transportation, tribal transportation, rural transportation, *Amtrak Cascades*); and equipment (vanpools, buses, accessible vehicles). In addition to providing financial support to cities, counties, transit agencies, nonprofit transportation providers and others, the state will deliver a new SR520 bridge that offers HOV lanes and a bicycle/pedestrian path, extend I-5 HOV lanes south through Tacoma, complete new ferry vessels and terminals, and continue to make *Amtrak Cascades* service between Seattle and Portland faster, more frequent and more reliable. Additionally, the state provides the authority to establish public transportation funding districts, defines local funding tax authority, and supports intercity service in parts of the state where there are service gaps.

Similarly, the federal government provides funding for an array of transportation projects and programs that support public transportation. In addition, the federal government provides policy direction on issues such as safety, air quality, freight movement, environmental processes and public involvement.

Transit agency funding in Washington state, however, is largely local. Local transit authorities and local governments provide 81 percent of direct transit agency funding. Federal agencies provide 17 percent and the state provides 2 percent. Local direct transit funding comes from sales tax revenue and is subject to economic fluctuations. During the recent recession, many jurisdictions saw significant drops in sales tax revenue coupled with significant increases in ridership demand.[10] Other factors also impact the costs of local transportation services:

- Fluctuation in oil prices significantly impacts the costs of transit operations.
- Soaring costs of transportation infrastructure, combined with lower gas tax revenue from increased fuel efficiency, constrain state and federal resources for all transportation investment, including the construction of facilities that support transit and HOV speed and reliability, ferries, bicycles and pedestrians.
- Paratransit costs are mounting in multiple regions in the state. For example, King County increased 25 percent in 6 years.[11]
- Grants do not fit all transit agency needs.

All transit agencies are limited in the amount of local revenue they can raise because of a legislatively imposed maximum sales tax rate. Several agencies, such as King County Metro, Jefferson Transit, and Island Transit, are at the 0.9 percent maximum. Others are not. For example, legislation enacted as part of the Connecting Washington revenue package in 2015 allows Sound Transit and Community Transit to raise new revenues beyond 0.9 percent with a public vote, while Kitsap County can now develop a passenger-only ferry district and implement new local taxes with a public vote.[12]

Coordination between planners, funders and providers of public transportation services has become increasingly essential; as the demand for public transportation increases, competition grows for limited funds.[13]

DEMOGRAPHIC TRENDS

Washington state's public transportation systems continue to evolve as our state grows and changes. In the 21st century, Washington's demographic and socioeconomic profile will experience even greater change, most likely at a faster rate than the prior two centuries combined.

Increases in elderly and special needs populations, changes in housing and transportation affordability and related transportation preferences of the millennial generation[14] alongside changes in population distribution are among several factors that will change how Washington's residents travel.


CWU


drive

WASHINGTON'S URBAN AREAS ARE GROWING. Washington's population grew from 4.1 million in 1980 to 6.7 million in 2010 and is expected to reach 8.8 million by 2040, mirroring national population growth rate projections.[15] In 2015, Washington's population grew by an additional 93,200 to a total of over 7 million[16]—the largest one-year gain since 2008. New residents accounted for 57 percent of the increase. And most of that increase, roughly 75 percent, occurred in the states' five largest metropolitan counties: Clark, King, Pierce, Snohomish and Spokane.[17]

These growing communities also experienced growth in the use of public transportation. Pierce Transit saw a 6 percent increase in vanpool passenger trips in 2013. Spokane Transit Authority experienced a 1 percent increase in fixed route passenger trips from 2012 to 2013. C-TRAN in Clark County also saw an increase in its vanpool passenger trips—up 18.1 percent from 2012 to 2013. Mode share in 2014 increased for all public transportation in Seattle—even higher for biking and walking than for transit.[18]

ONGOING CHALLENGES: URBAN AREAS

- How can public transportation meet the increasing demand for mobility?
- Are there ways in which service should be distributed to meet growing urban demand?
- How will the change in demographic profile shift the demand for public transportation?
- What are the consequences of meeting, or not meeting, demand?

As there are no uniform answers, these questions will be discussed and addressed through work plans and partnerships with agencies already engaged with these issues.

SENIOR POPULATION IS INCREASING. Many demographic trends in Washington mirror trends evident in the rest of the country. As of 2013, there were 937,000 people 65 and older in Washington, which accounts for 13 percent of the state's total population.[19] Growth in this age group will continue, with an annual gain of 43,000 in 2013 and peaking at 49,300 per year by 2020. By 2040, the 65 and older population is forecast to reach 1.85 million, representing 21 percent of the state's total population.[20] Another way to look at it: by 2030, more than one of every five Washingtonians will be 65 or older. And as the population ages, more people are likely to have a disabling condition or otherwise experience limitations to their mobility, which will create a greater need for public transportation.

ONGOING CHALLENGES: GROWING POPULATION OF PEOPLES 65 AND OLDER

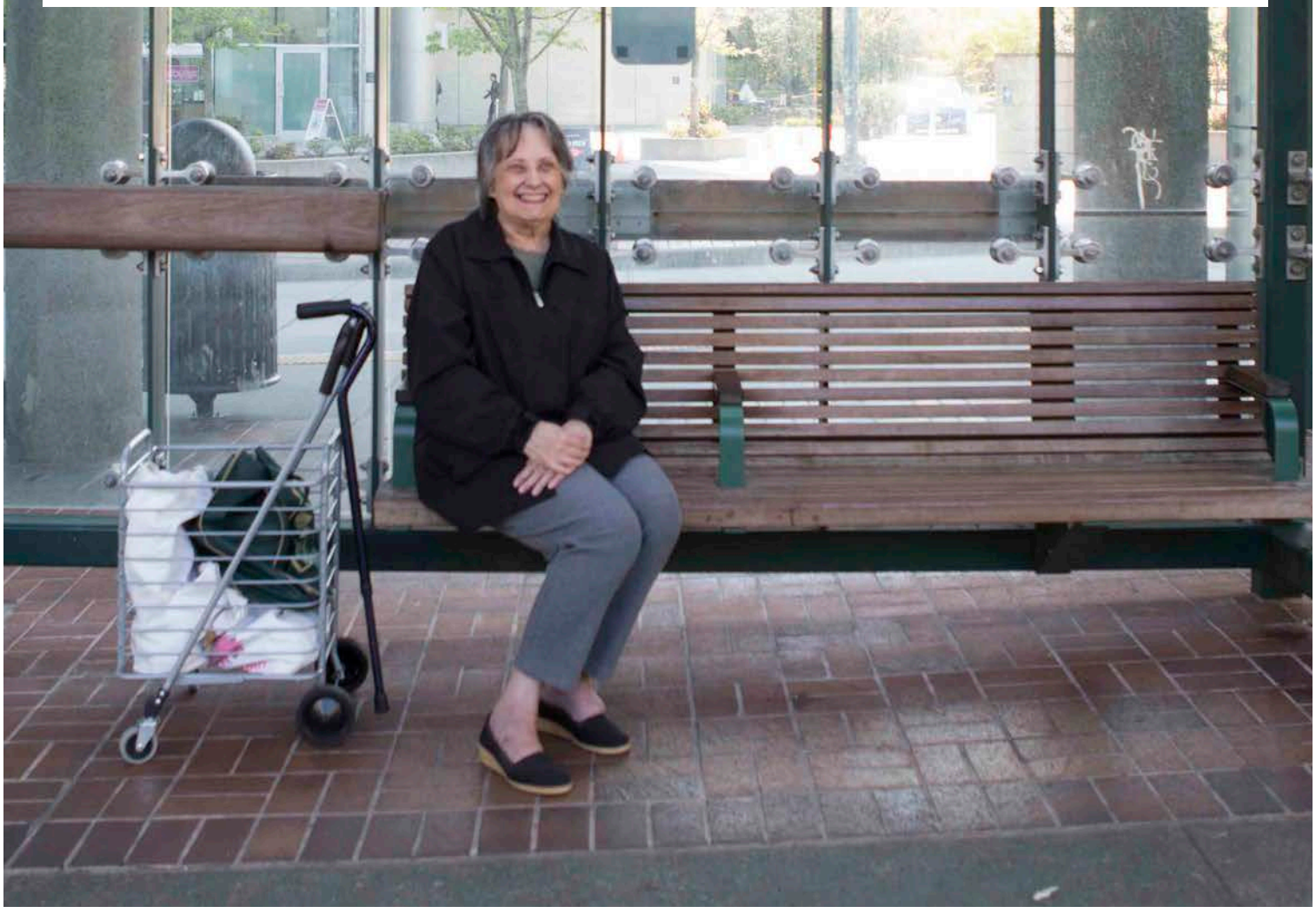
- What types of transportation services will be needed for this growing sector of our population?
- How can public transportation help people live independently for a longer period of time?
- Are there emerging technologies that could help meet the mobility needs of seniors more efficiently?
- How can public transportation help people age in place longer?

As there are no uniform answers, these questions will be discussed and addressed through work plans and partnerships with agencies already engaged with these issues.

WASHINGTON STATE AND NATIONAL DEMOGRAPHICS DATA[31]

	Percent of Washington State Total	National Percentage
Disability Status	18.2%	19.3%
Population Older than 65	11.9%	12.7%
No Access to Vehicle	6.5%	8.9%
Low Income	20.0%	22.9%
Unemployed	8.4%	8.0%
Veterans	12.5%	10.1%
Native American	1.3%	1.6%
Linguistically Isolated	4.2%	4.7%

Source: Bureau of Labor Statistics, May 2012



WASHINGTON'S POPULATION IS BECOMING MORE DIVERSE. The ethnicities and spoken languages of Washington's people are changing fast as well. In 2011, people of non-white ethnicities and races accounted for about 28 percent of the population, while just over 44 percent of the population under one year old were people of non-white ethnicities and races.[26] Nationally, Washington has the fifth-highest percentage of Asians, fourth-highest percentage of Native Hawaiians/Pacific Islanders, and fourth-highest percentage of people who are two or more races. At the state level, Washington is the third most linguistically diverse state in the country with 163 different languages spoken.[27] In King County alone, the percentage of people who speak languages besides English rose from 18.4 percent in 2000 to 25.4 percent in 2011.[28]

ONGOING CHALLENGES: INCREASINGLY DIVERSE POPULATION

- How can we ensure equal access and mobility for Washington's growing diverse populations?
- Are there geographical and social equity issues that need to be addressed?

As there are no uniform answers, these questions will be discussed and addressed through work plans and partnerships with agencies already engaged with these issues.

THE NUMBER OF PEOPLE WITH SPECIAL NEEDS IS GROWING THROUGHOUT WASHINGTON STATE. Washington state law defines special needs populations as "persons, including their personal attendants, who because of physical or mental disability, income status, or age are unable to transport themselves or to purchase appropriate transportation."[29] Using this definition, more than 30 percent of Washington residents meet the criteria for special needs. And, as Washington's population increases by more than 2 million people by 2040, close to 40 percent of residents will meet the criteria.[30] For this population group and others unable to drive themselves or without access to a vehicle, public transportation is often the only option for completing essential day-to-day tasks like getting to work, medical appointments, visiting family and friends, or buying groceries. Additionally, as a result of the Americans with Disabilities Act, more people with disabilities are actively participating in the community, using public transportation to contribute economically and socially to the health of our community.

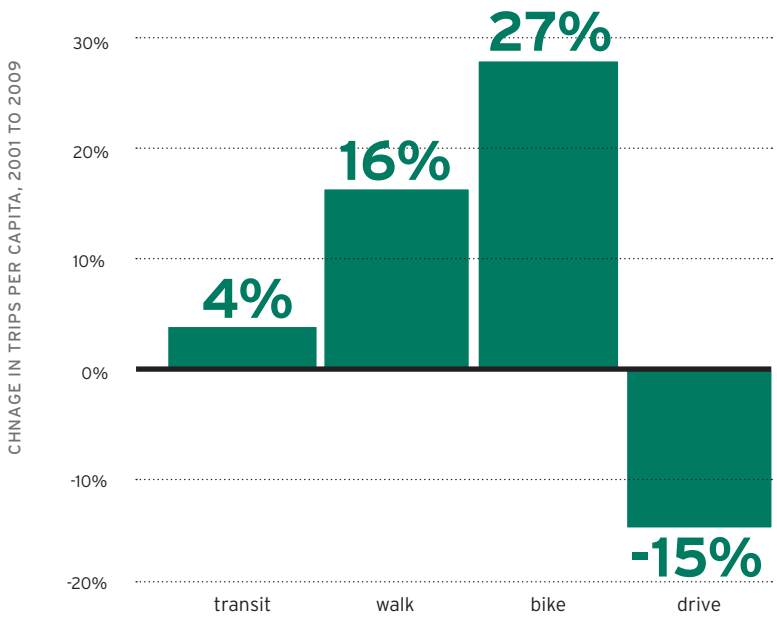
ONGOING CHALLENGES: SERVING PEOPLE WITH SPECIAL NEEDS

- How will the demand for special transportation services change and in what areas of Washington State?
- Are there emerging technologies or business models that could improve access?
- Are we meeting the needs of those with special transit needs? Where are the gaps?
- Are there measures that can be implemented to ensure that no access to a vehicle does not impact access to employment?

As there are no uniform answers, these questions will be discussed and addressed through work plans and partnerships with agencies already engaged with these issues.

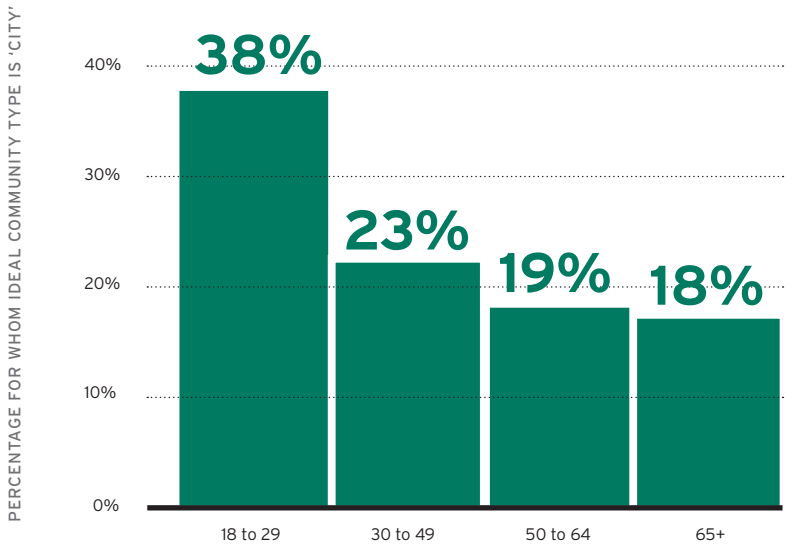
IS THE TIDE CHANGING TOWARDS TRAVEL PREFERENCES?

CHANGE IN NUMBER OF TRIPS PER CAPITA
AMONG 16 TO 34 YEAR-OLDS, 2001 TO 2009 [24]



Source: U.S. PIRG, Millennials in Motion: Changing Travel Habits of Young Americans and the Implications for Public Policy

PERCENTAGE OF PEOPLE PREFERRING TO LIVE IN A CITY, BY AGE[25]



(DATA FROM PEW RESEARCH CENTER)

MILLENNIAL POPULATION IN THE WORKFORCE IS GROWING. In 2015, millennials surpassed the baby boom generation as the nation's largest living generation.[21] This group promises to influence a range of policy decisions across the state and the nation, including transportation. This segment of the population includes people born in the 1980s through the late 1990s and accounts for just over 27 percent of Washington state's population.[22] This generation is, thus far, largely choosing to live in affordable neighborhoods and suburbs in and around urban areas. Numerous studies show they are choosing to live in areas that provide the best options for transportation that do not involve driving their own cars alone.[23] According to Puget Sound Regional Council's 2014 Regional Travel Study, the most significant decreases in auto use for the Puget Sound region between 2006 and 2014 were among millennials. Those aged 18 to 25 dropped from over 85 percent in 2006 to a little more than 70 percent in 2014.

ONGOING CHALLENGES: GROWING MILLENNIAL POPULATION

- Are there emerging technologies that could impact demand for public transportation services for this sector?
- As Millennials age and have families, how might their housing and transportation choices change?
- How can public transportation break the spiral of poverty?

As there are no uniform answers, these questions will be discussed and addressed through work plans and partnerships with agencies already engaged with these issues.

POVERTY IS GROWING THROUGHOUT WASHINGTON STATE, ESPECIALLY IN RURAL AREAS. Fourteen percent of Washington residents live in poverty (for a single-parent family with two children, poverty is defined at $20,090 per year or less), and 19 percent of Washington's children live in poverty.[32] Another 28 percent of Washington residents live in "near poverty," which is below 185 percent of the Federal poverty threshold,[33] or an annual income of $37,166.50 per year.[34] An estimated 94 percent of welfare recipients do not own a car.[35]

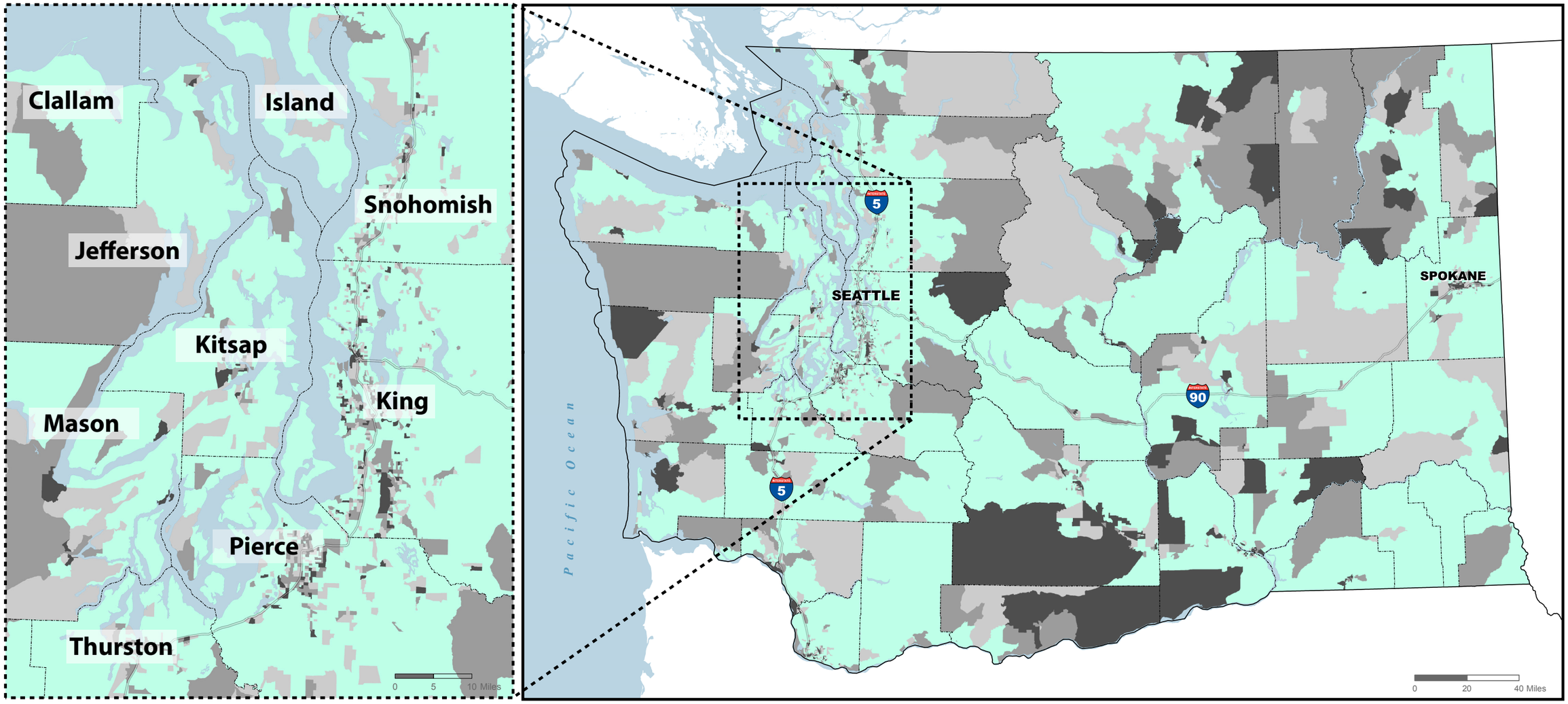
There are large differences among Washington counties—over half the residents in 9 of the 17 "high-poverty counties" in Washington state meet the federal poverty threshold, where many residents are Hispanic and American Indian/Alaska Native.[36]

ONGOING CHALLENGES: GROWING POVERTY IN WASHINGTON

- How will Washington's growing poverty levels alter demand for public transportation in both urban and rural communities?
- With more affordable housing in outlying areas, how will we need to rethink access to public transportation outside of urban centers?

As there are no uniform answers, these questions will be discussed and addressed through work plans and partnerships with agencies already engaged with these issues.

Areas of Poverty



Estimated Percentage of Population in Poverty by Census Block

- Over 30% of Population Earns Less than Federal Poverty Level
- Between 20% and 30% of Population Earns Less than Federal Poverty Level
- Between 13.4% and 20% of Population Earns Less than Federal Poverty Level
- Under 13.4% of Population Earns Less than Federal Poverty Level

Washington State Poverty Rate: 13.4% Federal Poverty Rate: 15.4%

STATISTICAL INFORMATION

Washington Residents (2012)
6,896,756

Number of People in Poverty
924,165 (13.4% of population)

Number of People Living in a Census Block with Over 13.4% Below the Poverty Level
2,492,981 (35.2% of population)

Federal Poverty Level for a Household of Three People
$20,090 (WA average household = 2.5)

As housing prices increase in urban areas, many lower income families are moving to suburban and rural areas, where housing is considered more affordable. For example, in South King County communities, such as City of Sea-Tac and Kent, poverty increased about 12 percent from 2005 to 2009.[37] While the price of housing may be lower, these more remote communities often have lower levels of transit service and are further away from places of employment. "Sprawl increases the distance between homes, businesses, services and jobs, which raises the cost of providing infrastructure and public services by at least 10 percent and up to 40 percent.[38] These combined factors are resulting in a spiral of greater disparity in income for racial minorities and residents of less dense areas of Washington state.

