



# WSDOT and the American Recovery and Reinvestment Act

A look at transportation Recovery Act funding in Washington on its second anniversary



## Recovery Act transparency and accountability

This report provides an analysis of how the Washington State Department of Transportation used the injection of federal funding to put people to work preserving and building the state's transportation system.

In early 2009, with the economy stalled in the longest and deepest recession since the Great Depression, Congress passed the American Recovery and Reinvestment Act (Recovery Act) to stimulate the economy while improving the country's infrastructure. All told, the Recovery Act brought more than \$1.5 billion to Washington for transportation:

- \$340 million for state highway projects
- \$152 million for local highway projects
- Up to \$751 million for high-speed rail projects
- \$179 million for transit projects
- \$50 million for aviation projects
- \$65 million for TIGER projects

The Recovery Act required speed: it mandated that more than half the funding be obligated to specific projects in less than five months. Washington officials and lawmakers sought high-priority projects that were ready to be built, would improve the infrastructure, and would stimulate the economy. They prioritized:

- Advancing projects that would have otherwise been delayed due to funding shortfalls
- Advancing projects that would address high priority highway preservation needs
- Projects that could be completed within three years
- Projects in communities most affected by the recession

## Two years into the Recovery Act . . .

This report marks the two year anniversary – February 17, 2011 – of the Recovery Act, and serves as a status update on progress WSDOT has made in the two years since February 17, 2009.

Two years after the law's passage, construction crews have completed 185 highway projects, repaving 820 lane miles of state highways and installing or upgrading safety features on 879 miles of urban and rural roads. Transit services have opened new facilities and received dozens of new buses. Major mobility projects that would have been delayed for years, have opened to drivers, providing congestion relief on I-405 near Bothell and extending the I-5 high occupancy vehicle lanes into Pierce County.

These projects have created or retained jobs. As of December 31, 2010, employees have earned more than \$149.1 million working more than 3.8 million labor hours on 219 highway projects.

While much has been done, the work is not finished. Crews are continuing to build major mobility projects in Spokane and Seattle that won \$65 million in competitive TIGER grants and the state is now preparing to begin up to \$782 million in projects that will improve Amtrak *Cascades* passenger rail service.

### What's inside

Helping economically distressed counties: A top priority	2	Ferries and transit receive much needed investments	5
Recovery Act by the numbers: Certification, obligation, highway projects	3	Recovery Act TIGER grants fund two Washington projects	6
Projects improve safety across Washington	4	High Speed Intercity Passenger Rail program comes to Washington	6
Recovery Act funds preserve bridges, roadways, and airports	4	An essential Recovery Act goal: Job creation	7
Projects improve mobility and reduce congestion	5	Bidding climate helps fund more projects	7
		Transparency and accountability at WSDOT	8

## Helping economically distressed counties: A top priority

One of the several considerations states were required to take into account when selecting projects for Recovery Act funding was location in “economically distressed” counties. The federal definition of “economically distressed,” is based on, as of March 2009, a county having:

- Per capita income of 80% or less than the national average;
- An unemployment rate 1% greater than the national average for the past 24 months; or
- Unemployment or economic adjustment problems, “special need” as determined by the U.S. Secretary of Commerce.

Twenty-eight counties in Washington met the test, 26 through the per capita income and unemployment rate criteria, and at least two through the “special need” provisions.

Of the projects selected by the Governor and Legislature:

- Per capita Recovery Act spending in the state’s 28 federally-defined economically distressed counties is expected to be \$86 per person, compared to \$52 per person in the state’s 11 non-economically distressed counties.
- Total Recovery Act spending in these 28 counties is expected to be about \$347.5 million, or 71% of the total.

Recovery Act funding is being supplemented by more than \$1 billion in state and local funds, for a total investment of \$1.5 billion that is building projects and putting people to work throughout Washington. The state plans to spend 69% of the total investment, including leveraged funds, in economically distressed counties.



Crews grind down the pavement and laid fresh new asphalt on about five miles of US 2 between Monroe and Sultan.

