

# The Gray Notebook

WSDOT's quarterly performance report on transportation systems, programs, and department management  
Quarter ending December 31, 2013 • Published February 21, 2014  
Lynn Peterson, Secretary of Transportation

## Successfully filling a toll order

WSDOT's toll division works to reduce congestion, fund projects and improve the state's urban corridors

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## Taking strides and pedaling toward a safer state

WSDOT aiming to make roads friendlier places for pedestrians and bicyclists

*p. 2*

## Helping Washington's fish passages flow freely

WSDOT removing barriers so fish can access potential upstream habitat

*p. 23*

## Notable results

- *WSDOT completed 15 fish passage projects in 2013, restoring migratory fish access to 66 miles of potential habitat*
- *WSDOT's Butler Creek project on U.S. 97 enhanced fish passage and provided a safe crossing for wildlife underneath the highway*

## WSDOT restores access to potential fish habitat

WSDOT finished 15 fish barrier corrections in 2013. These projects restored access to 66 miles of potential upstream habitat. WSDOT also worked on seven fish passage projects that will either take two seasons to complete or are part of multi-year transportation projects.

WSDOT has nine fish passage projects scheduled for completion in 2014. This includes five of the seven projects not completed in 2013. These projects are expected to restore access to 56 miles of potential upstream habitat for migratory fish. WSDOT replaces undersized or malfunctioning state-owned culverts that block or hinder fish passage with culverts that will aid in the recovery of Washington's migratory fish populations.

Correcting fish passage barriers contributes to Gov. Inslee's statewide goals for recovering Pacific salmon as part of his Results Washington effort (see [p. viii](#)). WSDOT has been working cooperatively with the Washington Department of Fish and Wildlife (Fish and Wildlife) since 1991 to identify and correct fish passage barriers that occur where

highways intersect streams. WSDOT has completed 285 fish passage barrier corrections, restoring fish access to approximately 971 miles of potential habitat statewide. This is roughly the equivalent of a round trip drive between Seattle and Missoula, Mont. along Interstate 90.

## Court requires expediting corrections

A U.S. District Court injunction issued in March 2013 requires the state to correct hundreds of culverts blocking fish passage in western Washington by 2030. WSDOT is required to provide fish passage access to at least 90 percent of the habitat in the area covered by the injunction. WSDOT estimates this will mean correcting an average of 30 to 40 culverts each fiscal year, which is twice as many as completed in 2013.

In response, WSDOT has developed four specialized teams to design fish passage projects in the area subject to the injunction. The teams are designing 34 barrier correction projects for advertisement in the 2015-2017 biennium. WSDOT is also working with partner agencies such as Fish and Wildlife and the Washington State Department of Ecology to gain efficiencies in project design and permitting.

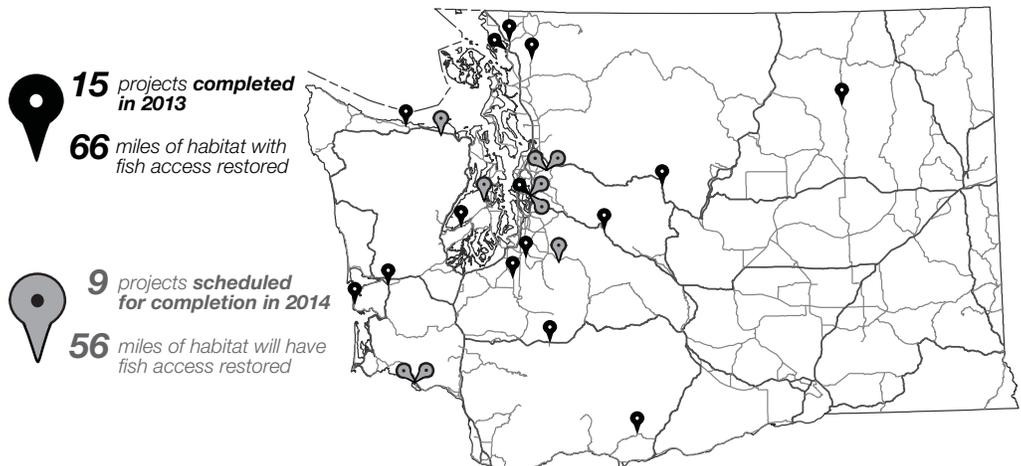
### Barrier corrections help threatened fish

The purpose of fish passage projects is to restore access to historic spawning habitat for migratory fish such as salmon and steelhead.

There are 10 populations of salmon and six populations of steelhead that have the potential to reside in Washington state and are listed as threatened or endangered under the federal Endangered Species Act.

### WSDOT completes 15 fish passage projects in 2013, nine scheduled for 2014

*Sites of completed 2013 projects and projects scheduled for completion in 2014*



Data source: WSDOT Environmental Services Office.