A national longitudinal study of upward mobility has found that shorter commuting time is the single strongest factor in the odds of escaping poverty, even stronger than the relationships between crime, test scores, or the percentage of two-parent families. The longer an average commute in a given county, the worse the chances of low-income families there moving up the ladder.[39]

Strategies and plans, such as the Puget Sound Regional Council's Growing Transit Communities and the state's Livable Communities Policy, are working to better connect communities with transit options and ensure transit planning is incorporated into housing developments and the locations of businesses and services. According to Smart Growth America, a national organization dedicated to bringing smart growth practices to communities, investing in and developing transportation infrastructure, such as streets connected in a complete network, is a "fiscally responsible investment that cost less to build and maintain."[40] Additionally, smart growth transportation strategies reduce the amount families are spending on transportation costs.


SAMISH

PUBLIC TRANSPORTATION AND THE ECONOMY

Whether the goal is to build a stronger economy or help people endure an economic downturn, public transportation options can play a major role. The American Public Transportation Association found that "for every dollar communities invest in transit, approximately $4 is generated in economic returns."[41]

Washington state's economy benefits demonstrably from public transportation's contribution to the capacity and mobility of the entire transportation system. In 2013, delays on state highways cost Washington citizens and businesses over $858 million.[42] By increasing the people-carrying capacity of our roadways and highway network, public transportation supports the speed and reliability of freight movement critical to our statewide economy. Every weekday in King County, transit removes over 175,000 cars from the roadways, which means during peak commute hours transit frees up the equivalent of seven lanes of traffic[43]. That equates to King County residents and businesses saving over $99 million in congestion-related costs every year.[44]

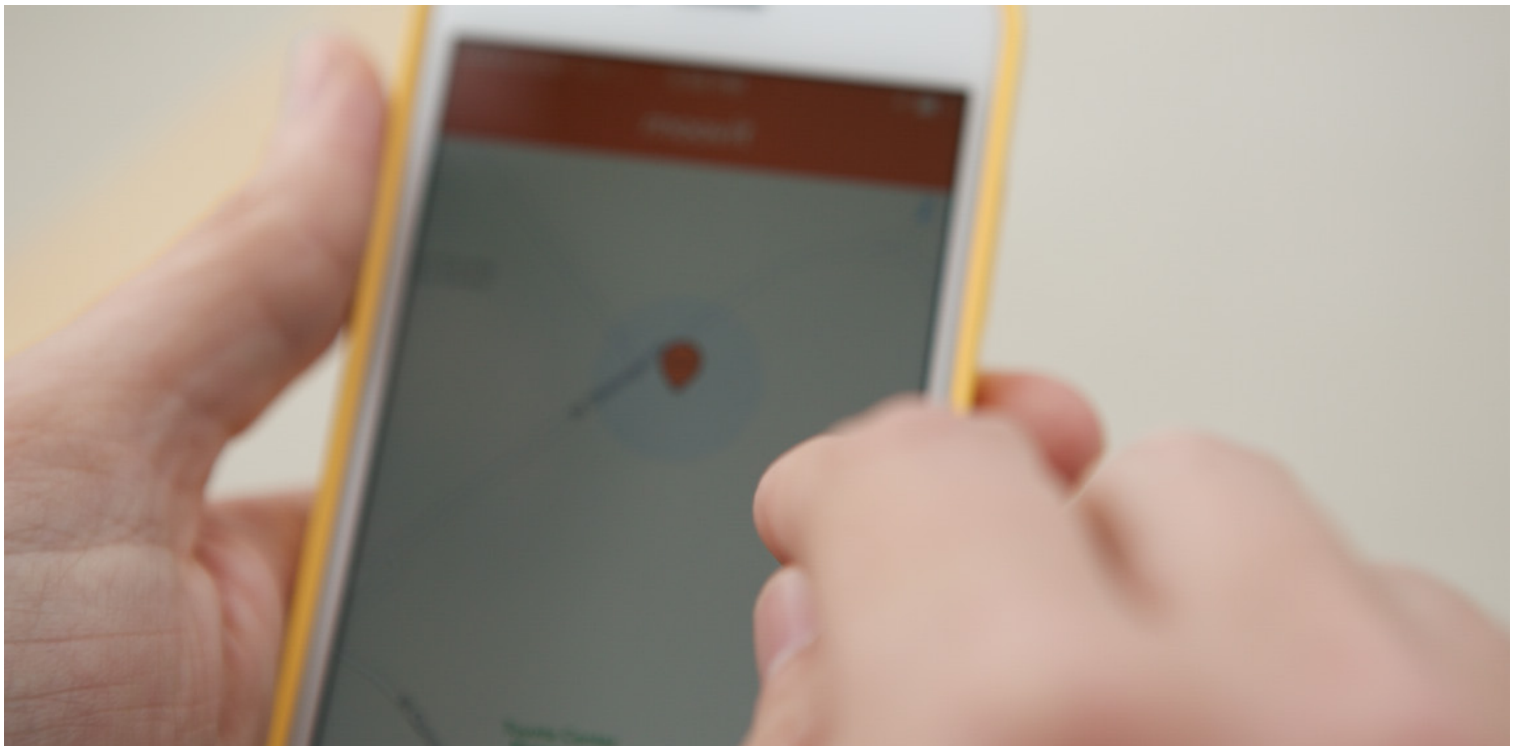
A robust public transportation network can also support the development of compact, walkable, bikeable communities with lower infrastructure demands and can create hubs of activity that support local economies. Public transportation connects employers and workers to each other and provides communities and businesses with safe, reliable, cost-effective travel options. The Brookings Institution found that over three-quarters of jobs in the 100 largest metropolitan areas are in neighborhoods with transit service.[45]

Public transportation also benefits the financial well-being of individuals in Washington state. For example, a person who lives in Seattle can save up to $11,000 a year by simply switching from driving to riding the bus. In small and rural areas, work is the primary destination for public transportation users.[46] During the years following the 2007 financial collapse, when 55 percent of the country's local transit agencies slashed budgets, ridership in those same systems increased 63 percent.[47]

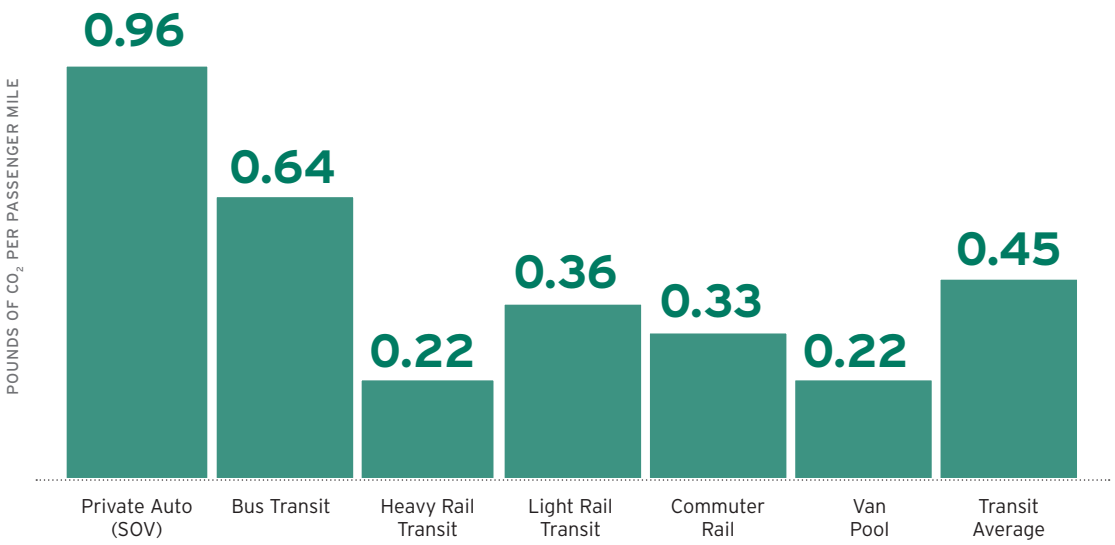
PUBLIC TRANSPORTATION AND THE ENVIRONMENT

Transportation is one of the largest contributors to greenhouse gas emissions in Washington state.[48] The U.S. Environmental Protection Agency and Federal Transit Administration noted that utilizing public transportation, such as light rail and bus transit, can help reduce greenhouse gas emissions. On average, light rail systems produce 62 percent less and bus transit produces 33 percent less greenhouse gas emissions per passenger mile than private vehicles.[49] That savings increases to 82 percent for a typical diesel transit bus when it is full with 40 passengers.[50] WSDOT is purchasing eight new locomotives for its Amtrak Cascade intercity rail service, which will reduce greenhouse gas emissions approximately 85 percent compared with some existing locomotives. The more people utilize public transportation, the more emissions and fuel consumption are reduced. For every 10,000 solo commuters who leave their cars at home and commute using public transportation for one year, fuel consumption is reduced by 2.7 million gallons.


LUKE'S!!
LUKE'S CARPET



NATIONAL AVERAGES SHOW SIGNIFICANT GREENHOUSE GAS EMISSION SAVINGS FROM TRANSIT



Source: Federal Transit Administration, "Public Transportation's Role in Responding to Climate Change"

TRENDS IN TECHNOLOGY AND PUBLIC TRANSPORTATION

Several aspects of public transportation are being driven by big data and digital age innovations. In many urban systems, big data allows individual travelers to have up-to-the-minute information regarding their best transportation options. Opportunities to use big data to provide better and more flexible access in rural areas are just starting to be explored.

Shifts in technology, such as mobile phone applications, are allowing people, regardless of age or disability, to access all forms of transport—from car sharing, to vanpooling, to public transit options, to bike access. For example, using a smartphone transit app, a transit rider can look up the timing of the next bus and adjust their schedule accordingly. This is changing the perception of public transit, which is no longer one-size fits all, but rather is customizable to customer needs.

Technology solutions can be a tool in helping to create a more seamless public transportation experience across transportation modes. For example, London commuters are able to enter their destination in the Citymapper app for a range of ways to get to their destination, along with real-time information about when a bus will arrive or when the next Tube will depart.[51] In Washington state, multiple smartphone apps exist and are in use, such as TripPlanner, Travel or OneBusAway.

Customer service advancements in other industries also have potential to facilitate the ways in which customers interact with the public transportation services, specifically by applying knowledge management applications to make things like fare payment easier across systems and modes.


YAKIMA VALLEY FARM WORKERS CLINIC


PLEASE DO NOT STORE LUGGAGE IN
THIS AREA RESERVED FOR SENIO
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RURAL COMMUNITIES NEED CONTINUED SUPPORT

In Washington's rural areas, compounding factors of land use, poverty, income and age provide barriers to accessing transportation for basic life needs. In rural communities, access to a vehicle makes a difference in being able to get to jobs or services because convenient fixed route transit may not be available. Affordable housing may be a draw for a rural area (as well as suburban areas). While housing is somewhat more affordable, it means that people must rely on the use of more expensive personal vehicles to get to key employment centers that are located longer distances from their homes. Meanwhile, housing in urban areas is in high demand with increasing costs because of their proximity to job centers.

The loss of jobs in rural communities during the Great Recession impacted car ownership because many individuals could either no longer afford a car payment or had to reduce their reliance on a personal vehicle. A majority of the rural fixed-route transit providers saw increases in passenger trips between 2010 and 2013. For example, Jefferson Transit Authority saw a nearly 100,000 increase in passenger trips during this period.

Rural areas create barriers for those individuals that are on fixed incomes and require transportation options to reduce isolation. Aging populations in rural areas seeking medical care or access to basic life necessities require further consideration of their needs as the baby boomer generation ages in place—many of whom are in rural areas.

CONCLUSION

This chapter has highlighted numerous demographic, economic, environmental and funding trends in Washington. With continued changes and growth in the population, public transportation will be even more integral in ensuring people have access to their jobs and daily life requirements.

CHAPTER 2
A DECISION-MAKING FRAMEWORK FOCUSED ON SYSTEM PERFORMANCE AND MULTIMODAL INTEGRATION

Growth, demographic changes, traffic congestion and financial challenges present a growing crisis for communities in Washington state. Addressing these challenges requires changes in the way transportation is planned and managed. Increased focus on system performance, continuous improvement, innovation and stronger partnerships are necessary to further integrate transportation elements to meet communities' mobility needs.

Public transportation is playing a growing role in this new way of doing business. Public transportation is about making the most of existing infrastructure as well as contributing to the quality of life in our communities and the viability of our existing transportation system in
Washington by:

- Ensuring access to jobs that benefit employees, employers and the overall economy of the state
- Providing affordable transportation options for those who do not otherwise have access to mobility
- Reducing transportation costs for households throughout Washington
- Increasing the efficiency and people-carrying capacity of roads and highways
- Supporting air and water quality in Washington by increasing the ratio of person-miles travelled to vehicle-miles travelled

Both the Washington Transportation Plan 2035 and Results Washington[51] policy documents reinforce the need for collaborative and integrated transportation planning and investment among those who fund and deliver transportation systems and services in Washington state. To fulfill these recommendations and to achieve the transportation system performance that communities need, transportation providers must shift approaches and strategies. These emerging methodologies will rely more heavily than ever upon shared performance goals, engaging the community, building partnerships and integrating modes and services.

There is already significant coordination and collaboration among transportation and community partners in transportation planning, funding, design, construction and operations.

The concept of integration takes this collaboration to the next step by further aligning organizations and resources around shared performance goals. Integration is a strategy for making the whole greater than the sum of its parts. In this way, WSDOT supports the success of local goals by addressing highway and arterial problems thereby easing the burden on the local system.

This approach is effectively demonstrated by the Center City Mobility Plan developed by Seattle's Downtown Transportation Alliance (a partnership between King County Metro, the City of Seattle and the Downtown Seattle Association) to meet a projected 23 percent increase in jobs by 2035. Together, these organizations have developed a subarea plan that integrates strategies for transit service, corridor designations, public realm plans and funding.

Collaboration can also be seen in the reforms at WSDOT that support local agencies. Endorsing the National Association of City Transportation Official's design guidelines for multimodal design in urban areas, and overhauling the design manual to include multimodal and cost effective features that provide for the safe movement of people, are demonstrative that collaboration efforts towards a common goal are underway.

All of this requires partners to create shared goals and processes for decision making about the highest-value approaches toward meeting those goals. Case studies presented in this chapter offer examples of how integrative approaches to transportation are delivering for communities.

THE STATE ROLE IN PUBLIC TRANSPORTATION

Building on policies described in state and federal law, state reports and strategic plans (alongside feedback from communities and partners), this plan establishes the state's role to:

1. **Facilitate the creation of a more complete transportation system that delivers the performance communities need**
   - » Operate state assets efficiently to support public transportation
   - » Facilitate the integration of public transportation into planning, design, construction, operations, policy and funding at all levels of government
   - » Continue to encourage efficient multimodal systems as part of the Growth Management Act
   - » Integrate public transportation into a complete transportation system by developing, maintaining and promoting statewide policies, data, best practices and tools
   - » Increase the use of public transportation systems and services by working with existing and emerging partners to remove barriers
   - » Operate transportation in collaboration with public transportation partners in all travel markets and at all levels

2. **Invest strategically to integrate transportation modes and enhance transportation system performance**
   - » Assess transportation needs and solutions from integrated system performance and people-focused perspectives
   - » Identify integrated system performance targets. Prioritize and provide state public transportation funding to meet those targets. Work with state partners to find other funding to bridge remaining performance or funding gaps
   - » Invest in public transportation strategies to maintain or improve transportation system viability during disruptions like catastrophic events, environmental changes, emergencies or major construction
   - » Invest in developing new methods to integrate organizations, services and systems
3. **Monitor system performance to inform decision making and investment**
   - » Improve and support quality, consistency and access of data to enable better collaboration between providers (particularly smaller agencies), support innovation through public-private partnerships and align reporting
   - » Establish and maintain consistent multimodal system performance measures to support performance-based decisions, investments and reporting in transportation corridors and communities
   - » Establish decision-making approaches and frameworks that are responsive to the real-time performance of the investments

This direction is reflected in this plan's strategies and early implementation recommendations presented in Chapter 3 of this document.

MOVING TOWARD AN INTEGRATED SYSTEM: PRACTICAL SOLUTIONS

Integration of public transportation into the highway and roadway investment process at state, regional and local levels will be essential to the system's success in an era of fewer resources and growing community needs. From the state perspective, as demonstrated by recent legislative and planning goals and directives, transportation providers must adapt traditional ways of planning, funding, designing, building and operating a transportation system for the 21st century.

This message is reinforced globally in a 2014 National Cooperative Highway Research Program report that suggested states change to "a maturity model in which DOTs enhance their ability to support sustainability by gradually shifting toward broad decision-making partnerships, risk-sharing between public and private sectors, integrated infrastructure ownership and operations strategies and sustainability-focused stewardship and regulation"[52] that is routine and institutionalized throughout the state.

System integration requires all partners to pull from a larger, multimodal toolbox to consider solutions that can best serve the interests of communities and the traveling

public. For WSDOT, this means continued evolution from a role of serving as a traditional highway agency to the role of a facilitator or system developer working in collaboration with transportation partners and local communities to leverage system performance. In that sense, terms such as "highway corridor" need to be understood and addressed in their broadest sense—not just as a stretch of roadway, but as a community asset with feeder arterials, public transportation services, bicycle and pedestrian connections, major employment destinations and other land use strategies that affect and respond to the needs of the people and communities around it.

In Snohomish County, Community Transit's Long Range Transit Plan placed a strong emphasis on "integrating land use, infrastructure and transit service in a multimodal corridor vision" through tools such as encouraging transit-oriented development typified by mixed use, more densely populated neighborhoods that can be linked to regional transit and non-motorized infrastructure.

WSDOT is focused on a project management approach called **Practical Solutions** to help achieve this future (http://www.wsdot.wa.gov/Projects/PracticalDesign/). The Practical Solutions approach facilitates more flexible and sustainable transportation investment decisions at every step in the transportation lifecycle, from planning and investment through design, construction and operation.

Agency employees were recently directed to implement practical solutions via Secretary's Executive Order Number E 1096.00:

> *The citizens of Washington expect the delivery of transportation services, programs, and projects that are necessary, high quality, appropriately scoped, and delivered efficiently at the right time and in the right location. In meeting this expectation, our systems must be sustainable. Recognizing this importance requires maintaining, preserving, and operating systems to achieve lowest lifecycle cost. When this cannot be achieved within a constrained budget, a process that considers cross asset tradeoffs that balance between performance and risks is necessary. The department is expected to develop clear base line condition assessments and identify quantifiable, evidence-based performance outcomes and predictable, consistent processes for planning, developing, and delivering projects to facilitate safety, mobility, and economic vitality, while promoting local business and jobs and providing for stewardship of the environment. The goal here is to maximize safety, enhance mobility, and encourage economic development through optimization of the transportation system at the lowest cost for as many communities as possible.*

The Practical Solutions project management approach includes Least Cost Planning, Practical Design and Corridor Sketch Planning.

Least Cost Planning is defined as an approach to making planning decisions that consider a variety of conceptual solutions to achieve the desired system performance targets at the least cost. This concept includes:

» Integrating goals and objectives

- Making collaboration a key element of the planning process
- Setting performance targets
- Identifying transportation deficiencies and needs
- Identifying strategies and alternatives through stakeholder and partner engagement

Practical Design builds upon Least Cost Planning by taking a more integrated approach to transportation into the design phase. Using performance-focused goals established during planning, Practical Design emphasizes making project decisions that stay within the core purpose and need for the project. It takes a systematic and multi-disciplinary approach to creating the highest value, within budget, to deliver specific results. This requires flexibility to use common sense solutions that offer the greatest benefit to the system as a whole.

Corridor Sketch Planning is an example of WSDOT's efforts to deliver Least Cost Planning and Practical Design through interjurisdictional partnerships and collaborative planning at the corridor level. Its objective is to shift community and agency focus from high-cost highway and roadway capacity investments with cost-effective and sustainable strategies to meet performance goals and community needs. For example, it supports consideration of demand management and operational improvements as a more cost effective and sustainable way to address mobility needs before moving to capacity expansion.

By starting with a snapshot of information about the existing context, partners, customer markets and transportation performance needs, Corridor Sketch Planning encourages solutions that go beyond organizational silos and traditional responsibilities. It engages communities and partners to develop integrated corridor goals and performance targets, assess corridor strengths and challenges, and develop integrated, multimodal investments that will deliver the needed performance. The ultimate outcome is more collaborative solutions that deliver maximum benefit and the lowest lifecycle costs.

It is conceived to become a key component of the Washington Highway System Plan, which is the basis for the six-year highway program and a significant portion of the two-year biennial budget request to the Legislature. It is also to be incorporated into the state's overall transportation plan, the Washington Transportation Plan. WSDOT is focusing its initial application of Corridor Sketch Planning on highway corridors in the regions of the state that were funded in the Connecting Washington transportation package. Corridor Sketch Planning subsequently will be applied everywhere.