“We are elated to be a part of the stimulus package here in Washington state,” said Gail Land, Monroe division manager for Lakeside Industries. “This project ensures that we can keep our longtime employees, and also hire several new workers.”

## Washington’s economically distressed counties

As defined by the Recovery Act and FHWA, March 2009

- Economically Distressed, per the federal definition:  
(1) Low per capita income or  
(2) Unemployment rate above the national average
- ▨ Economically Distressed, per the federal definition:  
(3) “Special Need” Provisions
- Not Economically Distressed



Data source: WSDOT Strategic Assessment Office.

Note: Spokane and King Counties met the federal definition for economically distressed based on the “Special Need” provision as defined by the Federal Highway Administration (FHWA) on September 24, 2009.

## Recovery Act by the numbers: Certification, obligation, highway projects

The Governor of Washington was required to certify that projects were reviewed and represent an appropriate investment of taxpayer dollars. **Washington certified 219 Recovery Act projects, including the projects in the two highway safety ‘buckets.’**

### Recovery Act highway obligation deadlines

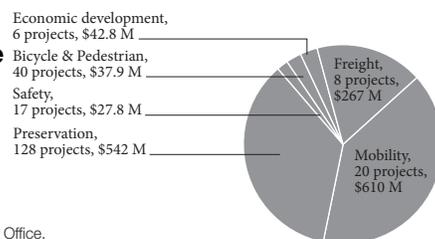
Fifty percent of Recovery Act highway funding was required to be obligated to projects by June 30, 2009 to avoid being subject to redistribution to other states and 100% of Recovery Act highway funding was required to be obligated by March 1, 2010. Washington successfully met both of these requirements.

### Recovery Act highway projects by type

The Recovery Act funded many different types of highway construction projects. As of November 30, 2010 the majority of the 219 state and local Recovery Act highway projects were classified as preservation or mobility projects, including 128 preservation

### Highway Recovery Act projects by type

219 state and local projects by type



Data source: WSDOT CPDM & H&LP Office.

projects valued at \$542 million (\$229 million in Recovery Act funding) and 20 mobility projects valued at \$610 million (\$176 million in Recovery Act funding).

The tables below show the number and types of projects funded through December 31, 2010. Note that the 219 projects in the table at left include the two safety ‘bucket’ projects discussed in more detail in the table at right.

### Recovery Act-funded highway projects through December 31, 2010

Number of projects by jurisdiction; dollars in millions

Project information	State	Local	Total
Highway projects certified by the Governor <sup>1</sup>	51	168	219
Contracts awarded/Under construction	51	168	219
Projects completed	41	144	185
Financial information	State	Local	Total
Recovery Act dollars provided	\$340	\$152	\$492
Total current cost of obligated projects <sup>2</sup>	\$736	\$792	\$1,528
Total Recovery Act dollars spent	\$267	\$137	\$404

Data source: WSDOT Capital Program Development & Management Office, Highways and Local Programs Office. Data as of December 31, 2010.

Note: Project totals are cumulative, for example “projects awarded/under construction” include projects already completed. This includes two project state buckets described in more detail at right.

1 17 state and 23 local projects were added to the list and received federal approval, 6 local projects are no longer receiving funds.

2 Includes non-Recovery Act leveraged fund sources.

### Maintenance of Effort (MOE) certification

Under section 1201 of the Recovery Act, *the Governor of each state must certify to the Secretary of Transportation that the state will maintain its effort with regard to state funding for the types of projects that are funded by Recovery Act – in other words, a state must commit to using Recovery Act funds to supplement rather than supplant state funding.*

Governor Gregoire was required to submit periodic reports to the US Secretary of Transportation (at three months, six months, one year, two years, and three years after enactment of the Recovery Act), to certify Washington met or exceeded the MOE requirements.