Note: For more information on completed fish passage projects see WSDOT's Fish Passages Annual Report at <http://www.wsdot.wa.gov/Environment/Biology/FP/fishpassage.htm#reports>.

# Fish Passage Barriers Annual Report

## Culvert correction on U.S. 97 also improving safety



This 20-foot culvert on State Route 106 was completed in fall 2013, replacing a 4-foot culvert that blocked fish passage. The new culvert restored access to more than two miles of habitat on Twanoh Falls Creek just east of Twanoh State Park on the Hood Canal.

WSDOT has recommended to the state Legislature a funding level of \$200 million per biennium for the next 10 years to meet the requirements of the injunction. Additional funding will be required after this time period to complete remaining barrier corrections. For more information on the injunction, see WSDOT's "Accelerating Fish Barrier Correction" folio at [http://www.wsdot.wa.gov/NR/rdonlyres/11D6A32A-E036-4FF1-9501-8535DFFE769/0/Folio\\_FishPassageLeg.pdf](http://www.wsdot.wa.gov/NR/rdonlyres/11D6A32A-E036-4FF1-9501-8535DFFE769/0/Folio_FishPassageLeg.pdf).



WSDOT's wildlife cameras at the completed fish passage project on U.S. 97 at Butler Creek record animal crossings like this one from October 2013. These photos help determine the project's safety benefits.

### Butler Creek sees early success

WSDOT completed in-water work on a fish passage project on U.S. 97 at Butler Creek in fall 2013 (the project was operationally complete in April 2013). In addition to restoring access to 10 miles of potential habitat for migratory fish, the new bridge is expected to help reduce vehicle collisions with deer in the area. The section of U.S. 97 in the vicinity of Butler Creek has one of the higher rates of vehicle/deer collisions in the state.

The new bridge is designed with a large opening that allows wildlife to cross underneath the highway. Approximately 1.2 miles of 8-foot tall fencing was constructed along U.S. 97 to encourage wildlife to use the new crossing under the bridge and prevent them from wandering onto the road. Six "jump-downs" were built into the fencing which allow animals that do somehow get on the highway to escape.

While it is too early to tell if the long-term collision rate will decline in the area, deer and other wildlife have been documented passing underneath the new bridge. WSDOT installed motion-triggered wildlife cameras upstream and downstream of the structure. Early data, starting in June 2013, shows deer crossing under the new bridge daily. The cameras have also captured images of bobcat, raccoon and even a great blue heron crossing under the new bridge. To see a video of images captured by WSDOT's wildlife cameras go to <http://media.wsdot.wa.gov/media/Environment/US97ButlerCreek.wmv>.

Contributors include Jon Peterson and Bradley Bobbitt

### WSDOT improving fish passage for two decades

WSDOT and the Washington Department of Fish and Wildlife formed a cooperative program in 1991 to inventory and assess WSDOT-owned culverts and other barriers that block passage of migratory fish where highways intersect fish-bearing streams. In 2007, WSDOT and Fish and Wildlife completed an inventory of all fish passage barriers in the state and identified approximately 1,500 barriers that offer potential for significant habitat gain if corrected. WSDOT corrects barriers with bridges or new culverts that mimic natural conditions within the footprint of larger transportation projects, as stand-alone projects for high-priority barriers, or as part of maintenance activities when only limited work is needed. More information on fish passage and project design can be found at <http://www.wsdot.wa.gov/Environment/Biology/FP/fishpassage>.



The 2013-2015 biennial budget for the fish passage program is about \$36 million. This funds stand-alone culvert corrections and program administration. WSDOT also corrects fish passage barriers that are located within the footprint of other transportation projects.



## Results Washington sets vision, mission for state

Governor Jay Inslee introduced Washington state's new performance management system, Results Washington, in September 2013, outlining his priorities for the state. The Governor established this new strategic framework for his administration to set the state's vision and mission, as well as the foundational expectation of all state agencies to achieve goals collaboratively. WSDOT and other Washington state agencies are working hard to implement reporting systems that will meet the Governor's new performance goals.

Results Washington combines aspects of previous performance management systems such as former Gov. Gregoire's Government, Management, Accountability, and Performance, and her Priorities of Government with a significantly expanded Lean initiative that involves all state agencies. This initiative will provide both policy leaders and the public with detailed information about progress toward the governor's goals. As a part of Results Washington, agencies will strategically apply Lean thinking, tools and techniques across state government operations to eliminate waste and create more value for the taxpayers.