CASE STUDIES

Transportation providers at the local and state level have been able to leverage resources and enhance system performance approaches using the Practical Design approach. The results demonstrate that successful partnerships and modal integration are facilitated when departments and agencies collaborate on decisions and share ownership for the success of integrated outcomes. The following case studies describe how this approach has worked for three Washington regions.

THE FIRST CASE STUDY, HEALTH EXPRESS SHUTTLE, ILLUSTRATES HOW ORGANIZATIONS CAN COME TOGETHER TO FILL A PEOPLE-FOCUSED TRANSPORTATION GAP.

CASE STUDY #1: THE HEALTH EXPRESS SHUTTLE, GRANT AND ADAMS COUNTY

Rural residents needing critical healthcare can face daunting challenges when their treatment facility is many miles away. Patients who cannot drive have few dependable, accessible, or affordable options. Sometimes, transportation for a return trip home is not available until the following day, necessitating additional costs for lodging.

Through a public-private-nonprofit partnership, Grant and Adams County residents now have a low-cost, reliable and frequent mode of transportation for participating medical facilities. The Health Express Shuttle was created in 2004 to fill the need for cancer patients residing in rural areas to receive critical healthcare. The service operates weekdays to transport patients, some who live more than 60 miles away, from the Moses Lake Clinic, Quincy Valley Hospital, and Columbia Basin Hospital to Central Washington Hospital, Wenatchee Valley Medical Center, and Veterans Administration Clinic. The healthcare providers schedule appointments for their patients so a fixed route is feasible instead of costly demand response trips by individuals and their families, friends and caregivers. The shuttle returns the patients the same day to their locations in Moses Lake, Ephrata and Quincy.

The funding and project development for the shuttle service was made possible by the collaboration of People for People, WSDOT, Grant Transit Authority, Moses Lake Clinic with Confluence Health and Columbia Basin Cancer Foundation. From 2004 to 2015, the number of patient trips has steadily increased to over 3,000 trips per year. Increased ridership has required purchasing a larger vehicle to provide the service. People For People operates the service with a $1.50 fare and the fare is waived for medically-referred riders.

The highest users of the shuttle service have been cancer patients requiring radiation therapy because their small towns do not provide this kind of treatment. Without this service, transportation options for rural residents needing critical medical treatment is limited to costly private services or relying on family or friends to make the frequent long-distance trips for treatment.

The Health Express Shuttle provides a cost-effective, dependable, safe and reliable transportation option for individuals to receive critical life support healthcare. Through the public-private-nonprofit partnership, this service gives hundreds of individuals each year the opportunity to receive critical healthcare and improves their quality of life.

THE SECOND CASE STUDY, SPOKANE'S HIGH DRIVE, ILLUSTRATES PARTNERSHIPS AND INTEGRATION THAT GO BEYOND TRADITIONAL TRANSPORTATION PROVIDERS AND GOVERNMENT SILOS. IT ALSO ILLUSTRATES OUR BROADER DEFINITION OF PUBLIC TRANSPORTATION, WHICH GOES BEYOND TRANSIT.

CASE STUDY #2: INTEGRATED PLANNING, DESIGN AND CONSTRUCTION ON SPOKANE'S HIGH DRIVE

Like most cities in Washington state, the City of Spokane is faced with major infrastructure and mobility challenges and an electorate that is reluctant to approve additional taxes. Street maintenance, water delivery system upgrades, overflows from combined sanitary and stormwater sewers, and parks compete with each other for limited tax dollars. The City of Spokane's approach to the major rehabilitation of its High Drive is a municipal level example of how a multimodal approach —in this case, bicycle, pedestrian and traffic calming strategies— have been integrated with design and construction of other major city infrastructure. The integrated approach used by the City of Spokane has minimized construction impacts by leveraging the public investment and creating added-value solutions.

Consider a three-dimensional view of a street. Included in that view are the traditional surface transportation uses—sidewalks, bike lanes, vehicle travel lanes—along with below-ground connectivity for water, wastewater and room for on-site management of stormwater. In this view, streets serve multiple functions and link together much of the infrastructure that sustains a community's way of life.

This perspective is being utilized on projects throughout the city. Additionally, the City is combining its comprehensive plan chapters for transportation and utilities into one, embedding the change in the organization for the long term.

Recently, the approach transformed a project to upgrade what was originally planned as an asphalt reconstruction project to one that is providing a host of new benefits to the community. In the summer of 2014, the City expanded the High Drive reconstruction project planned as part of a 2004 bond issue into one that supports the bicycle network, pedestrian safety and a major upgrade to sewer and water systems.

The success of this project can be attributed to an interdepartmental group of capital programs, design engineering and utilities which the City formed to consider the overall infrastructure needs from the underground to the street surface. The integrated approach to funding, planning and construction management considers a variety of needs, including:

- New paving
- Sidewalks
- Bike lanes
- Water main replacement
- Storm water management
- Drainage swales
- Storage for excess water from combined sanitary and stormwater sewers

In the case of High Drive, the City's $6.8 million project included bike lanes on both sides of the 1.89 mile road, meandering paved sidewalks that offer incredible views, on-street pedestrian islands, traffic-calming devices such as roundabouts, planting strips to separate parking from sidewalks, crosswalks and grass stormwater swales on the medians.

In the end, the City disrupted neighbors only once to provide the community with a superior project that provides multiple benefits, and at a lower cost than if the work had been divided into multiple projects. The City estimates it delivered the improvements for at least 25 percent less.

Perhaps best of all, the City's voters like the idea too. In November of 2014, the City approved a new street levy with a clear focus on adding value through integration. That measure passed with nearly a 78 percent "yes" vote.

"We are taking a common sense approach to making lasting change for our community," Mayor David Condon said. "Streets and utilities go together and it's time we started thinking about them universally."

CASE STUDY #3: IMPROVING PERFORMANCE ON I-5 BETWEEN EVERETT AND SEATTLE

Increased economic and residential growth is leading to significantly greater travel demand along the I-5 corridor between Everett and Seattle. Between 2013 and 2014, the average one-way commute trip in this corridor jumped more than ten minutes during rush hours,[53] compounding a 10-minute increase that occurred during 2011-2013.[54]

High-occupancy vehicle lanes, transit service and park and ride lots play a key role in this corridor. On I-5 at Northgate, a single high-occupancy vehicle lane and the buses, vanpools and carpools that use it carry nearly 40,000 people (or 43 percent of person trips) during

peak hours.[55] This occurs despite high occupancy vehicle lanes performing substantially below travel speed standard, with travel times well above target[56] and more frequent traffic breakdowns that produce far longer delays.[57] The high-occupancy vehicle travel time advantage, 20 minutes in 2013, has shrunk to 15 minutes.[58] At the same time, more crowded buses indicate greater demand for transit and a greater number of people standing for 65+ minute trips.[59] Transit reliability is also suffering, with more than 25 percent of bus trips arriving late.[60] Park and rides that serve as a key access point for transit on the corridor are chronically overcrowded.[61]

There are two primary ways to address this mobility challenge: increase the level of transit service provided on the corridor and improve transit flow. Transit agencies, local road agencies and the state have created a rapid response effort designed to boost transit's contribution to I-5 performance. This effort focuses on increasing overall corridor performance through increased transit ridership. Examples:

- Since 2013, Community Transit and Sound Transit have added trips, buses and service to accommodate longer and less predictable travel times, and both agencies will be adding additional time into their schedules to reflect the new reality. In fall 2015, Community Transit and Sound Transit will be purchasing higher capacity vehicles (for example, double decker buses) to help reduce overcrowding.
- City of Seattle, Community Transit, King County Metro, Sound Transit, PSRC and WSDOT are collaborating on near-term achievable operational strategies and road modifications to improve transit speed and reliability between Everett and Seattle. A work team comprised of experts from Community Transit, WSDOT, First Transit and Spokane Transit developed a list of actions at an intensive workshop on March 10, 2015. Agencies are working to assess and implement these actions. For example, agencies are preparing to test the use of freeway shoulders as transit bypass lanes during heavy traffic congestion. A pilot project to test this concept on I-5 in south Snohomish County is in development for 2016.

Providing a more reliable path for both in-service and out-of-service buses not only makes transit more attractive to commuters in the I-5 corridor; it also amplifies the effectiveness of transit investments in additional equipment and service by reducing the amount of money spent on buses sitting unproductively in traffic. These investments support the overall performance of the region's transportation system. While the rapid response efforts proceed, regional discussions continue about longer-term solutions for I-5 performance and the impacts of increased demand.

DEVELOPING PERFORMANCE MEASURES FOR PUBLIC TRANSPORTATION

Performance-based targets and trends can be powerful tools to help transportation providers, policy makers and communities achieve a more integrated, high-performing and adaptable transportation system.

Achieving the vision of an integrated, multimodal system requires moving beyond compliance with performance reporting requirements set forth in MAP-21, Washington state's Biennial Transportation Attainment Report, RCW 35.58.2796, Results Washington and Results WSDOT. The underlying themes of the Washington State Public Transportation Plan, which include concepts such as multimodal integration, system efficiency, resilience and vibrant communities, will require a different set of evaluation measures and associated data. Although Washington state is one of the nation's leaders in the development of transportation performance measures, existing data and evaluation tools may not be adequate to support more integrated, performance-focused transportation system management and integrated decision-making. The Washington Transportation Plan 2035 recommends going beyond the performance areas in MAP-21, which include safety, infrastructure conditions, traffic congestion, freight movement, environmental protection and project delivery, to demonstrate that funds are being wisely applied and are returning measurable benefits to individuals and the state as a whole.

Many transportation providers throughout Washington state expend considerable resources to provide data to respond to local, state and federal information requirements and requests. Others provide no data and are not required to do so; private providers and carpoolers, for example. A move toward more integrated, performance-focused measures will require us to build from a foundation of existing data and continuous improvement, keeping in mind the costs and challenges associated with gathering, storing and using transportation data.

CURRENT REPORTING INCLUDES:

» Transit agencies provide data to the Federal Transit Administration via the National Transit Database, which was established by Congress to be the nation's primary source for information and statistics on the transit systems of the United States. Recipients or beneficiaries of grants from the Federal Transit Administration under the Urbanized Area Formula Program (§5307) or Other than Urbanized Area (Rural) Formula Program (§5311) are required by statute to submit data to the database, which is used to apportion over $5 billion of Federal Transit Administration funds to transit agencies in urbanized areas and to support annual reports submitted to Congress summarizing transit service and safety data.

- Since 1979, the Washington State Department of Transportation has produced an annual Summary of Public Transportation which provides a financial, operational and ridership snapshot of parts of the public transportation system in Washington state. Local transit agencies, nonprofits, tribes, social service agencies, private providers and Washington State Ferries provide data for this report focusing on transit service and services for people with special transportation needs, including fixed route, route deviated, demand response, vanpool, ferry commuter, rail and light rail services. Trend data presented in the Summary track changes in funding, revenue and ridership over the years. The Summary also provides trend information on the following performance measures, as mandated by RCW 35.58.2796.
- The Biennial Transportation Attainment prepared by WSDOT tracks achievement of six statewide policy goals: preservation, safety, mobility, environmental, stewardship and economic vitality.
- Transit agencies submit annual transit development plans to WSDOT that include information about each respective transit system, its capital plan, operating changes and a six-year funding plan.
- WSDOT's quarterly Gray Notebook provides performance data on Washington state's projects, programs and department management. Its primary focus is on performance of highways, aviation, ferries and freight in achieving state transportation goals, but it also includes data on vanpool and transit performance.
- WSDOT's annual Corridor Capacity Report helps inform WSDOT policy makers, planners and engineers as they examine multimodal capacity opportunities for state highways. It also educates WSDOT, the Legislature, stakeholders, educational and research institutions, the media and the public about highway system conditions and how we can work together to reduce congestion.
- The Washington State Transportation Improvement Board's interactive Performance Management Dashboard provides information on local road, pedestrian and bicycle projects. It is considered a national best practice for monitoring performance outcomes of projects that it funds in accordance with a "balanced scorecard" system that has helped to improve project efficiency and delivery tied to strategic plan goals.
- In June 2015, an act improving transit agency coordination was passed (ESHB 1842). The bill creates a transit coordination grant program in WSDOT and requires that WSDOT develop an annual report regarding transit agency coordination in the central Puget Sound region by having local entities report on their various coordination efforts.

WHAT DOES SYSTEM PERFORMANCE MEAN?

The Washington State Joint Legislative Transportation Committee's 2011 study on the state's role in public transportation recommended a consistent set of measures be developed to "enable policy leaders to identify public transportation trends in the broader context of the overall transportation system and goals." MAP-21 encourages expanded use of performance targets and measures. Results Washington directs state agencies to routinely gather, review, and display performance data to make it easier for citizens to see for themselves how well state government and its many partners are delivering services and meeting key performance goals. The Results WSDOT strategic plan includes multiple data-driven performance-related strategies. To meet these recommendations, we must define the performance we need out of our transportation system, determine whether or not we are meeting that need, and work with local partners to recommend actions we will pursue together to fill gaps. Data and analysis plays a key role in this process.

Expanding the use of performance targets and measures will require continued innovation in data gathering, analysis and reporting. Our transportation system is complex, interconnected, and serves many different types of people and communities. Existing data focuses on only a few transportation modes and metrics. These metrics often provide a notably incomplete picture of the performance of the system and omit information about unmet demand. In addition, the breadth, depth, and approach to gathering data varies throughout the state. This reflects local priorities and resources and also presents challenges for data aggregation or comparison.

Traditional performance measures reflect the operation of the transportation system, and not the value communities derive from the services. This is particularly challenging for public transportation services which often provide people access to goods and services that remain outside their accessibility without public transportation. How does one measure the value of a rural service that gets people to their cancer treatments? How does one measure the full economic value of transit-oriented development? In other words, public transportation services often provide positive outcomes important to community development beyond system performance. How should this be reflected in our investment decisions?

To be useful, performance targets and measures should be designed to reflect the roles that public transportation plays in serving different needs in different regions and for different markets. For example, in urban areas, public transportation plays a unique role in supporting economic expansion by connecting workers and employers despite increasing density and traffic congestion. This contrasts distinctly with the role public transportation plays to provide people access to critical health, education, and social services. These roles serve different purposes and should have different metrics for success.

Simply put, performance measures must be appropriate to the goals of the service to be useful decision-making and management tools.

This plan supports:

» Ongoing efforts to improve the development and use of performance targets and measurements that reflect the ways in which public transportation meets the needs of diverse markets, including those that differentiate between commuter service and services for transit-dependent populations

» Expanded development of data and analysis needed to support integrated, performance-based target-setting, measurement and reporting

» The use of performance targets and measures that focus on the needs of communities and people

» Continuous improvement in performance target setting, measurement and reporting, building from a foundation of existing data

» Compliance with performance reporting requirements, including but not limited to MAP-21, Washington state's Biennial Transportation Attainment Report, RCW 35.58.2796, Results Washington and Results WSDOT

EARLY ACTIONS

In Chapter 3 of this plan, performance measures are presented for each of the five Washington State Public Transportation Plan goals. Not all measures are in place, various organizations will be taking on different responsibilities, and the task of developing measures related to system performance will require consultation with those who operate and fund public transportation to define public transportation "success" for Washington state.

The following early actions are proposed to develop a more robust and comprehensive system to measure performance of Washington state's public transportation investments.

OVERALL SYSTEM PERFORMANCE

» Develop a statewide public transportation performance dashboard using existing data, including but not limited to readily accessible information such as transit ridership, commute trip reduction mode split, transportation-related carbon emissions, transportation cost per household, transportation as a percent of household spending, and vehicle occupancy.

» Develop a process that enables integrated, cross-organizational decision making on system operation and investments. This may require different, more real-time performance measures.

» Begin development of supplementary measures to improve understanding of public transportation performance in the context of a complete, integrated transportation system. For example, explore the potential for a public transportation connectivity dashboard that summarizes progress in moving toward system connectivity (Increased 1st mile/last mile access, completion of sidewalk networks, etc.), pursue data related to access to fixed route transit service, explore the development and expanded use of mode split data, or explore the use of person throughput and multimodal cost per person trip as a performance and investment metric.

SERVICES FOR TRANSIT DEPENDENT GROUPS

» Pursue data related to the percent and number of people with special transportation needs and the percent and number of those who have access to public and nonprofit-provided transportation services.

» Pursue research to determine the number and percentage of people with special transportation needs who are able to live more independently as a result of transportation services provided by public agencies and nonprofits.

NEXT STEPS FOR PUBLIC TRANSPORTATION

Proposed actions within this plan, described in the next chapter, capture how the state can advance its role in public transportation. In the meantime, WSDOT and other public transportation partners are engaged in a number of efforts to maximize the value and person carrying capacity of the existing system.

CHAPTER 3
GOALS AND ACTION STRATEGIES

The goals and action strategies contained in the Washington State Public Transportation Plan are steps toward a common vision: **All transportation partners in Washington work together to provide a system of diverse, integrated public transportation options. People throughout the state use these options to make transportation choices that enable their families, communities, economy and environment to thrive.**

WHAT WILL IT TAKE TO GET FROM HERE TO THERE?

The Washington State Public Transportation Plan's long-range goals and action strategies work in concert to support Washington state's economy, environment, and social safety net. Even though most public transportation services are community based and funded, all levels of government—federal, state, and local—share an interest in healthy local public transportation networks that are part of an interconnected statewide system. The plan's goals express five long-term areas of statewide interest in public transportation, as broadly defined in this plan.

Strategies that support each of these goals build toward the Washington State Public Transportation Plan vision of a "system of diverse, integrated, and effective transportation options." Early actions are listed for each goal. These will be updated annually, and new actions will be added as the state and its partners reach agreement to take on new initiatives.

Just as these goals are not mutually exclusive, and in fact support each other, it is to be expected that early actions are likely to support more than one goal. They are listed under the primary goal they support.

GOAL 1: THRIVING COMMUNITIES

GOAL 2: ACCESS

GOAL 3: ADAPTIVE TRANSPORTATION CAPACITY

GOAL 4: CUSTOMER EXPERIENCE

GOAL 5: TRANSPORTATION SYSTEM GUARDIANSHIP

A table summarizing the range of goals, strategies and early actions is presented in the following two pages. Following this table is more detailed rationale for each of the goals, strategies and early actions, as well as a phased evaluation approach that uses current data to measure outcomes until new performance dashboards are developed. Implementation of early actions will be the responsibility of a variety of public transportation partners. In some cases, the organizations leading the early action have been identified. They are listed in the table. In other cases, lead organizations will be identified during the public engagement process.

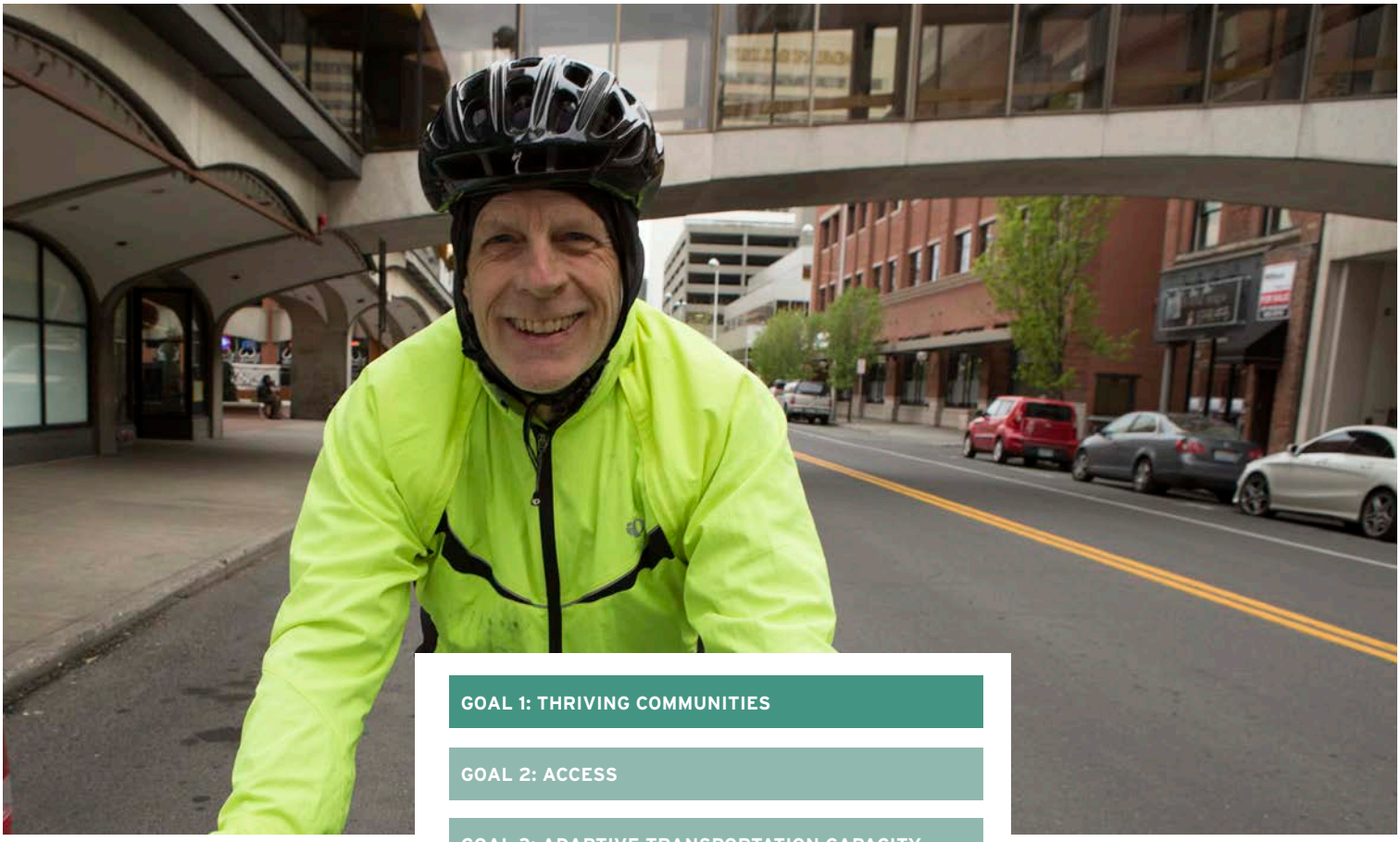
These goals, strategies and early actions are part of a broader planning framework that includes the overarching Washington Transportation Plan 2035, statewide modal plans (e.g. Bicycle Transportation and Pedestrian Walkways Plan, Ferries Division Long-Range Plan, State Rail Plan, Washington State Freight Mobility Plan, Highway System Plan, Aviation Systems Plan), State ADA Transition Plan, Tribal transportation plans, regional and local transportation plans, human services transportation plans, growth management plans, and transit plans. (Appendix E provides a crosswalk that shows how the Washington State Public Transportation Plan goals support other state plans.) Together, these plans and the ideas they contain provide a blueprint for transportation that delivers improved transportation access, efficiency and effectiveness. To meet the challenges of the 21st century, the Washington State Public Transportation Plan recommends continued and increased collaboration and leadership among transportation partners in addition to action and investment from the public, private and nonprofit sectors at all levels.