By September 30, 2010, states were required to have met the MOE requirements stated in the original 1201 documents. **Washington met this requirement by expending over \$1.88 billion in state funding on projects eligible for funding under the federal formula program between February 17, 2009 and September 30, 2010.**

### Recovery Act-funded state highway ‘bucket’ projects through December 31, 2010

Number of bucket projects by type; dollars in millions

Project status	Rumble strips	Cable median barrier	Total
Certified by Governor	28	13	41
Contracts awarded /Under construction	28	13	41
Projects completed	28	13	41
Financial information			
Recovery Act Funds available for bucket-funded projects <sup>1</sup>	\$2.5	\$7.1	\$9.6
Total cost of obligated projects	\$3.0	\$11.5	\$14.5
Total Recovery Act dollars spent	\$2.5	\$7.1	\$9.6

Data source: WSDOT Capital Program Development & Management Office.

Note: ‘Bucket projects’ are defined as state projects using Recovery Act funds to address programmatic safety priorities statewide.

1 Bucket projects were originally allocated \$12 million in Recovery Act funding, \$3 million for rumble strips and \$9 million for cable median barrier, approximately \$2.4 million was later obligated to other state projects.



Crews grind shoulder and centerline rumble strips as part of the US 2 – Monroe to Sultan paving project. Rumble strip safety improvement projects are counted in one of the two funding ‘buckets’ discussed in the table above right.

## Projects improve safety across Washington

The Recovery Act has provided funding for the installation of new safety features and upgrades along Washington's highways. **WSDOT devoted \$27.8 million to safety projects including two project 'buckets'** of \$9 million for improving cable median barrier and \$3 million for centerline rumble strips. WSDOT studies collision and other data in 'before' and 'after' installation periods to evaluate the improvements made; a meaningful evaluation of performance requires a year or more of after-installation data.

### Cable median barrier

Washington spent \$9 million in Recovery Act funding statewide to:

- Install 42 miles of new 4-cable high-tension median barrier
- Replace 29 miles of 3-cable low-tension barrier with 4-cable high-tension barrier

A total of 71 miles of 4-cable high-tension barrier was installed with Recovery Act funding.

Data showed that while 3-cable low-tension barrier contained 94% of vehicles, 3-cable high-tension barrier contained 96.3% of vehicles that struck the barrier, preventing them from entering the oncoming lane of traffic. WSDOT modified its policies on cable median barrier in 2009 to specify 4-cable high-tension for new installations.



### Before and After analysis: 48% annual reduction in fatal and serious injury collisions

An October 2009 statewide review of Before and After data on 3-cable median barrier projects showed a 48% annual reduction in fatal and serious injury collisions.

### Centerline rumble strips

Centerline rumble strips are ground into the existing pavement to alert drivers when they are crossing over into the oncoming lane of traffic. As of October 2010, **808 miles of Recovery Act-funded centerline rumble strips were installed.** Most of this work was completed as part of three separate contracts. Five Recovery Act-funded pavement preservation projects also installed rumble strips as part of the work. While the projects are operationally complete, some work may still be under way.

### Before and After analysis: 44.5% reduction in cross-centerline collisions on undivided highways

In June 2010, WSDOT reviewed collision data for 493 miles of undivided highways where centerline rumble strips had been installed. The results of analysis showed:

- 44.5% fewer cross-centerline collisions
- 48.6% fewer serious and fatal injury collisions

Recovery Act-funded projects are expected to return similar reductions in the frequency and severity of cross-centerline collisions.

## Recovery Act funds preserve bridges, roadways, and airports

### Recovery Act-funded bridge preservation work

WSDOT used \$12.6 million in Recovery Act funding to preserve one of the state's most important bridges, the Lewis and Clark Bridge carrying SR 433 over the Columbia River. Phase 3 of the project was on hold, unable to proceed without the additional funding provided by the Recovery Act. The project addresses the condition of the main steel truss over the Columbia River: work includes removing the existing paint by abrasive blasting, cleaning and preparing the steel, then applying a new three coat, urethane paint system that will prevent future corrosion, preserve the bridge's structural integrity, and prolong the life of the bridge.