Results Washington builds upon previous efforts to deliver value and transparency to taxpayers as it:

- Clearly aligns numerous activities around the state's new mission and vision
- Expands performance improvement efforts to include all state agencies as well as boards and commissions
- Increases frequency of reporting and forums on results so legislators and the public have regular access to up-to-date performance results
- Increases the level of collaboration among state agencies and their partners
- Better integrates improvement efforts, such as Lean, in everyday operations
- Simplifies data so it is easier to use and more accessible
- Emphasizes engagement with citizens, employees and stakeholders



## Gov. Inslee's five focus areas for Results Washington:

-  World Class Education
-  Prosperous Economy
-  Sustainable Energy and a Clean Environment
-  Healthy and Safe Communities
-  Efficient, Effective and Accountable Government

Transportation is directly aligned with the governor's plans. Improving Washington's infrastructure and building a more sustainable transportation system are two of the six outcomes that the Inslee administration will strive to accomplish in building a prosperous economy.

Gov. Inslee recognizes that Washington's economic health is fundamentally linked to the infrastructure WSDOT builds and maintains. Improving infrastructure assets — from bridges and roads to ferries and broadband Internet — allows people and goods to move efficiently, improving Washington state's ability to be competitive. Further, connecting our communities with better transportation options supports improved health and safety outcomes.

For more information on WSDOT's Lean efforts, see [pp. 29-30](#).

This edition of the *Gray Notebook* includes articles that pertain to Results Washington including the Pedestrian and Bicyclist Safety Annual Report and Asset Management: Pavement Conditions Annual Report. The table on [p. viii](#) is intended to highlight WSDOT's progress and strategies to achieve Results Washington's desired outcomes.

# Results Washington

## State performance reporting requirements

Results Washington measures by goal area	Previous period	Current period	Target met	Current Trend	Desired Trend
<b>Measures for which WSDOT is the lead agency</b>					
<b>Goal 2: Prosperous Economy</b>					
Improve percentage of state and local bridges in fair or better condition to 95% or higher <sup>1</sup> (Annual measure: fiscal years 2012 & 2013)	91.1%	91.7%	No	↑	↑
Improve percentage of state and local pavement in fair or better condition to 92% or higher <sup>1</sup> (Annual measure: calendar years 2011 & 2012)	90.5%	91.8%	No	↑	↑
Improve percentage of ferry terminal systems in fair or better condition to XX% <sup>2</sup> ; improve percentage of ferry vessel systems that are not overdue for replacement to 95% <sup>1</sup>	Expected to report in June 2014				
Maintain percentage of transit fleet that exceeds Federal Transit Administration minimum useful life scheduled at 2012 baseline levels of X% <sup>2</sup>	Expected to report in December 2014				
Increase the percentage of Washingtonians using alternative transportation commute methods to 33% by 2015 (Annual measure: calendar years 2011 & 2012)	26.7%	27.8%	No	↑	↑
Improve travel and freight reliability on strategic corridors resulting from economic growth to within 5% of 2012 baseline <sup>1</sup> (Annual measure: calendar years 2011 & 2012; in minutes)	5,741	5,820	Yes	↔	↔
Maximize existing capacity of strategic corridors by increasing people and/or goods moved per corridor mile from X% <sup>2</sup> in 2012 to X% <sup>2</sup> in 2015	Expected to report in December 2014				
Reduce number of pedestrian and bicyclist fatalities on public roadways from 84 in 2012 to zero in 2030 (Annual measure: calendar years 2011 & 2012)	75	84	No	↑	↓
<b>Measures for which WSDOT is not the lead agency, but has an interest<sup>3</sup></b>					
<b>The following measures are lead by other state agencies and will include accomplishments from WSDOT and other entities:</b>					
Increase state agency and educational institution utilization of state-certified small businesses in public works and other contracting and procurement by 2017 to: <ul style="list-style-type: none"> <li>Minority-owned businesses: 10%</li> <li>Women-owned businesses: 6%</li> <li>Veteran-owned businesses: 5%</li> </ul>	Expected to report in June 2014				
<b>Goal 3: Sustainable Energy and a Clean Environment</b>					
Reduce transportation related greenhouse gas emissions from 44.9 million metric tons (mmt)/year (projected 2020) to 37.5 mmt/year (1990) by 2020	Expected to report in June 2014				
Increase transportation sector renewable energy use per vehicle mile travelled from X to X by 20XX <sup>2</sup>	Expected to report in June 2014				
Decrease tons of transportation-related emissions of greenhouse gases per real dollar of gross state product from X to X 20XX <sup>2</sup>	Expected to report in June 2014				
Increase miles of stream habitat opened from 350 to 450 by 2016	Expected <sup>3</sup> to report in March 2014				
Increase number of fish passage barriers corrected per year from 375 to 500 by 2016	Expected to report in March 2014				
<b>Goal 4: Healthy and Safe Communities</b>					
Decrease number of traffic related fatalities on all roads from 454 in 2011 to zero in 2030	Expected to report in June 2014				
Data source: WSDOT Office of Strategic Assessment and Performance Analysis. Notes: 1 Requires passage of a transportation revenue package. 2 Measure currently under development. 3 WSDOT has an interest in Goal 5: Efficient, Effective and Accountable government; the agency will contribute performance information that will be combined and reported with data from all state agencies.					