Further integration and improvement of our interconnected transportation systems requires steadfast, ongoing collaboration, investments, and community engagement.

The table on the following page outlines the five goals and their supporting strategies, and early actions to support those strategies. Right after this table is additional explanation about why these goals and action strategies are central to the WSPTP.

GOAL	STRATEGIES	EARLY ACTIONS (by December 31, 2016)
1. THRIVING COMMUNITIES Cultivate thriving communities by supporting health, equity, prosperous economies, energy conservation and a sustainable environment through transportation	✓ Research, test and share tools and best practices to advance sustainable and equitable transportation planning and investment ✓ Quantify and communicate the economic, environmental, health and community benefits of public transportation to Washington state ✓ Test ways to improve the quality and cost-effectiveness of transportation strategies that support people throughout their lives ✓ Align and coordinate transportation investments to support local comprehensive plans and community priorities, such as improving first and last mile pedestrian connections or connections between bus and ferries	• Update, develop and publish tools and best practices to support sustainable and equitable transportation planning and investment Lead: To be identified • Share and provide support for best practices in transportation efficient land use planning Lead: To be identified • Develop and propose thriving community benchmarks to establish performance targets and monitor outcomes of strategies and investments; assess and report associated data and evaluation gaps Lead: To be identified • Continue to refine WSDOT's practical solutions, least cost planning and other methodologies that integrate state and local planning, operations and investments to optimize transportation efficiency and quality Lead: WSDOT • Initiate discussions to include health and equity to the Washington Transportation Plan goals Lead: To be identified • Better identify and coordinate policies on transportation and public health (to generate significant long-term health benefits and economic savings to individuals and the state as a whole) Lead: To be identified
2. ACCESS Provide and sustain a transportation system that allows people of all ages, ability and geographic locations to access jobs, goods, services, schools and community activities	✓ Allow for system gaps and deficits to be more quickly identified and addressed—for example, during routine congestion, incidents, emergencies and disaster response ✓ Remove barriers, such as conditions on special needs funding and other policy restrictions, and incentivize collaboration and integration between service providers ✓ Work with a broad range of partners to plan and invest based on systemwide needs, priorities and performance	• Develop and propose ideas to improve the inventory of public transportation system assets, services and networks to better support integrated multimodal, equitable and performance-driven transportation planning and investment Lead: To be identified • Develop Park 'n Ride policy with locals to address barriers to operation and management of Park 'n Rides Lead: To be identified • Further assess and identify key transportation system redundancies that are needed during disasters and emergencies Lead: To be identified • Identify key barriers for delivery and expansion, then begin pilot projects to address highest priority barriers such as sharing information about riders to special needs services Lead: To be identified • Promote partnerships between state and local and regional transit providers to improve capital facilities and infrastructure to enhance universal access to stations and stops Lead: To be identified
3. ADAPTIVE TRANSPORTATION CAPACITY Use new technologies and partnerships to make better use of existing transportation assets and meet changing customer needs	✓ Use technology to improve access for people with special transportation needs and maximize efficiency and effectiveness, e.g. develop systems to help providers better coordinate service delivery ✓ Develop and implement integrated, multimodal system improvements that move more people in fewer vehicles and at least cost ✓ Foster innovation to respond to emerging market opportunities and other system changes through public-private partnerships and agency coordination	• Develop a proposal for an innovation lab to foster and support public transportation innovation and adaptation. The lab will sponsor dialogue, research and projects to: » Monitor, assess and share innovative strategies and tools that address emerging markets and other system changes » Address challenging policy issues to facilitate the adoption of innovation » Develop and make available multimodal transportation data to support innovation » Support efforts to develop and test public-private funding solutions and new service implementation » Facilitate innovations through public-private partnerships and interagency coordination Lead: To be identified • Improve the quality and consistency of data sets and access to data to support innovation, agency partnerships and public-private partnerships Lead: To be identified
4. CUSTOMER EXPERIENCE Enhance people's transportation experience by providing public transportation that is safe, seamless, pleasant, convenient, reliable, relevant and understandable	✓ Deploy best practices in safety and security, taking into account issues of equity ✓ Foster additional collaboration among Washington state transportation providers to identify, implement and sustain solutions that improve the public transportation experience ✓ Increase consideration and use of multimodal options by piloting systems and programs to help the public better understand, consider and use multimodal options. Support widespread adoption of proven approaches ✓ Develop tools and processes to promote timely adoption of innovation that improves the customer experience	• Inventory and share information about innovative customer-focused solutions, such as fare and bicycle information, that can improve public transportation to make it a more attractive choice for the traveling public Lead: To be identified • Identify and promote strategies to reverse growth in pedestrian and bicycle fatalities and injuries Lead:To be identified • Develop tools and technical assistance that can be used by local transportation providers Lead: To be identified • Develop processes and tools to more effectively and efficiently obtain customer input, use gap analysis and prioritize areas for improvement Lead: To be identified • Encourage and seek additional investment in projects and programs that increase the use of multimodal options, improve public access to information and enhance the customer experience Lead: To be identified • Develop a system, such as a central database, where safety standards and requirements are shared along with key learnings to help improve safety and security Lead: To be identified
5. TRANSPORTATION SYSTEM GUARDIANSHIP Protect, conserve and manage Washington's transportation assets in a manner that maximizes and sustains their value to the public, public transportation and the statewide transportation system	✓ Manage, preserve, maintain and operate the transportation network as a complete multimodal system ✓ Develop a dashboard that monitors Washington's transportation system around multimodal performance indicators that build toward a more integrated, connected multimodal system ✓ Test pilot service concepts to increase vehicle occupancy and use of public transportation, including transit, active transportation, ride-hailing, telework and more	• Conduct a study to assess the adequacy of current public transportation funding and other funding mechanisms; identify and assess strategies for addressing funding gaps; research, analyze and communicate the long-term costs of deferred maintenance from an integrated multimodal perspective Lead: To be identified • Support efforts to develop and improve a dashboard that monitors Washington's transportation system using multimodal performance indicators Lead: To be identified • Develop a proposal for an Innovation Performance Program to encourage and invest in innovative approaches to public transportation that can deliver high value for modest investment Lead: To be identified • Advocate for partners to enhance local revenue options with demonstrated need for additional funding capacity Lead: To be identified

These are preliminary strategies and early actions that will be refined and prioritized through work with our partners during the public review process



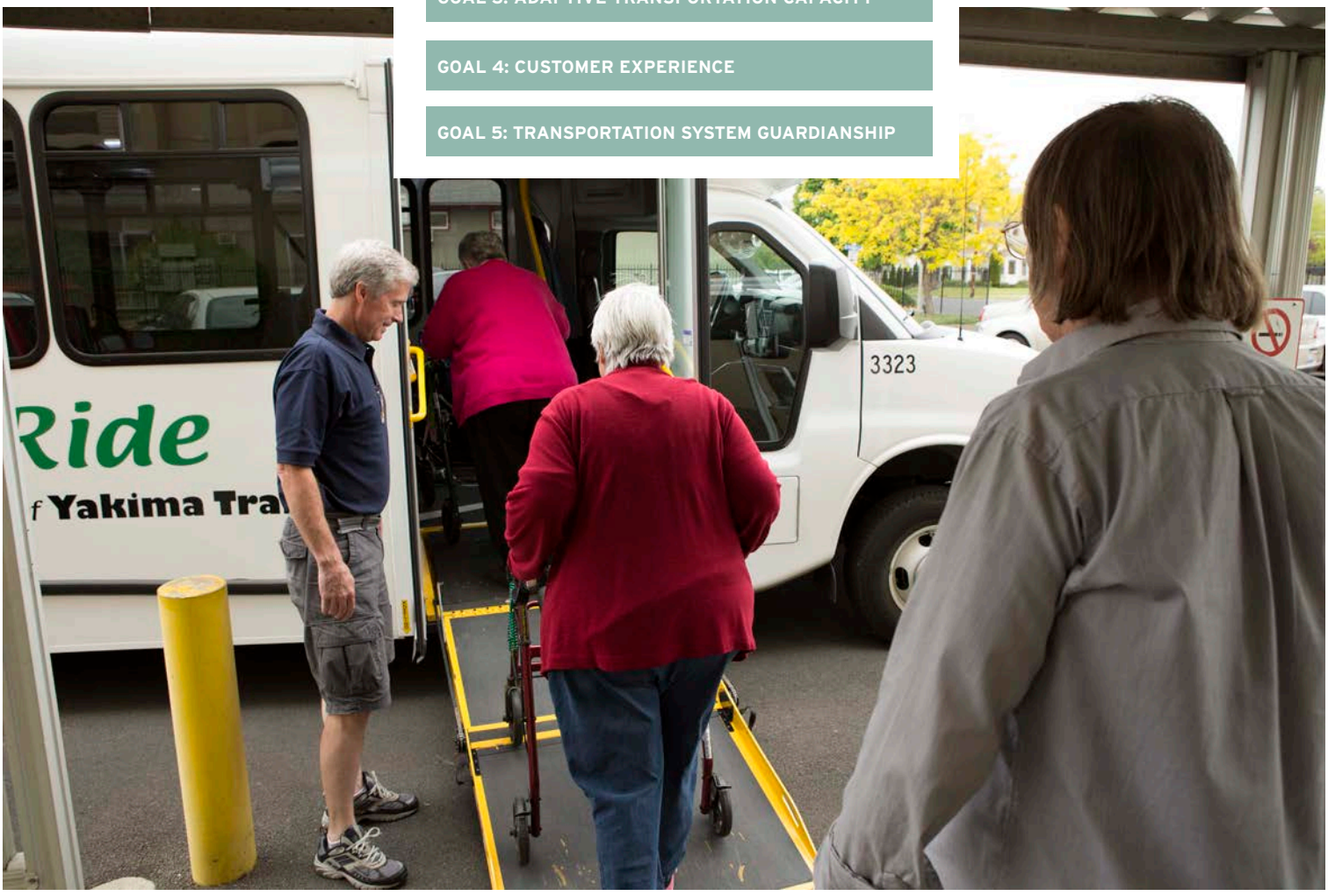
GOAL 1: THRIVING COMMUNITIES

GOAL 2: ACCESS

GOAL 3: ADAPTIVE TRANSPORTATION CAPACITY

GOAL 4: CUSTOMER EXPERIENCE

GOAL 5: TRANSPORTATION SYSTEM GUARDIANSHIP



GOAL 1
THRIVING COMMUNITIES

Cultivate thriving communities by supporting health, equity, prosperous economies, energy conservation, and a sustainable environment through transportation

The focus on thriving communities is consistent with the policy goals set forth in the Washington Transportation Plan and federal policies on strengthening families, communities and the economy. The WSPTP emphasis on thriving communities also aligns with the Washington Transportation Commission's Livable Communities Policy, which states: "transportation plans and actions will support and encourage partnering with local communities to achieve our mutual interests in promoting livable communities."

This emphasis will continue to become more necessary as communities strive to meet the needs and ensure quality of life for our ever-growing population. Quality of life includes employment opportunities, increased economic gains and property values due to proximity to high-frequency public transportation, and environmental and public health benefits of reduced greenhouse gas emissions.

Implicit in the concept of thriving communities is a recognition that the benefits of public transportation go beyond simply transporting people from one place to another. It's important to recognize that people have a broad spectrum of travel needs. They need options to not only get to work, but also to access other activities such as going to school, the doctor or shopping. Where public transportation is more accessible, people can more easily connect with others, resulting in productivity gains, economic investment, better health and an improved quality of life. The state and its partners are committed to providing equal access to our facilities, programs and services, and in doing so will facilitate the development of thriving communities for all Washingtonians.

ECONOMIC BENEFITS

Investments in public transportation have a significant multiplier effect in creating jobs, personal wealth and tax revenues. For example, a study conducted by the American Public Transportation Association indicates that, "for every dollar communities invest in transit, approximately $4 is generated in economic returns." Development of bike infrastructure has been shown to create an average of 11.4 jobs per $1 million spent compared to 7.8 jobs per $1 million spent on road-only projects. Similarly, businesses with sidewalks have seen increases in net operating income of 42 percent. Thriving communities represent a return on investments that provide benefits beyond the initial investment.

In a recent study, WSDOT found that the "Complete Streets" approach to building thriving communities with transit options would save an average of $9 million per project, or about 30 percent, when rehabilitating highways that serve small town Main Streets. The American Public Transportation Association estimates $30 million of increased business sales result from each $10 million in capital investment in transit, along with saving 37 million metric tons of carbon dioxide in America.

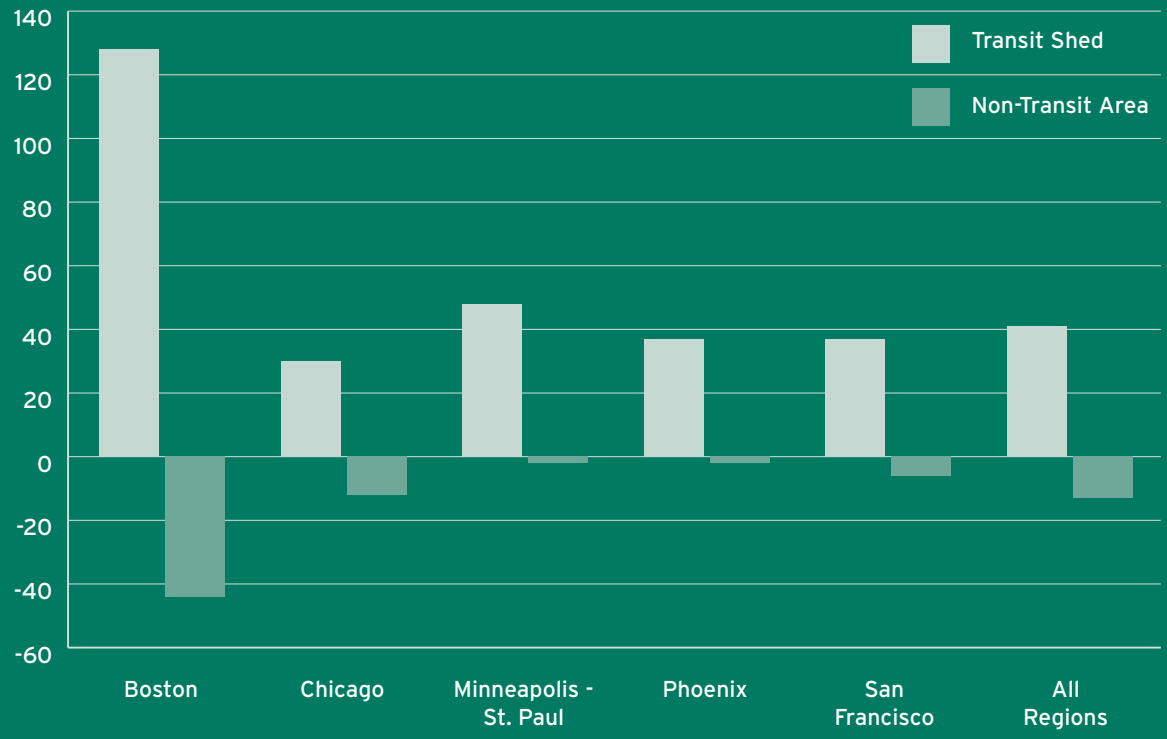
Public transportation supports health and prosperity by providing access and mobility for all people. A study conducted by Faulk and Hicks found that, for every $10 spent per capita on bus operations, employee turnover fell 0.3 percent. And a 2014 study conducted by the Transit Center found that employed persons are more likely to use transit, and students are nearly 10 percent more likely to use transit as others in similar situations. Additionally, AARP found that people who live in neighborhoods with sidewalks are 47 percent more likely than residents of areas without sidewalks to be active at least 39 minutes a day. Those 65 and older, who are projected to make up 21 percent of our state's population by 2040, will require alternatives to driving to access health care and social services.

While public transportation serves as a major driver of local economies and connects communities, it also produces significant environmental benefits. These benefits involve removing hundreds of thousands of cars off the road each weekday as well as facilitating higher density development that decreases the distances people need to travel.

INCREASED PROPERTY VALUES

The data demonstrates that residents value living where public transportation is accessible. Furthermore, properties located near transit stations have higher real estate values. One estimate noted that residential property values performed 42 percent better on average when transit, specifically rail, was easily accessible. A 2011 survey by the National Association of Realtors found that 50 percent of respondents prefer to purchase a home in a "smart-growth" neighborhood. And a study from AARP shows that homes with above-average levels of walkability command a premium of about $4,000 to $34,000 more than homes with average levels of walkability. In Washington state, a study completed by Seattle's Office of Planning on the 12 mile-long Burke-Gilman trail showed that property near the trail sells for an average of 6 percent more.

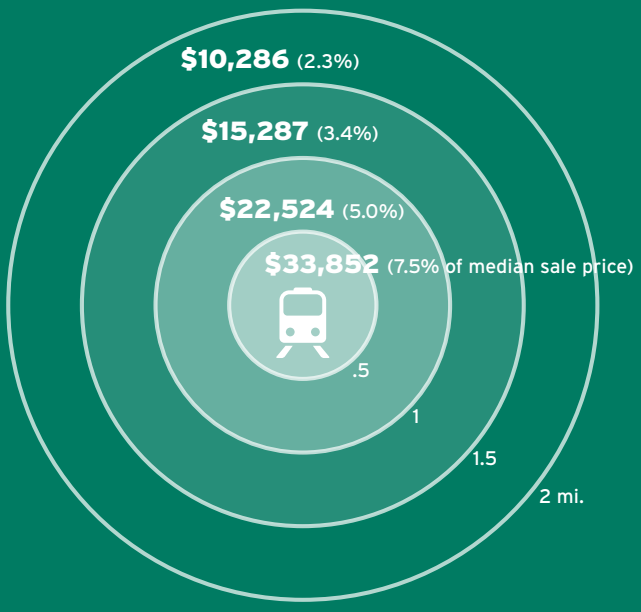
Percent Change in Average Residential Sales Prices Relative to the Region, 2006-11



A study by the Center for Neighborhood Technology showed significant differences in real estate values between areas served and not served by transit for five regions across the country.

Source: The New Real Estate Mantra: Location Near Public Transportation, March 2013. Prepared By The Center For Neighborhood Technology and Commissioned By the American Public Transportation Association in Partnership With National Association Of Realtors

Average value 2009 property increase for homes near rail stations after investments by New Jersey Transit



- Homes near train stations significantly gained in value after Midtown Direct, Montclair Connection and Secaucus Junction - an average of $23,000 per home, with the highest gains closest to the stations
- Median sale price (FY09 dollars): $451,000
  Average trip-time improvement: 12 minutes
  Price increase over 9 years
- A 2010 Study of the effort on home prices of previous improvements to NJ Transit rail service found that home values increased by an average of $23,000 (in 2009 dollars). Property values for homes within .25 miles of stations, considered walking distance, increased by $34,000.

Source: The ARC Effect: How better transit 3 boosts home values and local economies; Regional Plan Association July 2010. Written by Juliette Michaelson, Senior Planner, with SeniorFellow Jeff Zupan, Research Associate Andrew Turco, and Associate Planner GIS Frank Hebbert.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MAKING COMMUNITIES WORK BETTER

Public transportation investments can also support the effectiveness of other infrastructure improvements, increasing the overall yield of public benefit. Home ownership has been traditionally seen as a positive economic indicator, allowing individuals to increase their net worth and enjoy tax benefits. Ownership also provides a tool for stabilizing housing costs during a period of economic growth. Since the 2005 worldwide recession, however, home ownership rates have decreased significantly from 70 percent in 2004 to 64.3 percent in 2014. During that same time, the number of renter-occupied units has increased by 25 percent. As the economy has rebounded, housing costs have increased faster in urban than in rural areas in Washington State. The increase in housing costs have the potential to limit lower income individuals from being able to purchase and benefit from the close proximity of public transportation infrastructure investments. For lower income individuals in a neighborhood experiencing "gentrification," increasing rents and property taxes have the potential to price out longtime residents to areas with reduced access to jobs and public transportation. Consideration of affordable housing options is critical to any discussion involving public transportation investments; communities thrive when everyone has access to healthy transportation options. For example, integrating and coordinating multiple modes of transportation at the front end saves money from expensive retrofits further down the road. High-occupancy vehicle (HOV) lanes are another example of how public transportation helps make better use of our roadway infrastructure In Washington state; HOV lanes move more people in fewer vehicles, reducing the number of overall car trips in the transportation system.