### \$164.8 million for pavement preservation work

The Recovery Act provided \$164.8 million to address the current backlog of road rehabilitation projects in Washington. Due to the age and condition of concrete pavement, **30% of Recovery Act pavement preservation funds were spent on concrete pavements.**

### Recovery Act pavement preservation funding

December 2010; Dollars in millions

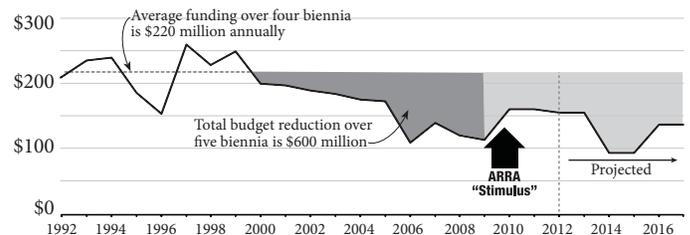
Type of construction	Dollars	% of Total	Lane miles
Chip seal resurfacing	\$9.0	5%	250
Asphalt resurfacing	\$76.9	47%	447
Concrete dowel-bar retrofit	\$29.8	18%	74
Concrete reconstruction	\$49.1	30%	49
<b>Total</b>	<b>\$164.8</b>	<b>100%</b>	<b>820</b>

Data source: WSDOT Materials Lab.

If not for the additional Recovery Act funding in 2009, concrete pavement rehabilitation would have been reduced by 64%, asphalt pavement rehabilitation would have been reduced by 49%, and chip seal resurfacing would have been reduced by 17%. Recovery Act funding helped WSDOT reduce unfunded pavement preservation needs throughout the state.

### Pavement preservation funding, FY 1992 - FY 2018

Dollars in millions; Constant 2010 dollars



Data source: WSDOT Materials Lab.

### Seven Washington airports benefit

The Federal Aviation Administration (FAA) distributed \$1.1 billion in Recovery Act funds to airports nationwide for capital improvements, including almost \$50 million to Washington.

**Seven Washington airports received grants for nine projects totaling \$50 million to rehabilitate existing runways, aprons, and taxiways.** The FAA administered aviation projects directly with the local airport government sponsors, and WSDOT did not have a role in the oversight and delivery.

## Projects improve mobility and reduce congestion

### Recovery Act helps fund 5 state highway and 15 local government mobility projects in Washington

The Recovery Act provided \$176.3 million to help fund state and local mobility projects valued at \$610 million. On state highways, the projects include the construction of new interchange ramps on I-405 in King County and new interchanges on I-5 in Pierce and Clark counties, HOV lanes on I-5 in Pierce County, and a new one-mile northbound auxiliary lane on I-405 in King and Snohomish Counties.

At the local level, Recovery Act funds helped Thurston County construct a wider bridge in Grand Mound, Island County add lanes on Ault Field Road, Franklin County rebuild a 1.1 mile section of Road 170 that was closed in a 2006 landslide, and the city of Lakewood upgrade traffic signals.



This Recovery Act project added an auxiliary lane on I-405 near Bothell.

### Before and After analysis on I-405 (Bothell Vicinity)

WSDOT conducts Before and After analyses of projects to determine the project performance. Drivers are already experiencing the effect of a Recovery Act mobility project on I-405 near Bothell completed last year.

Recovery Act funds helped WSDOT accelerate a key widening project in Bothell by two full years. The project added an auxiliary lane on northbound I-405 between NE 195th Street and SR 527 in

June 2010, providing immediate congestion relief along a major I-405 bottleneck. Analysis of traffic volume data and travel times before and after construction show improvement in both greater capacity and faster speeds.

### Before and After results show a bottleneck eliminated plus a 10% increase in traffic capacity

The new lane eliminated northbound congestion between NE 195th St and SR 527, where a bottleneck created three-hour back-ups each weekday. During the PM peak, volume on I-405 northbound south of SR 527 reached 5,000 vehicles an hour, increasing to 5,500 after the new lane was opened, so that 10% more vehicles could travel the roadway in the same amount of time.

### Faster travel times and shorter periods of congestion

#### observed in completed Before and After analysis

The peak hour travel times through the larger 6.8-mile corridor also improved, from 11.3 minutes in 2009 to 9.7 minutes in 2010. The most significant change is faster travel time throughout the afternoon peak: the duration of congestion (measured at 45 mph threshold) dropped from 3 hours 40 minutes in 2009 to 1 hour 10 minutes in 2010 – an improvement of two and a half hours.