The "Complete Streets" movement supports integrating transportation choices into broader community planning efforts, and is based on the premise that streets need to be designed to accommodate more than cars to support greater transportation choices and increased safety and efficiency for the travelling public. For example, vehicle collisions on Fourth Plain Boulevard in Vancouver, Washington dropped 52 percent after using a Complete Streets approach to turn four lanes with limited pedestrian/bicycle access into two through lanes, a center turn lane, two bike lanes, and improved sidewalks.

Planning for community-based outcomes is at the core of what it means to establish thriving communities. The perspectives and resources of multiple agencies and private sector partners need to be integrated and aligned with community plans to bring success to this approach and maximize the benefits of an alignment between parks, businesses, schools, hospitals and other institutions and locales that are essential to thriving communities.

EQUITABLE TRANSPORTATION

When making decisions about potential investments, criteria geared toward mutually beneficial outcomes can keep planning processes focused on integrated multimodal transportation options that open doors for the upward mobility and improved health of every member of the community.

A more inclusive approach to planning, funding, and implementing transportation will increase opportunities to build alliances, develop community support, and collaborate on solutions that leverage resources to achieve thriving communities.

Given the increasingly diverse and complex challenges in communities across the state, public transportation is a critical tool for promoting social integration and equity for people to access every service and amenity that our communities have to offer.

EVALUATING THRIVING COMMUNITIES

Desired Outcomes	Measures Currently Available	Measures to be Developed
• Healthy people • Prosperity • Sustainable environment • Equity	• Tons of greenhouse gases caused by transportation • Jobs created or sustained by transportation projects • % increase in miles of trails	• Thriving Communities Dashboard » Economic, environmental and community benefits of public transportation » Mode split by subarea » Costs of transportation as a portion of household income » Air quality » Number and types of housing units in proximity to public transportation

STRATEGIES

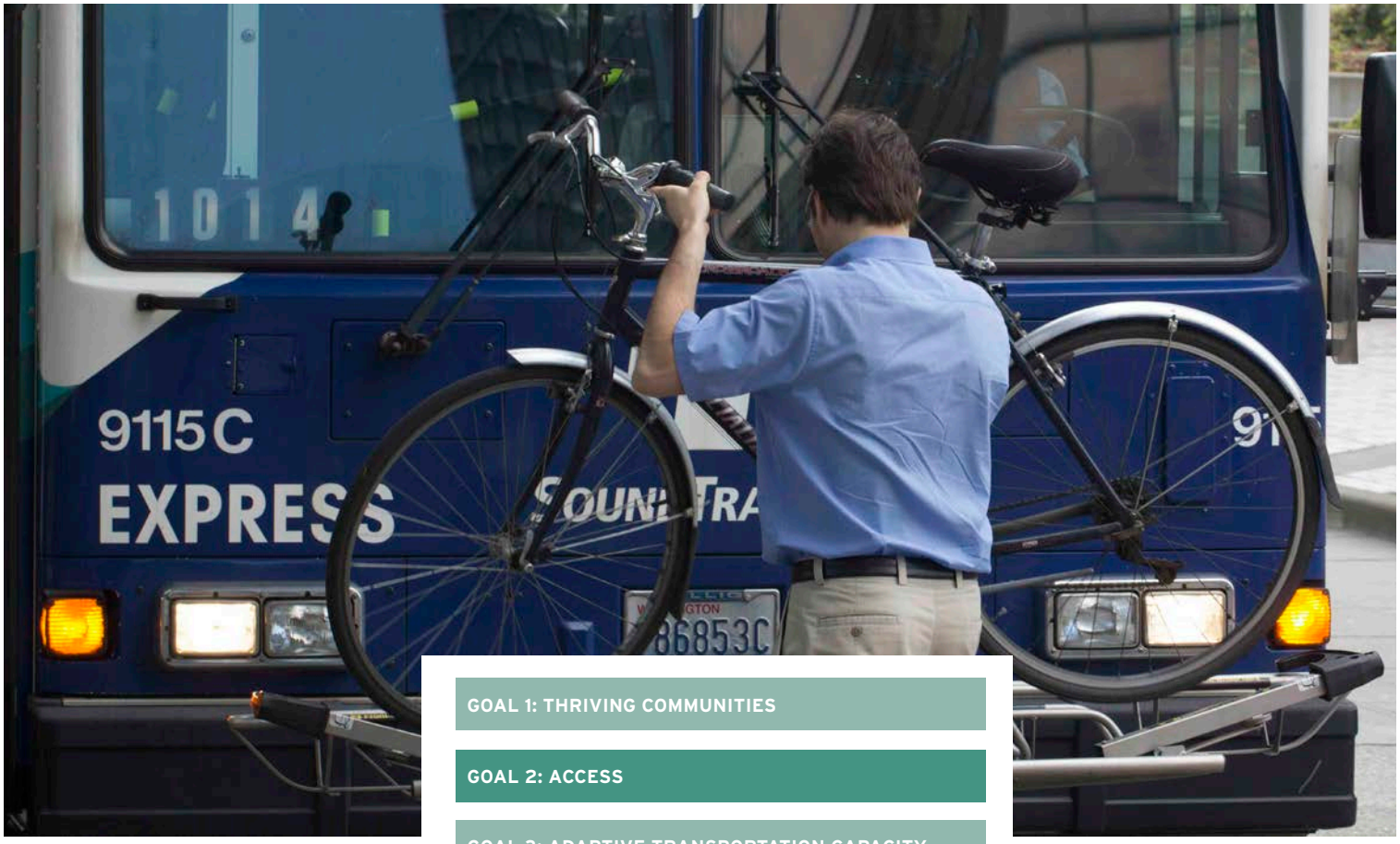
Implicit in the concept of thriving communities is a recognition that public transportation benefits go beyond simply transporting people from one place to another. Where public transportation is more accessible, people can more easily connect with others, resulting in productivity gains, economic investment, better health, and improved quality of life.

- ✓ Research, test and share tools and best practices to advance sustainable and equitable transportation planning and investment
- ✓ Quantify and communicate the economic, environmental, health and community benefits of public transportation to Washington state
- ✓ Test ways to improve the quality and cost-effectiveness of transportation strategies that support people throughout their lives
- ✓ Align and coordinate transportation investments to support local comprehensive plans and community priorities, such as improving first and last mile pedestrian connections or connections between bus and ferries

EARLY ACTIONS

Immediately after this plan is adopted, WSDOT will prepare a work plan and budget to begin working through these early actions. Each year, WSDOT will update that work program in conjunction with its public transportation partners.

- Update, develop and publish tools and best practices to support sustainable and equitable transportation planning and investment
  Lead: Partner with University of Washington
- Share and provide support for best practices in transportation efficient land use planning
  Lead: To be identified
- Develop and propose thriving community benchmarks to establish performance targets and monitor outcomes of strategies and investments; assess and report associated data and evaluation gaps
  Lead: To be identified
- Continue to refine WSDOT' practical solutions, least cost planning and other methodologies that integrate state and local planning, operations and investments to optimize transportation efficiency and quality.
  Lead: WSDOT
- Better identify and coordinate policies on transportation and public health (to generate significant long-term health benefits and economic savings to individuals and the state as a whole)
  Lead: To be identified
- Initiate discussions to include health and equity in the Washington Transportation Plan goals
  Lead: To be identified



GOAL 1: THRIVING COMMUNITIES

GOAL 2: ACCESS

GOAL 3: ADAPTIVE TRANSPORTATION CAPACITY

GOAL 4: CUSTOMER EXPERIENCE

GOAL 5: TRANSPORTATION SYSTEM GUARDIANSHIP

GOAL 2 **ACCESS**

Provide and sustain a transportation system that allows people of all ages, ability, and geographic locations to access jobs, goods, services, schools and community activities

Washington's transportation system does not fully meet the current access needs of people throughout the state. Rapid growth, competing interests and an inability to fully integrate and fund plans at all levels, have left gaps between the supply of public transportation and the demand for service. The anecdotal evidence ranges from commuters who are left behind due to overloaded buses to rural elderly who are forced to scramble to enlist family or neighbors to get to medical appointments.

ACCESS is defined in this plan as the degree to which a product, device, service or environment is available to the public regardless of age, ability or income.

Transportation access will also be greatly impacted by the shifting demand put on transit, nonprofit, and for-profit providers. As public transit agencies changed their service boundaries in response to declining tax revenues due to the Great Recession, the burden to provide transportation shifted to non-profit and for-profit providers who generally rely on grants to provide service. The administrative capacity at some of the smaller nonprofits stresses their ability to provide service to clients that traditionally have barriers to accessing transportation.

For example, some residents in Clallam and Jefferson counties are part of a volunteer job access transportation program operated by Olympic Community Action Program that provides rides to employment sites in very isolated portions of the western Olympic Peninsula. This service represents a niche transportation market that isn't served by transit, but still provides basic access to some employees of the Kalaloch Lodge. Without this service, the costs of long distance commuting would become a disproportionate amount of the incomes for those employees.

INCREASED DEMAND FOR PUBLIC TRANSPORTATION

Demographic and economic trends point to increased demand for public transportation to support access to jobs, services and community activities. The Tri-County's Connector, for example, provides a vital link to residents in Skagit County traveling to work at Boeing in Snohomish and King Counties. This service allows residents to leave their vehicle at home, reducing impacts on the road and wallet. Students from Western Washington University in Whatcom County also use the Tri-County Connector as a cost-effective alternative to driving themselves. From 2007-2013, ridership has increased 43 percent on the route from Bellingham to Mt. Vernon, and increased 125 percent over the same period on the route from Mt. Vernon to Everett. Similarly, ridership from Oak Harbor in Island County increased 131 percent, demonstrating that access to employment via the Tri-County Connector benefits residents of small urban and rural areas.

By 2040, Washington's population is expected to reach 8.8 million. In addition to needing more buses and service hours, Washington state will be challenged to manage existing roadways and infrastructure to move growing numbers of people and freight more efficiently. Greater access to integrated multimodal transportation solutions can help maximize the carrying capacity of Washington's roadways and infrastructure.

EMERGING TRENDS

Washington's future is likely to see an increase in the number of people who depend entirely on public transportation. In addition to increasing numbers of low income people in our population, millennials have lower rates of car ownership and are choosing public transportation, and the population of those 85 and older continues to grow. The trend is also likely to increase in suburban and rural regions as more low-income families are priced out of the urban housing market and move to these areas for more affordable housing. An additional factor is that Washington's aging population is projected to account for more than 21 percent of the state's total population by 2040.

Emerging technologies will also continue to impact both public transportation demand and supply, just as they are changing the face of commerce and communications. Future public transportation investment priorities will be influenced by a deeper understanding of these changing markets and greater coordination between service providers and developers of transportation infrastructure.

Land use decisions play a significant role in everyone's access to public transportation. As density increases for people living and working in urban areas, the demand for access to public transportation continues to increase.

There are many examples of partnerships in both rural and urban areas that have resulted in successful collaborations to meet local and regional demand. One example is Washington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state's commute trip reduction program, which has united large employers and public transportation providers to develop tools to help commuters find alternatives to driving to work alone. As a result, there have been 30,000 fewer cars on the road daily, 13,000 fewer hours of traffic delay in the Central Puget Sound Region daily, and millions of dollars saved in overall system efficiency. In Spokane, the commute trip reduction law has led to a reduction in over 5,400 vehicle trips per day, saving Spokane citizens over $1.1 million in fuel costs each year. Applying the lessons from successful examples of partnership and coordination systemwide, we can make progress toward reliability and integration to improve access for people in Washington state.

EVALUATING ACCESS

Desired Outcomes	Measures Currently Available	Measures to be Developed
• Availability • Affordability • Reliability • Connected system • Integrated planning and services	• Avoided annual hours of delay per traveler • Drive alone rate • Ridership and percentage of trips on time for Washington State Ferries and Washington sponsored Amtrak train service • Transit ridership • On-time transit performance	• Public Transportation Dashboard » Quality last mile/first mile transit access » Special needs access » Reduced system gaps » Available transportation by subarea » Frequency of local transit » Access to public transportation by race, disability and income » Access to human services and schools » Access to jobs through means other than driving alone

STRATEGIES

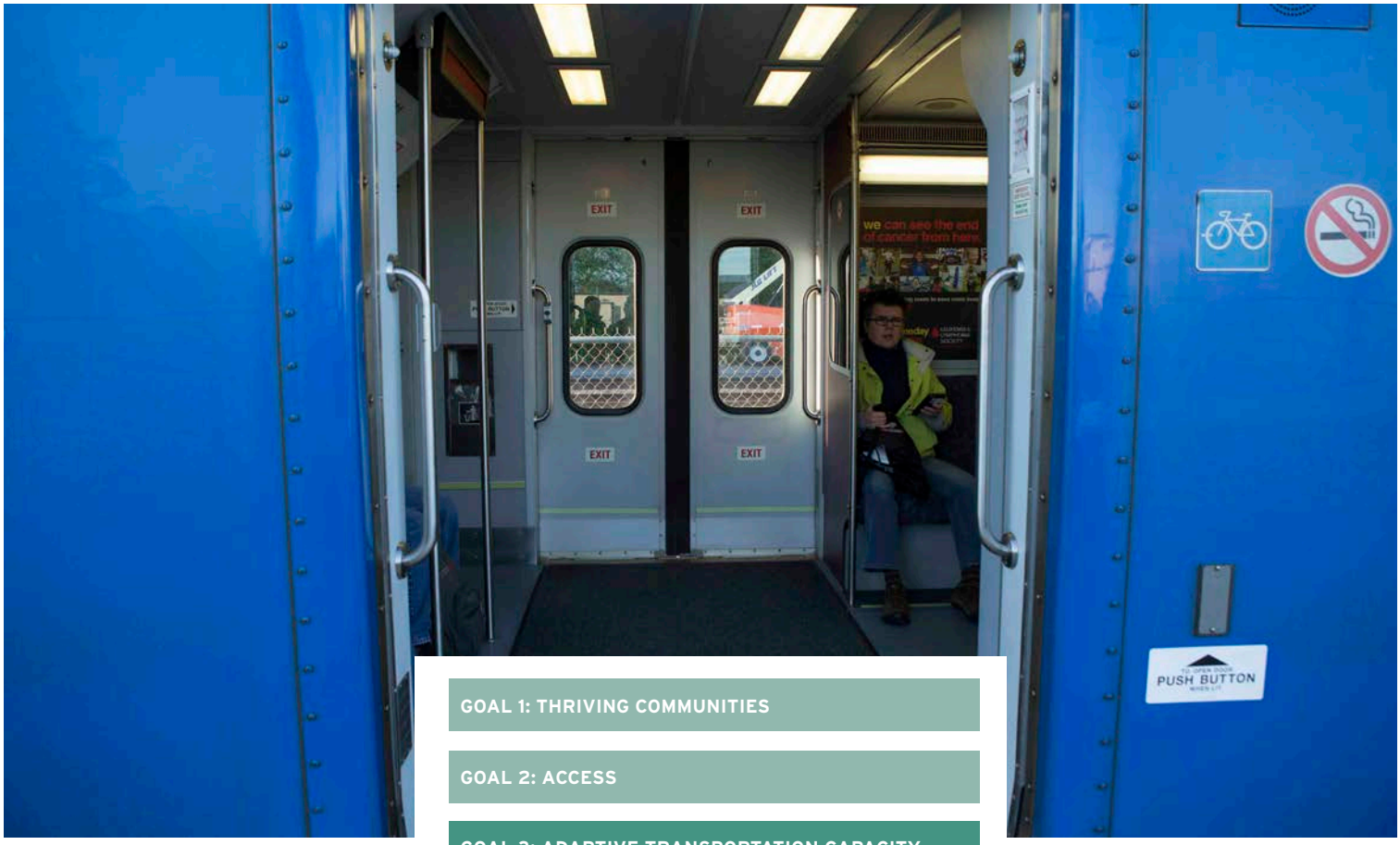
As Washington state's population continues to grow, transportation access is going to be increasingly vital to our economy's growth and success. Improving the ways in which access is defined and measured will allow for better access to transportation.

- ✓ Allow for system gaps and deficits to be more quickly identified and addressed: for example, during routine congestion, incidents, emergencies and disaster response
- ✓ Remove barriers, such as conditions on special needs funding and other policy restrictions, and incentivize collaboration and integration between service providers
- ✓ Work with a broad range of partners to plan and invest based on systemwide needs, priorities and performance

EARLY ACTIONS

Immediately after this plan is adopted, WSDOT will prepare a work plan and budget to begin working through these early actions. Each year, WSDOT will update that work program in conjunction with its public transportation partners.

- Develop and propose ideas to improve the inventory of public transportation system assets, services and networks that better support integrated multimodal, equitable and performance-driven transportation planning and investment
  Lead: To be Identified
- Develop park and ride policy with locals to address barriers to operation and management of Park 'n Rides
  Lead: To be identified
- Further assess and identify key transportation system redundancies that are needed during disasters and emergencies
  Lead: To be identified
- Identify key barriers for delivery and expansion and begin pilot projects to address highest priority barriers, such as sharing information about riders to special needs services
  Lead: To be identified
- Promote partnerships between state and local and regional transit providers to improve capital facilities and infrastructure to enhance universal access to stations and stops
  Lead: To be identified



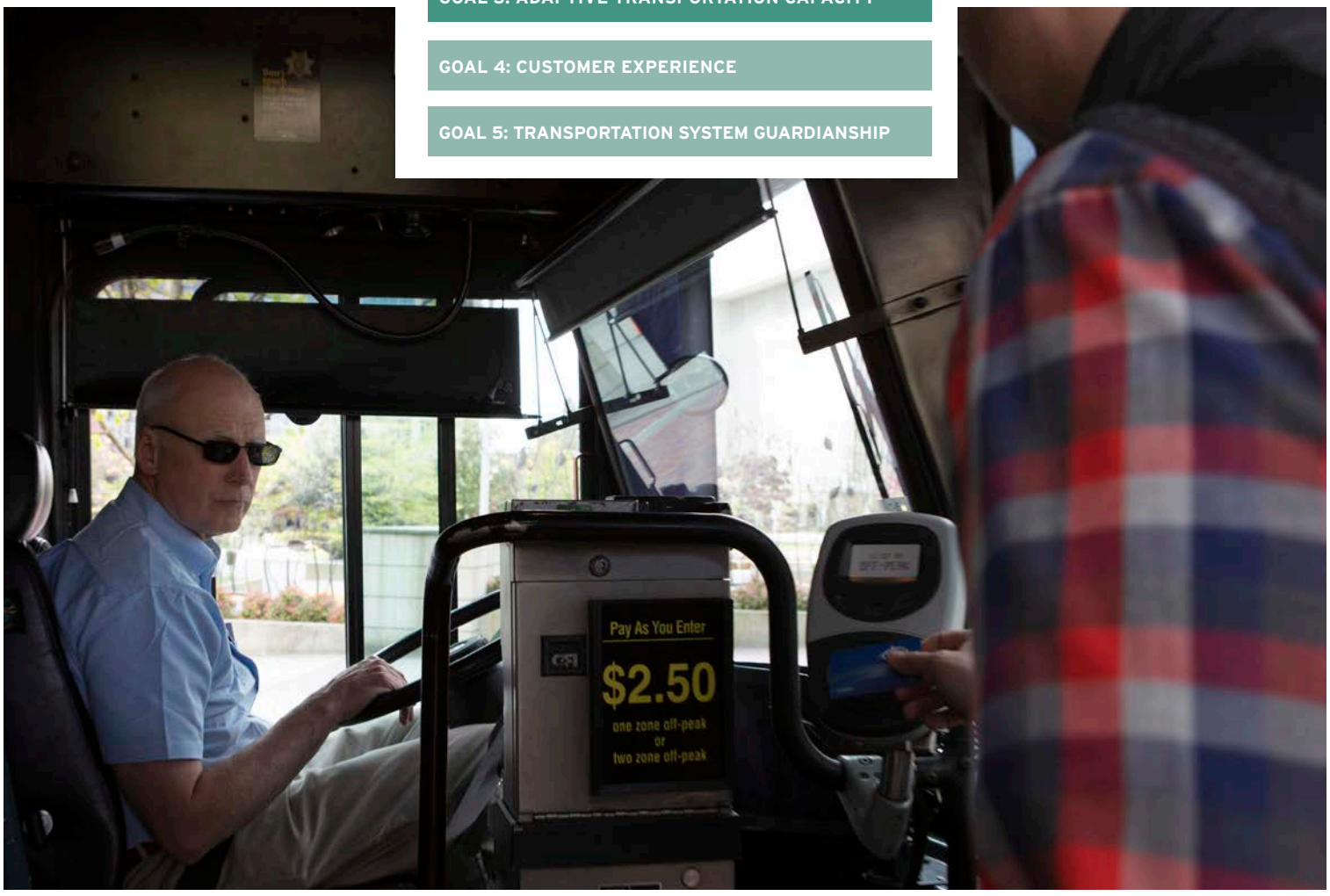
GOAL 1: THRIVING COMMUNITIES

GOAL 2: ACCESS

GOAL 3: ADAPTIVE TRANSPORTATION CAPACITY

GOAL 4: CUSTOMER EXPERIENCE

GOAL 5: TRANSPORTATION SYSTEM GUARDIANSHIP



GOAL 3 **ADAPTIVE TRANSPORTATION CAPACITY**

Use new technologies and partnerships to make better use of existing transportation assets and meet changing customer needs

Throughout Washington state, the demand for public transportation services has intensified with population growth, while traditional funding has become increasingly scarce. New technology continues to produce culture shifts throughout our society. New markets emerge and existing markets change, while community visions evolve. Customer preferences, combined with a technology-powered boom in public and private transportation service concepts, are making it possible to use the transportation system in new ways. There are more tools available than ever before to improve the quality and efficiency of public transportation in Washington.