An aerial view of I-405 at NE 195th Street.

## Ferries and transit receive much needed investments

### Four ferry terminal and multiple ferry vessel projects completed with Recovery Act funding

As part of the Recovery Act, **WSDOT received \$613,000 for ferry terminal preservation projects**, allowing WSDOT to complete seismic retrofit work at the Edmonds, Seattle, Vashon Island and Bainbridge Island terminals. WSDOT also completed multiple vessel preservation projects, including work on the *Evergreen State*, *Spokane*, *Klahowya*, and *Tillikum* ferry boats with the \$7.88 million allocated for vessel preservation projects.

Skagit County received \$750,000 for construction of a new ferry terminal to improve customer service at Guemes Island as part of the Recovery Act Ferry Boat Discretionary grant program. This program distributed \$60 million dollars across the nation based on a competitive grant process.

### Washington Recovery Act funding for ferries, transit

Mode	Amount available nationally	Amount received
Ferries	\$60 million in competitive grants, plus additional formula funding	\$9.2 million
Transit	\$8.4 billion in formula funding	\$179 million

### \$179 million in Recovery Act funds pay for much needed investments in Washington transit systems

The Recovery Act provided \$8.4 billion for transit, **\$179 million of which was distributed to Washington public transportation providers**. The bulk of the funding – \$144 million – went to large urban areas in the Puget Sound region, Spokane, and Vancouver.

Transit agencies bought buses, facilities, and shelters, and installed new communications, securities, and tracking systems. These improvements bolstered fleets and helped add or complete new facilities for rural and urban systems providing service to thousands of people across Washington.

The Recovery Act funding also helped keep buses running. Unlike other Recovery Act grants, the transit funds also gave transit agencies operating expenses that covered up to 10% of the awarded funding.



## Recovery Act TIGER grants fund two Washington projects

The Recovery Act included \$1.5 billion in stimulus funding for a new national grant program, called Transportation Investments Generating Economic Recovery (TIGER), that required states and local governments to compete for stimulus funds. In 2009, U.S. Transportation Secretary Ray LaHood announced two Washington projects – in Spokane and Seattle – were selected from among 51 projects nationwide to receive a total of \$65 million.



Construction began in September 2010 and is set to be completed in late 2011 or early 2012. This funding will add to an existing project that completed the northbound lanes of the North Spokane Corridor in August 2009.

### Seattle's Mercer Street Corridor Improvements

The city of Seattle received a \$30 million grant to help fund improvements to the flow of traffic on and off I-5 near Mercer Street. In June 2010, the city awarded the project to Gary Merlino Construction on a bid 23% below the engineer's estimate.

The project is part of a plan valued at \$160.7 million to improve the Mercer Street Corridor. The groundbreaking was held in September 2010 and construction is expected to be completed in late 2011 or early 2012.



Senator Patty Murray announces that the City of Seattle has been awarded a stimulus funding grant to revamp Mercer Street.

### WSDOT's North Spokane Corridor

The \$35 million TIGER grant will fully fund a project to construct 3.7 miles of southbound lanes on the North Spokane Corridor between Francis Avenue and Farwell Road, part of a larger project designed to improve north-south traffic flow through Spokane.



## High Speed Intercity Passenger Rail Program comes to Washington

### \$782 million allocated to High Speed Rail projects in Washington

In 2010, Washington was awarded up to \$782 million in Federal High Speed Intercity Passenger Rail grant funding to accomplish a series of Amtrak Cascades passenger rail service improvements between Portland, Oregon, and Vancouver, British Columbia. The grant was part of \$8 billion awarded nationwide to lay the groundwork for America's first nationwide system of modern high-speed passenger rail service.

The grants are targeted to projects that will help add two daily trips and improve on-time performance in the corridor.

The high speed rail program is just beginning to upgrade the corridor's infrastructure and stimulate the economy. Several projects are currently undergoing preliminary engineering and environmental documentation, while others are preparing for construction. A proposed list of projects is shown in the table at right.