Adaptive transportation capacity is defined as the range of strategies that can be used to help Washington's transportation system become more efficient, flexible, adaptable, and customer oriented. Adaptive transportation capacity strategies leverage the value and benefits of public transportation assets that are already in place to respond to changing market realities. These strategies would change as market or physical conditions change.

From the perspective of the individual, adaptive transportation capacity has expanded many travelers' transportation options and provided the information they need to use those options. For example, online applications increasingly provide real-time information about traffic, transit and other transportation services that help travelers compare convenience, costs and travel times. New technology and business models enable travelers to share vehicles and facilities, from cars to bicycles to parking. Upgraded ride matching systems are supporting the formation of carpools, vanpools and walking groups at schools.

New developments in digital technology such as real-time rideshare, mobility management, and fare payment systems are promising options for both urban and rural travelers. For example, King County Metro is testing the use of real-time seat reservations to fill vanpools connecting far-flung suburbs to job centers. Chicago is rolling out a mobile app for a regional transit fare for all modes provided by the three transit agencies operating in the region. The new app also allows users to load money and passes onto their smartphones, check their balances, view their riding histories, plan transit trips, and receive next-bus and next-train arrival and departure information.

HOW ADAPTIVE CAPACITY WORKS: SOME EXAMPLES

FOR THE INDIVIDUAL

Rapidly-improving traveler information systems that support better real-time travel decisions

Technology-driven car sharing, ride-hailing, vanpool, taxi and bike sharing networks that are expanding options

FOR ORGANIZATIONS

Added transit and vanpools keep people moving during major construction

Providing transit passes, bicycle facilities and carpool priority parking helps employers attract and retain skilled employees

FOR TRANSPORTATION SYSTEMS

Signal coordination and transit signal prioritization improves traffic flow, enhances safety and moves more people

Big data and mobile technology empower transportation innovation

Increased use of electronic fare cards reduces boarding delay

Demographic, cultural, technological and economic changes are happening faster in Washington state than can be accommodated by most public agencies, largely because decision-making in public agencies requires more open, deliberative, and democratic processes than private businesses. Public agencies and their partners speak to the need for greater nimbleness in adapting to market shifts and emerging opportunities to improve the transportation system. There is also a need to consider policy issues such as privacy and public-private partnerships. So, they must balance the need for nimbleness with careful consideration of how to meet the public's best interest.

For transportation service providers, adaptive capacity offers ways to make the most of limited resources and enhance the customer experience. For example, collaboration among social service agencies and service providers helps create more cost-effective transportation for elderly and disabled clients. Transportation network companies like Lyft and Uber are exploring partnerships with transportation and social service agencies to provide subsidized, on-demand rides to qualified elderly and disabled travelers. Another example is provided by Roaring Fork Transportation Authority in Colorado, which created highway flyer-stops linked to bicycle/pedestrian feeder trails.

The evolution of park and rides offers another example of adaptive capacity. In the Puget Sound Region, park and ride lots are a key element of our transportation infrastructure, providing about 40,000 parking spaces that help travelers ride the bus or train, carpool and vanpool. As the region has grown, the largest park and ride lots with the most frequent transit service are routinely above capacity. In many locations this leads to overcrowding on early morning buses and trains, encourages hide-and-ride parking in neighborhoods and limits transit ridership growth. Local communities and agencies are working together to solve this problem. Some are improving bicycle, pedestrian and transit access to park and rides. Others, like Northgate, add high density development and maintain work day parking for commuters that gets reused as parking for residents and shoppers on nights and weekends. Others are exploring the use of technology to encourage carpooling and vanpooling to park and rides. In some cases, surface lots are replaced by parking structures. But this is a costly solution that isn't always welcome in neighborhoods where commerce, activity and density are desired.

For the system as a whole, adaptive capacity strategies can help tap into emerging technologies and business models to more effectively manage system assets. Technology and innovation often reach the public sector much later than consumer or business markets. Decision makers can be understandably hesitant to adopt innovations without proof of performance. But the opportunity costs of failing to adapt quickly (or at all) can have a direct impact on the efficiency and quality of the transportation customer experience.

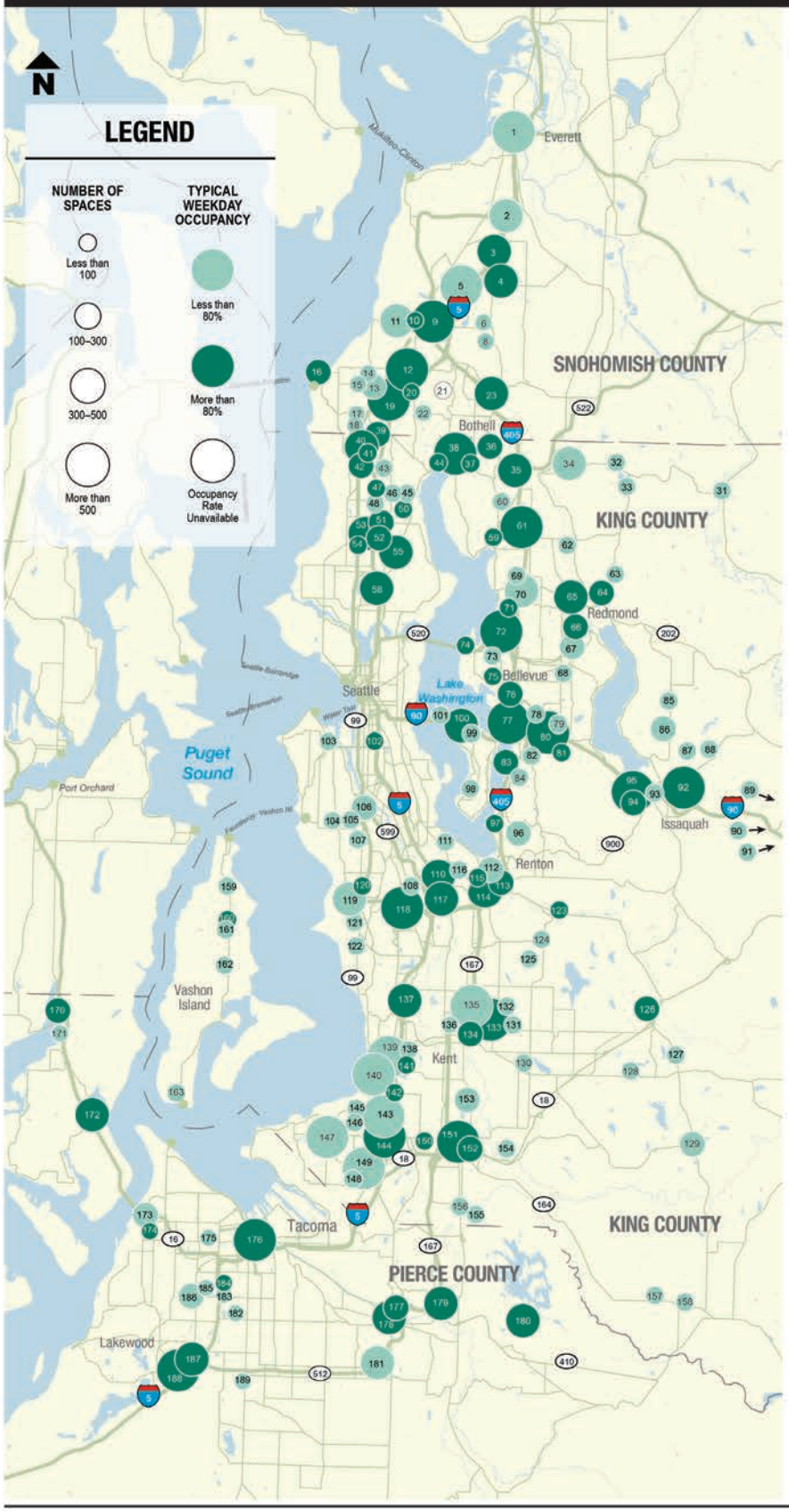
A Capacity Project Brief of the Strategic High Research Program (SHRP2) studies ways that the "capacity effect of traffic operation improvements" is related to overall network performance. It concludes that, "capacity in both freeway and arterial situations…should be treated as a variable related to other factors, not as a constant." Tests conducted for this

PARK AND RIDE INVENTORY

Capacity and typical use at publicly owned or leased lots

SPRING 2015

Washington State Department of Transportation



SNOHOMISH COUNTY

Map ID#	Name of Park and Ride	Spaces	Use
1	**Everett Station** 3201 Smith Ave	1,107	65%
2	**Eastmont P&R** 9029 El Capitan Way	389	51%
3	**South Everett Freeway Station** I-5 & 112th St SE	397	100%
4	**McCollum Park P&R** 620 128th St SE	409	92%
5	**Mariner P&R** 13102 4th Ave W	644	74%
6	**North Creek Presbyterian Church** 621 164th St SE	10	73%
8	**Mill Creek Community Church** 16415 North Road	30	31%
9	**Ash Way P&R** 16327 Ash Way	1,022	106%
10	**Martha Lake Covenant Church** 2721 164th St SW	75	94%
11	**Swamp Creek P&R** 3115 164th St SW	410	62%
12	**Lynnwood Transit Center** 20101 48th Ave W	1,370	100%
13	**Edmonds P&R** 21300 72nd Ave W	255	45%
14	**Edgewood Baptist Church** 20406 76th Ave W	10	7%
15	**Edmonds Lutheran Church** 8330 212th St SW	15	36%
16	**Edmonds Station** 210 Railroad Ave	179	84%
17	**Edmonds Lutheran Church** 23525 84th Ave W	15	36%
18	**United Presbyterian Church of Seattle** 8506 238th St SW	64	40%
19	**Mountlake Terrace P&R** 6001 236th St SW	877	99%
20	**Bethesda Lutheran Church** 23406 56th Ave W	20	83%
21	**Brier P&R** 22801 29th Ave W	8	n/a
22	**Seattle Meditation Center (MLT)** 21910 44th Ave W	22	24%
23	**Canyon Park P&R** 22400 17th Ave SE	302	99%

For more information about park and rides, please visit www.wsdot.wa.gov/Choices/parkrideinfo.htm or contact Janice Helmann, helmanj@wsdot.wa.gov or 206-464-1284.

PARK AND RIDE INVENTORY

WSDOT

KING COUNTY

Map ID#	Name of Park and Ride	Spaces	Use
31	**Duvall P&R** SR 203 & Woodinville-Duvall Rd	49	45%
32	**Woodinville Unitarian Universalist Church** 19020 NE Woodinville-Duvall Rd	30	11%
33	**Cottage Lake Assembly of God** 15737 Avondale Road	20	25%
34	**Woodinville P&R** 17800 140th Ave NE	438	65%
35	**Brickyard Road P&R** 15530 Juanita-Woodinville Rd	443	95%
36	**Bothell P&R** 10303 Woodinville Dr	220	98%
37	**Kenmore Community Church** 7504 NE Bothell Way	15	104%
38	**Kenmore P&R** 7346 NE Bothell Way	603	101%
39	**Aurora Village Transit Center** 1524 N 200th St	202	100%
40	**Shoreline P&R** 18821 Aurora Ave N	393	88%
41	**Korean Zion Presbyterian Church** 17920 Meridian Ave N	25	101%
42	**Aurora Church of the Nazarene** 1900 N 175th St	116	114%
43	**Bethel Lutheran Church** 17418 8th Ave NE	40	74%
44	**Bethany Bible Church** 6214 NE Bothell Way	75	97%
45	**Shoreline United Methodist Church** 14511 125th Ave NE	20	35%
46	**Prince of Peace Lutheran Church** 14514 20th Ave NE	20	50%
47	**North Jackson P&R** 14711 5th Ave NE	68	100%
48	**Fifth Ave NE & NE 133rd St P&R**	46	22%
50	**Lamb of God Lutheran** 12509 27th Ave NE	21	81%
51	**Northgate Mall Garage** 300 NE 103rd St	280	100%
52	**Northgate Transit Center** 3rd Ave NE & NE 103rd	296	100%
53	**Northgate Transit Center Extension** 3rd Ave NE & NE 103rd	398	100%
54	**Northgate Transit Center carpool lot** 3rd Ave NE & NE 103rd St	50	100%
55	**Thornton Place Garage** 3rd Ave. NE & NE 100th S	350	86%
58	**Greenlake P&R** 6601 8th Ave NE	411	102%
59	**Holy Spirit Lutheran Church** 10021 NE 124th S	40	89%
60	**Korean Covenant Church** 14220 Juanita-Woodinville NE	30	37%
61	**Kingsgate P&R** 13001 116th Way NE	502	107%
62	**Redwood Family Church** 11500 Woodinville Road NE	10	3%
63	**Redmond Ridge P&R** 22816 NE Marketplace Dr	52	15%
64	**Bear Creek P&R** 7760 178th Pl NE	283	98%
65	**Redmond P&R** 16201 NE 83rd St	377	100%
66	**Overlake Transit Center** 5590 NE 36th St	222	103%
67	**Overlake P&R** 2650 152nd Ave NE	203	35%
68	**Bellevue Christian Reformed Church** 1221 148th Ave NE	20	17%
69	**SR 908 & Kirkland Way** I-405 & NE 85th St	20	70%
70	**Houghton P&R** 7024 116th Ave NE	470	17%
71	**Northwest University** 6710 108th Ave. NE	61	80%
72	**South Kirkland P&R** 10610 NE 38th Place	783	98%
73	**St Luke's Lutheran Church** 3030 Bellevue Way	30	12%
74	**Evergreen Point Bridge** SR 520 & 76th Ave NE	38	146%
75	**Grace Lutheran Church** 9625 NE 8th St	50	101%
76	**Wilburton P&R** 720 114th Ave SE	186	99%
77	**South Bellevue P&R** 2700 Bellevue Way SE	519	106%
78	**Bellevue Foursquare Church** 2015 Richards Road	35	21%
79	**St Andrew's Lutheran Church** 2650 148th Ave SE	20	25%
80	**Eastgate P&R** 14200 SE Eastgate Way	1,614	100%
81	**Eastgate Congregational United Church of Christ** 15318 SE Newport Wa	20	88%
82	**Newport Covenant Church** 12800 SE Coal Creek Pkwy	75	21%
83	**Newport Hills P&R** 5115 113th Pl SE	275	84%
84	**Newport Hills Community Church** 5833 119th Ave SE	37	63%
85	**Sammamish Hills Lutheran Church** 22818 SE 8th St	54	31%
86	**South Sammamish P&R** 3015 228th Ave SE	265	58%
87	**Klahanie#1 P&R** SE Klahanie Blvd & 244th PL SE	30	37%
88	**Klahanie #3 P&R** Klahanie Dr SE & SE 40th St	30	7%
89	**Snoqualmie Community Park** 35016 SE Ridge St	20	77%
90	**Preston P&R** 30303 SE High Point Way	53	67%
91	**North Bend P&R** W North Bend Way & Sydney Ave	80	4%
92	**Issaquah Highlands P&R** 1755 Highlands Dr	1,010	99%
93	**Tibbetts Valley Park P&R** 965 12th Ave NW	27	5%
94	**Tibbetts Lot** 1675 Newport Way NW	170	82%
95	**Issaquah Transit Center** 1050 17th Ave NW	819	99%
96	**St Matthews Lutheran Church** 2516 NE 16th St	128	73%
97	**Kennydale United Methodist Church** 3005 Park Ave N	50	109%
98	**South Mercer Center QFC** SE 68th St & 84th Ave	21	68%
99	**Mercer Island Presbyterian Church** 3605 84th Ave SE	30	67%
100	**Mercer Island P&R** 7800 N Mercer Way	447	100%
101	**Mercer Island United Methodist Church** 7070 SE 24th	18	22%
102	**Spokane & Airport P&R** Spokane St & Airport Way	25	81%
103	**SW Spokane Street P&R** 3599 26th Ave SW	55	26%
104	**Holy Family Church** 9641 20th Ave SW	23	32%
105	**SonRise Evangelical Free Church** 610 SW Roxbury	10	7%
106	**Olson & Meyers P&R** 9000 Olson Pl SW	100	78%
107	**Beverly Park Baptist Church** 11659 1st Ave S	12	28%
108	**Church by the Side of the Road** 3455 S 148th St	28	24%
110	**Tukwila P&R** 13445 Interurban Ave S	255	98%
111	**Community Bible Fellowship** 11227 Renton Ave S	29	3%
112	**Renton City Muni. Garage** 655 S 2nd St	150	76%
113	**Renton P&R at Metropolitan Place** 232 Burnett Ave S	150	97%
114	**South Renton P&R** 205 S 7th St	373	100%
115	**Renton Fred Meyer** 365 Renton Center Way	21	133%
116	**City View Church** 255 Hardie Ave SW	96	52%
117	**Tukwila Station surface lot** 7301 S Longacres Way	390	88%
118	**Tukwila International Boulevard Station** 3651 Southcenter Blvd	600	99%
119	**Burien Transit Center** 209 SW 148th St	488	70%
120	**SeaTac Center Garage** 15247 International Blvd	62	89%
121	**Burien Church of God** 16640 1st Ave S	20	0%
122	**Normandy Park Congregational Church** 19247 1st Ave S	10	20%
123	**New Life Church** 15711 152nd Ave SE	25	98%
124	**Nativity Lutheran Church** 17707 140th Ave SE	49	36%
125	**Fairwood Assembly of God** 13120 SE 192nd St	25	44%
126	**Maple Valley P&R** 23033 Maple Valley Highway	122	90%
127	**Maple Valley Town Square** 26520 Maple Valley Highway	97	69%
128	**Cornerstone United Methodist Church** 20730 SE 272nd St	20	18%
129	**Lake Meridian P&R** 26805 132nd Ave SE	172	22%
130	**Kent Covenant Church** 12010 SE 240th St	20	57%
131	**East Hill Friends Church** 22600 116th Ave SE	20	28%
132	**Kent United Methodist Church** 11010 SE 248th St	23	3%
133	**Kent Station garage** 301 Railroad Ave N	877	97%
134	**Kent Surface Lot at Kent Station** 301 Railroad Ave N	119	105%
135	**Kent/James Street P&R** 902 W James St	713	28%
136	**Black Diamond Masonic Lodge** 32523 3rd Ave	30	28%
137	**Kent/Des Moines P&R** 23405 Military Road S	370	92%
138	**St Columba's Episcopal Church** 26715 Military Road S	15	53%
139	**Star Lake P&R** 27015 26th Ave S	540	52%
140	**Redondo Heights P&R** 27454 Pacific Hwy S	697	10%
141	**All Saints Lutheran Church** 27225 Military Road S	75	89%
142	**Center Plaza – Federal Way** 2012 S 320th St	56	146%
143	**S 320th Street P&R** 32320 23rd Ave S	877	41%
144	**Federal Way Transit Center** 31261 23rd Ave S	1,190	98%
145	**St Luke's Lutheran Church** 515 S 312th St	20	60%
146	**Our Savior Baptist Church** 701 S 320th St	24	19%
147	**Twin Lakes P&R** 21st Ave SW & SW 344th St	600	18%
148	**Sunrise United Methodist** 150 S 356th St	25	8%
149	**South Federal Way P&R** 901 S 348th St	515	36%
150	**Peasley Canyon P&R** Peasley Canyon Rd & West Valley	54	95%
151	**Auburn Station garage** 23 A St SW	520	100%
152	**Auburn Station surface lot** 23 A St SW	113	99%
153	**Aurburn P&R** 101 15th St NE	244	69%
154	**SR 18 & Auburn-Black Diamond Rd P&R Family Life Center Church** 116 Lakeland Hill Way	26	36%
155	**Sunset Park** 1306 69th St SE	10	17%
156	**Family Life Center Church of God** 116 Lakeland Hill Way	27	12%
157	**Farmer's Park** SE 436th St & 228th Ave SE	25	11%
158	**Sacred Heart Church** 1614 Farrelly St	40	45%
159	**Vashon Episcopal Church** 15420 Vashon Highway SW	23	74%
160	**Ober Park P&R** 17106 Vashon Hwy SW	48	94%
161	**Ober Park Annex** 17130 Vashon Hwy SW	9	52%
162	**Valley Center P&R** 20221 Vashon Hwy SW	55	42%
163	**Tahlequah P&R** Vashon Hwy SW & SW Tahlequah Road	36	79%

PIERCE COUNTY

Map ID#	Name of Park and Ride	Spaces	Use
170	**North Purdy P&R** 6519 144th St NW	200	94%
171	**South Purdy P&R** S 192nd & Mountain Hwy	20	10%
172	**North Gig Harbor** 6808 Kimball Dr	306	83%
173	**Narrows/Skyline P&R** 7201 6th Ave E	195	58%
174	**TCC Transit Center** 6615 S 19th St S	95	96%
175	**Center Street P&R** SR 16 & Center St	75	25%
176	**Tacoma Dome Station** 610 Puyallup Ave	2,273	98%
177	**Puyallup Fair's Red Lot** 7th Ave & 5th St. SW	219	96%
178	**Puyallup Train Station** 131 W Main St	364	100%
179	**Sumner Train Station** 810 Maple St	302	101%
180	**Bonney Lake - SR 410 P&R** 184th Ave E & SR 410	356	81%
181	**South Hill P&R** 3300 94th Ave E	354	69%
182	**72nd Street Transit Center** 1319 E 72nd St S	68	1%
183	**South Tacoma - East I (North Side)** S 56th St & Alaska	33	76%
184	**South Tacoma - East II (South Side)** S 56th St & Alaska	44	88%
185	**South Tacoma West P&R** S 56th St & Tacoma Mall Blvd	78	21%
186	**South Tacoma Sounder Station** S 60th St & S Adams	220	41%
187	**SR 512 P&R** S Tacoma Wy & SR 51	493	96%
188	**Lakewood Station** 11400 Pacific Hwy SW	600	80%
189	**Parkland Transit Center** 213 121st St St	62	19%

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Title VI Statement to Public: It is the Washington State Department of Transportation's (WSDOT) policy to assure that no person shall, on the grounds of race, color, national origin or sex, as provided by Title VI of the Civil Rights Act of 1964, be excluded from participation in, be denied the benefits of, or be otherwise discriminated against under any of its federally funded programs and activities. Any person who believes his/her Title VI protection has been violated, may file a complaint with WSDOT's Office of Equal Opportunity (OEO). For additional information regarding Title VI complaint procedures and/or information regarding our non-discrimination obligations, please contact OEO's Title VI Coordinator at (360) 705-7082.

For more information about park and rides, please visit www.wsdot.wa.gov/Choices/parkrideinfo.htm or contact Janice Helmann, helmanj@wsdot.wa.gov or 206-464-1284.

Table 1 [94]
25 Non-Lane-Widening Strategies to Improve Capacity

FREEWAY	ARTERIAL	BOTH
HOV Lanes	Signal Retiming	Narrow Lanes
Ramp Metering	Signal Coordination	Reversible Lanes
Ramp Closures	Adaptive Signals	Variable Lanes
Congestion Pricing	Queue Management	Truck Only Lanes
Pricing by Distance	Raised Medians	Truck Restrictions
High Occupancy Toll and Express Toll Lanes	Access Points	Pre-Trip Information
Weaving Section Improvements	Right/Left Turn Channelization	In-Vehicle Info
Frontage Road Interchange Modifications	Alt Left Turn Treatments	Variable Message Sign/ Dynamic Message Sign

project demonstrated significant travel time savings from a variety of operational strategies that do not require lane widening or new roadways.

It is likely that technology innovations will even further expand the tools available for adaptive capacity. Key to the consideration of adaptive capacity opportunities is careful evaluation of which tools can get more out of the system and increase system performance. Planners, elected decision-makers and the voting public need this data to make informed judgments about the most efficacious use of public dollars.

EVALUATING ADAPTIVE TRANSPORTATION CAPACITY

Desired Outcomes	Measures Currently Available	Measures to be Developed
• Flexible • Innovative • Efficient	• Toll lane usage • HOV lane usage • Improved flow	• Adaptive Transportation Capacity Dashboard: » Increased capacity without new/ widened lanes » Technology adaptation

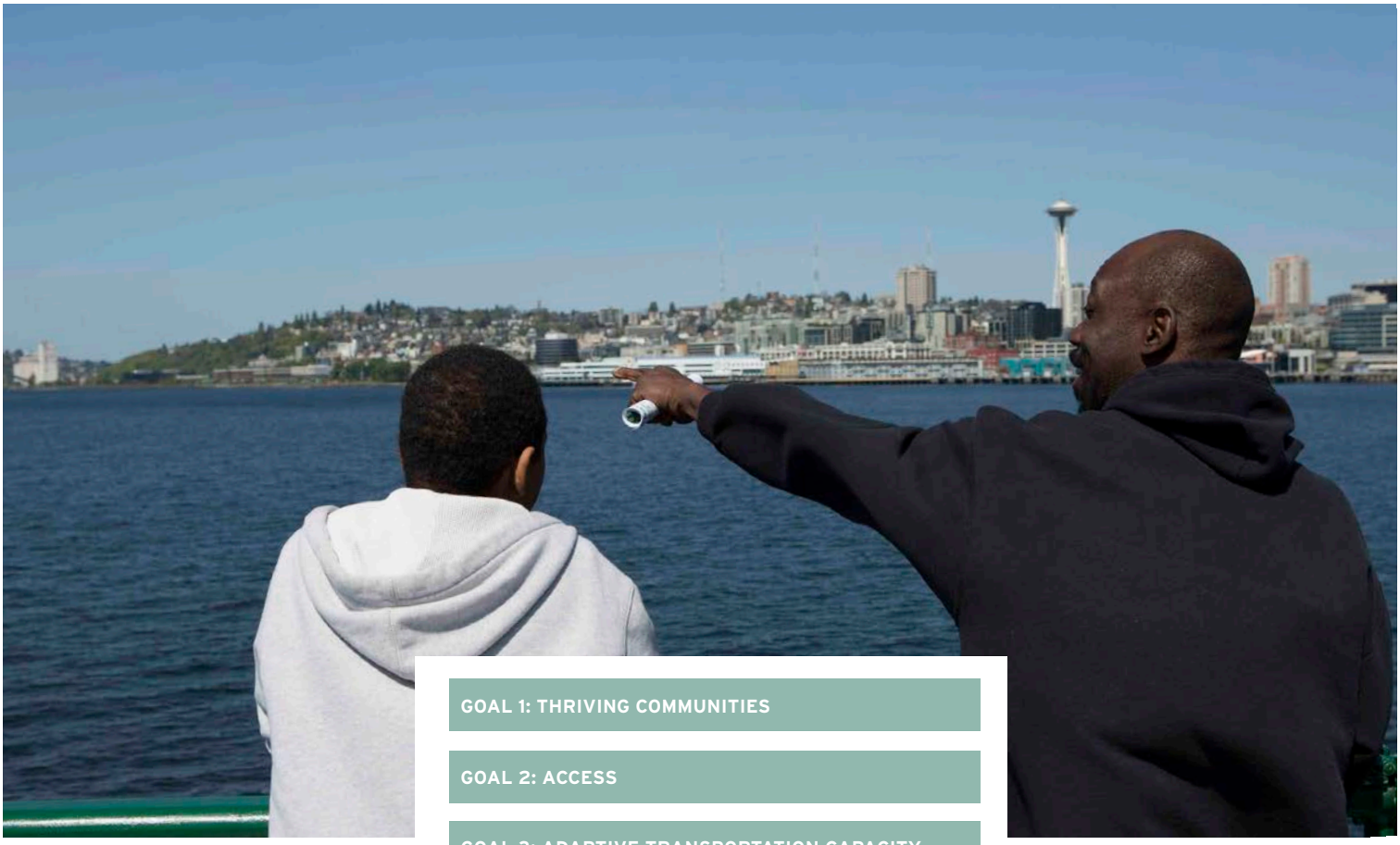
STRATEGIES

- ✓ Use technology to improve access for people with special transportation needs and maximize efficiency and effectiveness, e.g. develop systems to help providers better coordinate service delivery
- ✓ Develop and implement integrated, multimodal system improvements that move more people in fewer vehicles and at least cost
- ✓ Foster innovation to respond to emerging market opportunities and other system changes through public private partnerships and agency coordination

EARLY ACTIONS

Immediately after this plan is adopted, WSDOT will prepare a work plan and budget to begin working through these early actions. Each year, WSDOT will update that work program in conjunction with its public transportation partners.

- Develop a proposal for an Innovation Lab to foster and support public transportation innovation and adaptation. The Lab will sponsor dialogue, research and projects to:
  - » Monitor, assess and share innovative strategies and tools that address emerging markets and other system changes
  - » Address challenging policy issues to facilitate the adoption of innovation
  - » Develop and make available multimodal transportation data to support innovation
  - » Support efforts to develop and test public-private funding solutions and new service implementation
  - » Facilitate innovations through public-private partnerships and interagency coordination
    Lead: To be identified
- Improve the quality and consistency of data sets and access to data to support innovation, agency partnerships and public-private partnerships
  Lead: To be identified



GOAL 1: THRIVING COMMUNITIES

GOAL 2: ACCESS

GOAL 3: ADAPTIVE TRANSPORTATION CAPACITY

GOAL 4: CUSTOMER EXPERIENCE

GOAL 5: TRANSPORTATION SYSTEM GUARDIANSHIP

GOAL 4
CUSTOMER EXPERIENCE

Enhance everyone's transportation experience by providing public transportation that is safe, seamless, pleasant, convenient, reliable relevant, and understandable

Increased usage of public transportation stimulates countless societal benefits. Pages 30-35 of this document provide data that document the economic, environmental and community benefits of public transportation. The ultimate success of public transportation systems, however, is achieved only to the extent that they meet the needs of their customers, whether they are using trails, ferries, HOV lanes or riding a bus.

Viewing public transportation through the customer experience lens requires an understanding that any consumer of transportation makes choices about what modes of transportation to use. When considering forms of transportation, the customer may ask:

- What options are available to me?
- How are these options different, and how will they make my trip better?
- Once I have chosen an option, how do I access, use, and pay for it?
- After completing a trip, did the experience meet my expectation, and will I choose it again?

Each public transportation trip begins with the customer's access to information, transitions to the physical environment of the trip, and ends with the customer's judgment on the quality of experience. Numerous studies on factors that influence higher use of public transportation indicate:

- Public transportation options should be available, accessible and take people where they wish to go regardless of their physical abilities or languages spoken
- Customers should be able to easily learn about their transportation options
- Trips on public transportation should be physically safe and perceived as safe, i.e. free from harassment and other danger
- Public transportation options should be fast, reliable and convenient
- Services should be affordable to customers of all income levels and less expensive than driving alone
- Services should provide a comfortable trip in a welcoming, community-oriented atmosphere

Implicit is the need for a close relationship between public transportation providers and their customers—seeking ongoing feedback and engaged in continuous improvement. Local public transportation service providers are in the best position to interact with their customers and provide them with a quality experience. The state, however, is uniquely

positioned to convene regional and local public transportation providers to collectively identify gaps, learn from successes and failures, and develop metrics to make sure the system is working as a whole for Washington residents.

Technology solutions can be used to improve public transportation and provide public transportation providers with cost-effective opportunities to improve the customer experience and manage demand. Examples include the U.S. Department of Transportation's model deployment of vehicle-to-vehicle and vehicle-to-infrastructure safety systems; new mobile applications that track, plan, and pay for trips on transit; and new ways to finance transportation system investments.

Although most public transportation providers in Washington are local or private agencies, the state provides leadership on some significant services such as Washington State Ferries, HOV facilities, demand management, commute trip reduction and intercity passenger rail. Many of these services have a strong customer connection, and there continue to be opportunities to seek customer input and improve the customer experience.

While larger public transportation service providers expend considerable resources on customer services and research, smaller agencies are often limited in their ability to obtain resources to access information about best practices in evaluation, data management, and customer services. Collaboration between Washington state transportation providers on performance trends and innovation will help in identifying innovative, customer-focused solutions, but will also aid their implementation and maintenance. Emerging technologies and other innovative tools can increase efficiencies and enhance the customer experience. Increasing awareness around the relative costs and benefits of various transportation options will help to inform both consumers and decision-makers.

EVALUATING CUSTOMER EXPERIENCE

Desired Outcomes	Measures Currently Available	Measures to be Developed
• Ease of use • Safety • Customer satisfaction • Value	• Mode split for select communities • HOV lane travel time advantage, peak hours, by corridor • HOV lane reliability, peak hours, by corridor • Fatalities and injuries by some transportation mode • Ferry system passenger satisfaction • Customer satisfaction for select providers • Train travel time • Bus travel time	• Customer Experience Dashboard » Safety » Satisfaction » Usage by mode and market

STRATEGIES

- ✓ Deploy best practices in safety and security, taking into account issues of equity
- ✓ Foster additional collaboration among Washington state transportation providers to identify, implement and sustain solutions that improve the public transportation experience
- ✓ Increase consideration and use of multimodal options by piloting systems and programs to help the public better understand, consider and use multimodal options; support widespread adoption of proven approaches
- ✓ Develop tools and processes to promote timely adoption of innovations that improve the customer experience

EARLY ACTIONS

Immediately after this plan is adopted, WSDOT will prepare a work plan and budget to begin working through these early actions. Each year, WSDOT will update that work program in conjunction with its public transportation partners.

- Inventory and share information about innovative, customer-focused solutions, such as fare and bicycle information, that can improve public transportation to make it a more attractive choice for the traveling public
  Lead: To be identified
- Identify and promote strategies to reverse growth in pedestrian and bicycle fatalities and injuries
  Lead: To be identified
- Develop tools and technical assistance that can be used by local transportation providers
  Lead: To be identified
- Develop processes and tools to more effectively and efficiently obtain customer input, use gap analysis and prioritize areas for improvement
  Lead: To be identified
- Encourage and seek additional investment in projects and programs that increase the use of multimodal options, improve public access to information and enhance the customer experience
  Lead: To be identified
- Improve access and knowledge of multimodal safety data to better support integrated reporting, analysis, education and prevention.
  Lead: WSDOT
- Identify and promote strategies to reverse growth in pedestrian and bicycle fatalities and injuries
  Lead: To be identified

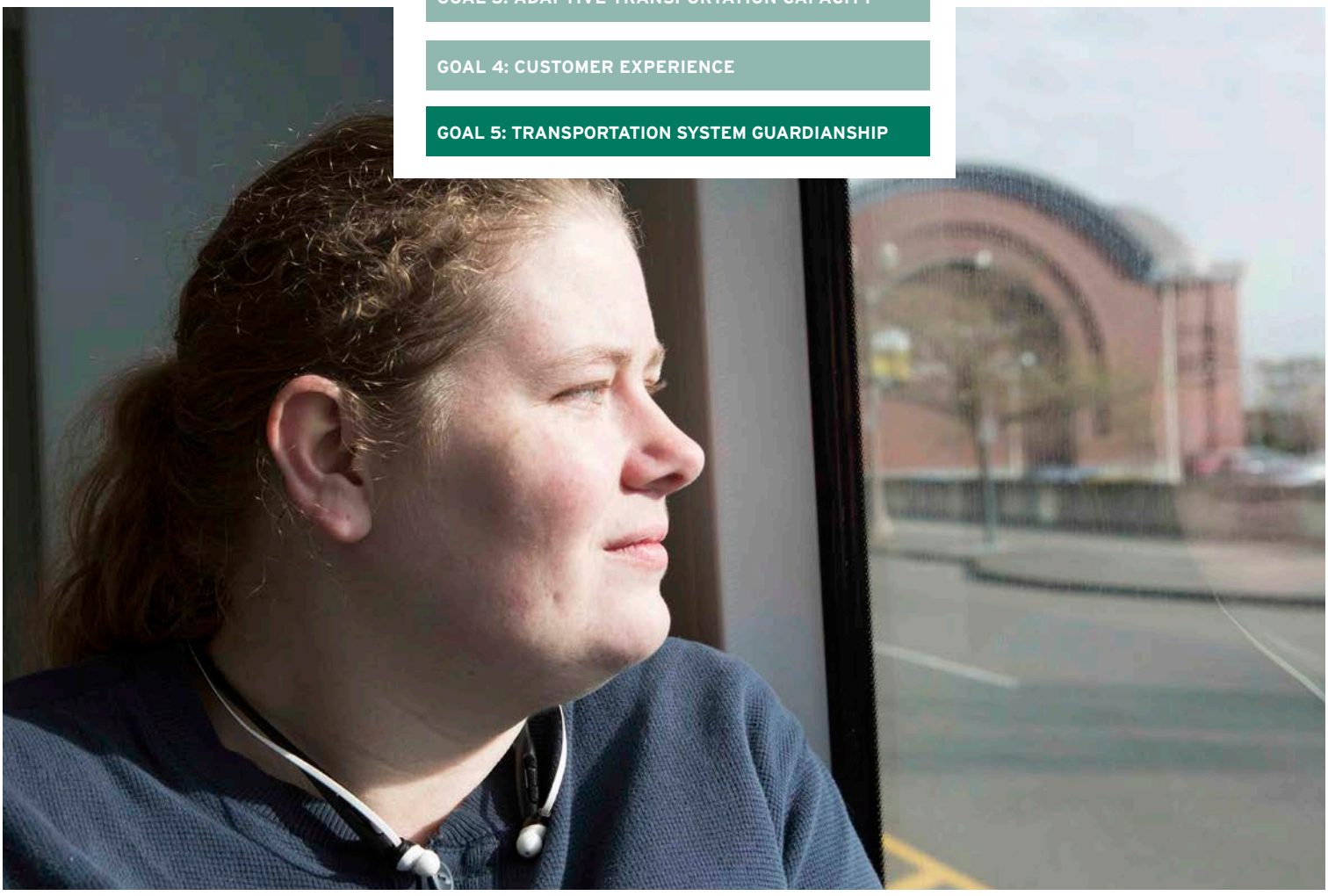
GOAL 1: THRIVING COMMUNITIES

GOAL 2: ACCESS

GOAL 3: ADAPTIVE TRANSPORTATION CAPACITY

GOAL 4: CUSTOMER EXPERIENCE

GOAL 5: TRANSPORTATION SYSTEM GUARDIANSHIP



GOAL 5 **TRANSPORTATION SYSTEM GUARDIANSHIP**

Protect, conserve, and manage Washington's transportation assets in a manner that maximizes and sustains their value to the public, public transportation and the statewide transportation system

We all must be guardians of Washington state's transportation system. It is the economic lifeblood of Washington state and its urban, suburban, rural and tribal communities—moving people and goods by various modes across many jurisdictions. Guardianship of the transportation system is a commitment to continuously improve the quality, effectiveness and efficiency of the transportation system. Guardianship of the system entails:

- Maintaining the physical condition of transportation infrastructure
- Ensuring and demonstrating that transportation investments are made in a manner that maximizes value to the public—economic, social and environmental
- Ensuring the transportation system continues to respond to the needs of Washington state residents, communities, visitors and businesses

Washington state's primary and traditional transportation responsibility has been state stewardship of state owned and managed infrastructure. As the state is challenged to find cost-effective ways to increase the carrying capacity of its transportation system, public transportation has become a more essential component of Washington's toolkit. Maximizing the value of Washington's transportation system assets requires an approach to the planning and delivery of transportation that incorporates a range of solutions that may require new ways of integrating, managing and funding transportation investments.

Washington's public transportation system provides 235 million transit trips a year, combined with 450 daily ferry sailings, 250 miles of HOV lanes, intercity bus service, tribal transit and nonprofit community transportation. This enables people to get where they need to go—whether to a job, a doctor's appointment, to shopping, or to recreation.

Initiatives and programs such as the state's commute trip reduction program, Vanpool Investment Program (largest public program in the nation with 8.4 million trips), the special needs Grant Program, High Occupancy Vehicle and managed lane system, and park and ride lot system all contribute to providing a complete transportation system for people to

access jobs, goods, services and activities. Together, these programs create additional system capacity and reduce overall need for more lanes, maintenance and operation costs for the system. There are further opportunities for public transportation providers to work in partnership with highway and roadway planners to identify the least-cost, highest-impact improvements to keep an integrated, multimodal system as the focus and goal of every agency partner. Coordinating on these opportunities allows local communities to benefit from and take advantage of multimodal transportation options, which should result in a more effective and efficient statewide system for Washington's residents.

As a critical component of Washington's overall transportation system, Washington's public transportation system also requires guardianship. Even as the state and its public transportation partners continue to search for additional funding resources, it is incumbent on all stewards of Washington's public transportation system to continue to take care of the existing resources and investments that have been made, and will continue to be made, in our system. Being good stewards of the state's public transportation network requires accountability for all its components, regardless of mode, frequency of use or geographical areas served. It also requires consideration for how all modes and services can work together to create a better system. Furthermore, hard data is required to demonstrate accountability to the public and inform future decision-making about transportation investments.

Public transportation supports our entire state economy. Not only does public transportation connect residents to their jobs, schools and other destinations, it also reduces congestion on our major roads. For example, King County Metro noted in its 2014 Public Transportation report that transit takes 175,000 cars off the road each weekday, adding up to more than 123 million trips in 2013.

Investment in public transportation also leads to job creation in terms of capital investment and operating the public transportation systems, according to the American Public Transportation Association (APTA). Specifically, the APTA noted: "The combined effect (of enhancing the transportation system and spending on purchases of vehicles, materials and construction) indicates that the impact on U.S. annual GDP can exceed $52 billion in year 20 of the investment. That is over 3.7 times the annual investment in that year."

Multimodal strategies can be used in innovative ways to maximize the overall value of public transportation investments. For example, bike- and pedestrian-related improvements in the first- and last-mile segments of trips can help to create a complete and connected transportation system that increases mobility, safety, quality of life and system efficiency at a relativity low cost. The University of Washington noted that bicycle and pedestrian investments deliver long-term efficiency with comparatively affordable and highly stable operation and maintenance costs.

CURRENTLY THERE IS NOT ENOUGH FUNDING AVAILABLE TO EITHER MEET TRANSPORTATION NEEDS GENERATED BY MORE PEOPLE AND JOBS, OR TO FIX OUR AGING INFRASTRUCTURE

Likewise, as Washington's special needs population continues to grow, with close to 40 percent meeting the criteria by 2040, and the cost consumes more of the transit agency budgets, there may be an opportunity to better direct and leverage federal funding to serve populations with special needs. In rural areas, compounding factors of land use, poverty and age are barriers to accessing transportation to meet basic life needs. There may be a role for increased state investment in providing special needs transportation. While the state can and does play a role in coordinating and/or providing inter-jurisdictional transportation services, such as Travel Washington, there is also an opportunity to increase investment for these services and contribute to overall mobility.

Although public transportation services and systems provide statewide benefits, transit agency funding in Washington state is largely local. Local transit authorities and local governments provide 81 percent of direct transit agency funding. Federal agencies provide 17 percent and the state provides 2 percent. Local direct transit funding comes from sales tax revenue and is subject to economic fluctuations. During the recent recession, many jurisdictions saw significant drops in sales tax revenue coupled with significant increases in

ridership demand. Additionally, all transit agencies are limited in the amount of local revenue they can raise because of the legislatively imposed maximum tax rate of 0.9 percent, and several are at their maximum. Community Transit, Jefferson Transit, Island Transit, Sound Transit and King County Metro have all reached their maximum and others, such as Kitsap Transit and Intercity Transit, are not too far behind in hitting the maximum limit for local sales tax to go toward public transportation.

Maintenance and preservation of the system requires money. Under the current scenario, however, funding and revenue projections are not sustainable to meet the needs resulting from projected growth in population and jobs. For example, the Puget Sound Regional Council (PSRC) estimates transit ridership will need to double by 2040 to accommodate population and job growth in the Puget Sound region. There is not funding in place today to support this increased demand. The same is true in other parts of the state where local communities want transportation options and have hit the maximum local funding limit, such as King County Metro and Jefferson Transit. During the 2015 Legislative Session, Community Transit was able to increase their local option funding limit and has placed a ballot measure for November 2015 to increase local funding of their transit services. In some communities, the demand for transportation options has resulted in the creation of new transit authorities. For example, in November 2013, Okanogan County residents approved transit options for the Okanogan County Public Transportation Benefit Area.

The state's interest in delivering a viable public transportation system to its citizens will be increasingly pivotal to achieving future state goals, providing the capacity, mobility and access necessary for the effective movement of people and goods essential to a high quality of life for all Washington state citizens. Washington state's interest and role as a partner in the guardianship of the public transportation system can take place in a variety of ways, from adopting a partner role in coordinating and integrating the planning of transportation to being an information resource, convener and facilitator, data aggregator, evaluator of emerging technologies, or as a policy maker, or as a funder.

EVALUATING TRANSPORTATION GUARDIANSHIP

Desired Outcomes	Measures Currently Available	Measures to be Developed
• Sustainable services and infrastructure • Reduce lifecycle cost • Cost effective • Improved access • Public understanding	• % of highway pavement in fair or better condition • % of state bridges rated structurally deficient • % of state ferry terminals in fair or better condition • Capital project delivery performance	• Guardianship Dashboard » Public perception of condition and needs of local and statewide transportation systems » Improved system conditions » Funding priorities

STRATEGIES

- ✓ Manage, preserve, maintain and operate the transportation network as a complete multimodal system
- ✓ Develop a dashboard that monitors Washington's transportation system around multimodal performance indicators that build toward a more integrated, connected multimodal system
- ✓ Test pilot service concepts to increase vehicle occupancy and use of public transportation, including transit, active transportation, ride-hailing, telework and more

EARLY ACTIONS

Immediately after this plan is adopted, WSDOT will prepare a work plan and budget to begin working through these early actions. Each year, WSDOT will update that work program in conjunction with its public transportation partners.

- Conduct a study to assess the adequacy of current public transportation funding and other funding mechanisms. Identify and assess strategies for addressing funding gaps. Research, analyze and communicate the long-term costs of deferred maintenance from an integrated multimodal perspective
  Lead: To be identified
- Support efforts to develop and improve a dashboard that monitors Washington's transportation system using multimodal performance indicators
  Lead: Washington State Transit Association
- Develop a proposal for an Innovation Performance Program to encourage and invest in innovative approaches to public transportation that can deliver high value for modest investment
  Lead: To be identified

CONCLUSION

Washington state is growing and changing. It has a larger, more diverse population, especially in urban areas, and our roads and highways are becoming more congested. Technology is having an unprecedented influence on how we work, interact and conduct comment. There are increasing numbers of people who are public transportation dependent, and that number will grow with the aging of the baby boomer population.

Washington's public transportation serves many, and we need a 21st-century public transportation system that can continue to keep people moving and communities thriving.

The Washington State Public Transportation Plan lays out five goals to achieve the vision for the public transportation system. These are:

1. Thriving communities
2. Access
3. Adaptive transportation capacity
4. Customer experience
5. Transportation system guardianship

Each of these goals, in alignment and coordination with each other, will move the public transportation system and those reliant on their services forward.

But the plan is only a framework, a guide, and a document, and only as strong as the partnerships necessary to carry it forward.

Immediately after this plan is adopted, WSDOT will prepare a work plan and budget to begin its implementation. Each year, WSDOT will update that work program in conjunction with its public transportation partners.

Success depends on people taking action: leadership, bold moves, community investments and embracing opportunities for change. We will all need to mobilize our resources, challenge ourselves and others, test our strategies, measure our progress, celebrate our successes and learn from our mistakes.

Over the long run, we hope to see our collective work and stewardship result in a sustainable, adaptive and responsive multi-modal transportation system. A strong public transportation system is critical to the needs of each and every person, community, business and service in Washington. Their strong partnerships will define how Washington moves in the 21st century.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Priority seating for senior citizens and persons with disabilities

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APPENDIX A. ACRONYMS

RCW: Revised Code of Washington
WSDOT: Washington State Department of Transportation
ADA: Americans with Disabilities Act
WTP: Washington Transportation Plan 2035
HOV: High Occupancy Vehicle
SR (SR520): State Route
DOT: Department of Transportation
PSRC: Puget Sound Regional Council
WSPTP: Washington State Public Transportation Plan
SHRP2: Strategic High Research Program
APTA: American Public Transportation Association
SOV: Single Occupancy Vehicle
VMT: Vehicle Miles of Travel

APPENDIX B. GLOSSARY OF TERMS

Commute Trip Reduction program: A Washington law that addresses air pollution and fuel consumption and is required in cities with traffic congestion. Local governments must establish programs and projects to reduce the number of trips taken in single-occupied vehicles and the total number of vehicle miles traveled per capita.

Commuter Rail: Passenger rail transportation service that provides service from the suburbs, or surrounding area of a city, to the city center. The Sounder, operated by Sound Transit, is the commuter rail service in the Seattle area.

Complete Streets: A street design that includes infrastructure and features that enables comfortable and safe access for all users, including pedestrians, bicyclists, transit users and motorists. Some common features includes bicycle lanes, paved shoulders and crosswalks.

Comprehensive Plan: The Growth Management Act requires local agencies to develop and adopt long-range plans that guide all development activity. Local Comprehensive Plans must be consistent with the long-range Regional Transportation Plan, which must be consistent with the local plans. This overlapping consistency requirement ensures ongoing coordination between local and regional agencies.

Congestion Pricing: A toll or variable price that is dependent on the amount of congestion on the roadway. As congestion increases, the price for using the roadway increases to prevent excessive congestion. This allows traffic to run more efficiently and spread travel across the transportation network at different hours of the day.

Connecting Washington: A 2012 transportation finding analysis that reviewed the condition of Washington's transportation system.

Human Services Transportation Plan: A plan identifying the transportation needs of the elderly, individuals with disabilities and low-income residents. This plan is required to receive certain Federal funding and is used to improve transportation access using all possible resources. The goal of Human Services Planning is providing social equity and improving the overall quality of life for these individuals.

Express Toll Lanes: In Washington, Express Toll Lanes give drivers the option to use high occupancy vehicle (HOV) lanes by paying a toll.

Federal Transit Administration: The arm of the USDOT with responsibility for all forms of public transportation using federal capital or operating funds, including urban bus and light rail systems. Intercity bus and intercity passenger rail are administered by other arms of the USDOT.

Greenhouse Gas Emissions: In the transportation sector, primarily carbon dioxide. These gases contribute to climate change and air pollution.

Intelligent Transportation Systems: A wide range of advanced technologies that improve the safety and operating efficiency of existing transportation facilities or services. Common examples include central dispatch of road emergency assistance, freeway traffic maps shown on TV or internet to warn motorists of accidents, and signs that map 'real-time' location of transit vehicles.

First-Mile/Last-Mile: Term used in describing the importance of connections between a form of transportation (e.g., city bus or freight-carrying truck) and its ultimate destination. The terms "first and last mile," regardless of the actual distance involved, refer to the connection, or lack thereof, between the line-haul portion of the trip and the actual origin and final destination of the passenger or the freight cargo.

Light Rail Transit: A form of public transportation that operates on rails, within a dedicated right-of-way. LRT operates at higher speeds and capacity than streetcars but compared to heavy rail it is slower with less capacity. Service areas can extend from downtown to the outlying suburbs with many stops. In Seattle, Central Link, operated by Sound Transit, is the city's LRT system.

Longitudinal Study: A longitudinal survey is a correlational research study that involves repeated observations of the same variables over long periods of time — often many decades. It is a type of observational study. Longitudinal studies are often used in psychology to study developmental trends across the life span, and in sociology to study life events throughout lifetimes or generations.

MAP-21: Stands for "Moving Ahead for Progress in the 21st Century," the Federal transportation funding authorizing legislation.

Metropolitan Planning Organization: Agency designated by the Governor to administer the federally required transportation planning in a metropolitan area over 50,000 in population. Duties include updating a 20-year regional transportation plan (RTP), a transportation improvement

program, and a unified planning work program. State law requires MPOs to be the RTPO lead agency where their boundaries overlap.

Multimodal: The transportation of goods or people on a single trip, but performed with at least two different means of transport.

Office of Financial Management: A governmental department providing vital information, fiscal services, and policy support for Washington State. These services are used by the governor, legislature, and state agencies.

Paratransit: A non-fixed route transit system, similar to Demand Responsive Transit. Service is available anywhere within defined geographic boundaries (usually within a county) and provides door-to-door transportation. Users must call ahead to schedule a trip and is exclusive to individuals with disabilities. Transit agencies must provide this service to comply with the Americans with Disabilities Act.

Park and Ride Lots: Designated parking lots adjacent to rail stations, carpool, vanpool or other transit services transfer locations. This allows commuters to drive to a station or transit stop, transfer to transit and complete the remainder of their journey via transit.

Public-Private Partnerships (P3): Contractual agreements between a private sector company and a public agency that allows for greater participation from the private sector for financing and the delivery of transportation projects.

Public Transportation: Any form of transportation, accessible and available to the public, which does not involve a single person in a motorized vehicle. "Public" in this sense refers to the access to the service, not to the ownership of the system providing the service.

RTPO: Regional Transportation Planning Organization. This is a state-designated agency created to ensure that regional transportation planning is consistent with countywide planning policies and growth strategies for the region. Duties include updating a 20-year regional transportation plan (RTP) and a transportation improvement program (TIP).

Special needs: Particular requirements resulting from learning difficulties, physical disability or emotional and behavioral difficulties. Per the Americans with Disabilities Act, transit agencies must provide this service. Paratransit is available for riders with special needs.

Sustainable: A method of using a resource so that it is not depleted or permanently damaged.

Telework: Instead of working at the principal place of employment, an employee works at home or from another office near the employee's home at least once every two weeks. This results in fewer commute trips.

Title VI: This law was enacted as part of the Civil Rights Act of 1964. It prevents discrimination on the basis of race, color and national origin in programs and activities receiving federal financial assistance. If an agency is found in violation of Title VI, that agency may lose its federal funding.

Transit-Oriented Development: A type of mixed-use development that is located within walking distance to a quality, frequent transit service. Included are residential units, retail, offices and other uses that promotes a walkable and accessible area.

Transportation Improvement Board: An independent Washington agency that distributes and manages grants for high priority transportation projects throughout the state.

Traveler Information Systems: One component of Intelligent Transportation Systems. A wide range of information services, public and private, that convey useful information including transportation network condition and performance, weather, schedules and availability to auto and truck drivers, transit riders and other modal system users, both in advance of a trip, as well as after the trip is underway.

Vehicle Miles of Travel: A measurement representing the total number of miles traveled by all vehicles within a region or roadway for a certain length of time.

Washington State Department of Transportation: Washington's state department responsible for planning, building, maintaining and operating the state highway system. Other responsibilities includes the state ferry system and partnering with other agencies to improve the entire multimodal transportation system in the state.

Washington State Ferries: A part of WSDOT, a passenger and automobile ferry network providing service to various areas on Puget Sound and San Juan Islands.

Washington State Transportation Commission: This is a public forum for transportation policy development and develops Washington's 20-year Transportation Policy Plan. WSTC also sets the tolls for state highways and bridges as well as the fares for the Washington State Ferries.

APPENDIX C. WSPTP ADVISORY GROUP

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APPENDIX D. ADDITIONAL DOCUMENTATION

A number of additional documents were created during development of the WSPTP to present the results of investigation into various topics, as well as to document the public outreach process. These and other related items are available on the WSPTP website, www.WATransPlan.com:

PUBLIC OUTREACH AND STAKEHOLDER ENGAGEMENT

Summary of Stakeholder Roundtable Meetings, date
Summary of Public Comments on Draft WSPTP, date
Public Outreach grid, date
Summary of Media Outreach Activities
Database of Public Comments Received by E-Mail
Public Comment Letters Received

WSPTP DRAFT AND FINAL DOCUMENTS

WSPTP Public Review Draft, September 8, 2015
WSPTP Public Review Draft Executive Summary, September 8, 2015
WSPTP Final Executive Summary, date

PUBLIC TRANSPORTATION SYSTEMS

TRANSIT

- Fixed Route Transit (buses, light rail, commuter rail)
- Park and Ride lots
- Washington State Ferries
- Passenger only ferries (Kitsap)
- Intercity Bus (Travel Washington, Greyhound, Northwestern Trailways)
- Link Light Rail
- Tacoma Link
- Seattle Street Car (South Lake Union, First Hill, Capitol Hill)
- Monorail

RAIL

- Amtrak Cascades
- Empire Builder
- Sounder Commuter Rail

VEHICLE SHARE

- Carpool
- Vanpool
- HOV facilities (lanes, ramp meters, direct access ramp)
- Carsharing (ZipCar, Car-2-Go)
- Bikesharing (Pronto, UW bikeshare)
- Emerging social network services, aka. Transportation Network Companies (Uber, Lyft, Sidecar)

NON-MOTORIZED

- Bicycle lanes, trails and facilities
- Pedestrian facilities (universal design)

ON-REQUEST

- Paratransit (Medicaid Brokers, ADA services)
- Dial-a-ride (tribal and rural transportation for general public)
- Private shuttle services (Bellair Charter, Capitol Airporter, taxi)

DEMAND MANAGEMENT

- Congestion pricing (parking fees, express toll lanes, variable tolls)
- Parking Management
- Commute trip reduction
- Telecommuting
- Intelligent Transportation Systems (ramp meters, transit queue jump, transit signal priority)
- Flextime, remote work programs, staggered shifts

LAND USE

- Mixed use development
- Complete streets
- Brownfield redevelopment
- Rezoning

APPENDIX E. CROSSWALK

HOW DOES THE DRAFT WASHINGTON STATE PUBLIC TRANSPORTATION PLAN ALIGN WITH OVERARCHING POLICIES AND PLANS?

Draft Washington State Public Transportation Plan	Policy Goals / RCW 47.04.280						Results Washington					Results WSDOT						Washington State Strategic Highway Safety Plan				
	Economic Vitality	Preservation	Safety	Mobility	Environment	Stewardship	World Class Education	Prosperous Economy	Sustainable Energy and a Clean Environment	Healthy and Safe Communities	Efficient, Effective and Accountable Government	1 Strategic Investments	2 Modal Integration	3 Environmental Stewardship	4 Organizational Strength	5 Community Engagement	6 Smart Technology	Education	Enforcement	Engineering	Emergency Medical Services	Leadership/Policy
THRIVING COMMUNITIES Cultivate thriving communities by supporting health, equity, prosperous economies, energy conservation, and a sustainable environment through transportation	X		X		X	X	X	X	X	X	X	X	X	X	X	X	X					X
ACCESS Provide and sustain a transportation system that allows people of all ages, ability, and geographic locations to access jobs, goods, services, and community activities	X	X		X		X	X	X	X	X	X	X	X		X	X					X	X
ADAPTIVE TRANSPORTATION CAPACITY Strengthen the transportation system's capacity to adapt to emerging markets, market disruptions, technology, and business models	X			X		X		X	X		X	X	X		X	X	X					X
CUSTOMER EXPERIENCE Enhance people's transportation experience by providing public transportation that is safe, seamless, pleasant, convenient, reliable, relevant, and understandable			X	X		X	X	X		X	X	X	X			X	X	X				X
TRANSPORTATION SYSTEM GUARDIANSHIP Protect, conserve, and manage Washington's transportation assets in a manner that maximizes and sustains their value to the public, public transportation, and the statewide transportation system		X			X	X		X	X	X	X	X	X						X	X		X

Washington State Public Transportation Plan

Endnotes

APPENDIX F. DEFINITIONS OF PUBLIC TRANSPORTATION

FROM THE OXFORD DICTIONARY:

Buses, trains, subways and other forms of transportation that charge set fares, run on fixed routes and are available to the public.

FROM AMERICAN PUBLIC TRANSPORTATION ASSOCIATION:

Public Transportation (also called transit, public transit or mass transit) is transportation by a conveyance that provides regular and continuing general or special transportation to the public, but not including school buses, charter or sightseeing service

2014 USDOT NATIONAL TRANSIT DATABASE GLOSSARY

As defined in the Federal Transit Act, "transportation by a conveyance that provides regular and continuing general or special transportation to the public, but does not include school bus, charter, or intercity bus transportation or intercity passenger rail transportation provided by the entity described in chapter 243 (or a successor to such entity)." Notes: (1) Passenger rail transportation refers to Amtrak. (2) This definition does not affect the eligibility of intercity bus service under the Section 5311 Other Than Urbanized Area (Rural) Formula Program. (3) The intercity bus and intercity rail (Amtrak) portion of Intermodal terminals is however an eligible capital cost.

US FEDERAL HIGHWAY ADMINISTRATION PLANNING GLOSSARY

Transportation by bus, rail, or other conveyance, either publicly or privately owned, which provides to the public general or special service on a regular and continuing basis. Also known as "mass transportation", "mass transit" and "transit."

AS DEFINED IN THE WASHINGTON STATE PUBLIC TRANSPORTATION PLAN:

Any form of transportation, accessible and available to the public, which does not involve a single person in a motorized vehicle. "Public" in this sense refers to the access to the service, not to the ownership of the system providing the service.

FROM THE WSDOT PUBLIC TRANSPORTATION SUMMARY:

Transportation service that is available to any person upon payment of the fare – if charged – and which cannot be reserved for the private or exclusive use of one individual or group. "Public" in this sense refers to the access to the service, not to the ownership of the system providing the service.

FROM REVISED CODE OF WASHINGTON 82.70.010

"Public agency" means any country, city or other local government agency or any state government agency, board or commission.

"Public transportation" means the same as "public transportation service" as defined in Revised Code of Washington 36.57A.010 and includes passenger services of the Washington state ferries.

Endnotes

FROM REVISED CODE OF WASHINGTON 36.57A.010

"Public transportation service" means the transportation of packages, passengers and their incidental baggage by means other than by chartered bus, sight-seeing bus, together with the necessary passenger terminals and parking facilities or other properties necessary for passenger and vehicular access to and from such people moving systems: PROVIDED, that nothing shall prohibit an authority from leasing its buses to private certified carriers or prohibit the authority from providing school bus service. "Public transportation service" includes passenger-only ferry service for those public transportation benefit areas eligible to provide passenger-only ferry service under Revised Code of Washington 36.57A.200.

FROM REVISED CODE OF WASHINGTON 35.58.020

"Metropolitan public transportation" or "metropolitan transportation" for the purposes of this chapter means the transportation of packages, passengers and their incidental baggage by means other than by chartered bus, sightseeing bus or any other motor vehicle not on an individual fare-paying basis, together with the necessary passenger terminals and parking facilities or other properties necessary for passenger and vehicular access to and from such people-moving systems: PROVIDED, that nothing in this chapter shall be construed to prohibit a metropolitan municipal corporation from leasing its buses to private certified carriers; to prohibit a metropolitan municipal corporation from providing school bus service for the transportation of pupils; or to prohibit a metropolitan municipal corporation from chartering an electric streetcar on rails which it operates entirely within a city.

FROM REVISED CODE OF WASHINGTON 47.047.082

Sec. 5. Revised Code of Washington 47.04.082 and 1967 c 108 s 1 are each amended to read 28 as follows: As used in ((this act the term)) chapter 108, Laws of 1967, "urban public transportation system" ((shall)) means a system for the public transportation of persons or property by buses, streetcars, trains, electric trolley coaches, other public transit vehicles or any combination thereof operating in or through predominantly urban areas and owned and operated by the state, any public agency, any city or county or any municipal corporation of the state, including all structures, facilities, vehicles and other property rights and interest forming a part of such a system.

FROM REVISED CODE OF WASHINGTON 36.57.010

"Public transportation function" means the transportation of passengers and their incidental baggage by means other than by chartered bus, sightseeing bus, together with the necessary passenger terminals and parking facilities or other properties necessary for passenger and vehicular access to and from such people-moving systems, and may include contracting for the provision of ambulance services for the transportation of the sick and injured: PROVIDED, That such contracting for ambulance services shall not include the exercise of eminent domain powers: PROVIDED, FURTHER, That nothing shall prohibit an authority from leasing its buses to private certified carriers or prohibit the county from providing school bus service.

FROM WSDOT CONSOLIDATED GRANT APPLICATION DOCUMENT:

Mass transportation by a conveyance that provides regular and continuing general or special transportation to the public, but does not include school bus, charter, sightseeing transportation, or intercity bus transportation or intercity passenger rail transportation provided by Amtrak. Coordinated human service transportation, which primarily serves elderly persons and persons with disabilities, but which is not restricted from carrying other members of the public, is considered available to the general public if it is marked as public transit service.

FROM PUGET SOUND REGIONAL COUNCIL:

Regular transportation service by bus, rail, paratransit, van, airplane or ship, offered by a public sector operator.