### Status of WSDOT's 2009 HSIPR grant projects

Project activities	Start	Finish
Advanced Signal System (corridor-wide)		
PE, Final design, Construction	Jan 2011	Aug 2013
Cascades Corridor Reliability Upgrade - South		
PE, Final design, Construction	Jan 2011	Feb 2013
D to M Street Connection Tacoma		
Construction	Oct 2010	Summer 2012
Storage Track (Everett)		
PE/NEPA, Final design, Construction	Jan 2011	May 2012
King Street Station track upgrades (Seattle)		
PE/NEPA, Right of way, Final design, Construction	Jan 2011	Dec 2013
Kelso Martin's Bluff – Kelso to Longview Jct. (Kelso)		
Kelso Martin's Bluff – New Siding (Kalama)		
Kelso Martin's Bluff – Toteff Siding (Kalama)		
PE/NEPA, Right of way, Final design, Construction	Jan 2011	Jan 2017
Amtrak Cascades New Train Set (Corridor-wide)		
PE/NEPA, Final design, Construction	Sept 2011	July 2016
Point Defiance Bypass (Tacoma)		
PE/NEPA, Final design, Construction	In progress	Dec 2016
Rail Bypass (Vancouver)		
Final design, Construction	In progress	Nov 2012

Data source: WSDOT State Rail & Marine Office.

## An essential Recovery Act goal: Job creation

In Washington, the Recovery Act helped boost industry sectors that were hardest hit by the recession. WSDOT's 219 highway construction projects, along with investments in other modes, have supported both state and private sector jobs in a variety of industries, especially the construction and manufacturing sectors. The Recovery Act provided Washington with \$492 million for highway projects; historically, WSDOT has contracted out approximately 74% of the delivery of the highway program to the private sector.

### Highway transportation projects have provided \$149.1 million to workers in Washington

Provisions in the Recovery Act require WSDOT to collect employment information as part of its quarterly 1512 reporting responsibilities. Further, every month WSDOT is required to report to the Federal Highway Administration on employment associated with Recovery Act-funded highway projects.

Between February 17, 2009, and December 31, 2010, state and private sector employees employed on Recovery Act-funded highway projects have

- Worked more than 3.8 million hours
- Earned \$149.1 million dollars in payroll

Due to the nature of highway construction, many of these jobs were limited in duration, but overall are **equal to 1,844 full time equivalents (FTE)** where one FTE is defined as 2,080 hours, the number of hours in a standard work year.

### Recovery Act highway project employment data

February 17, 2009 – December 31, 2010; Dollars in millions

	Hours	Payroll	FTE
Highest month to date: Oct 2009	298,728	\$11.4	143
First year: March 2009 – Feb 2010	1,762,402	\$67.6	847
<b>Total: Feb 2009 – Dec 2010</b>	<b>3,835,234</b>	<b>\$149.1</b>	<b>1,844</b>

Data source: Monthly Recovery Act employment data is collected from contractors, subcontractors, and WSDOT, then uploaded to FHWA's Recovery Act Database (RADS).

Note: One FTE is defined as 2,080 hours, the number of hours in a standard work year.



Shar Elton, from Omak was operating the roller the first day of paving on SR 17. This is her second stimulus job, the first one was a local project in Omak. She has done flagging in the past but did not have any work lined up prior to Granite Northwest hiring her in the summer of 2009. She told WSDOT, "I'm just grateful to be working!"

Randy Manry, Granite Northwest's General Manager for central Washington, said without this stimulus project most of his workers, "would have been shipped around the state to work on other projects, away from home. The rest wouldn't have had a job at all."

## Bidding climate helps fund more projects

### Low bids allowed 17 additional Recovery Act projects to be advanced

The average WSDOT Recovery Act highway project was awarded 25% under the engineer's estimate, reducing the anticipated contract costs of stimulus projects by \$134 million.

These low bids allowed WSDOT to stretch the federal stimulus funds to advance 17 additional projects from the state's Tier 2 and Tier 3 lists, which included rehabilitation projects on three interstates – I-5, I-90, I-82 – and other highways.

The total for the successful low bids was just over \$393 million, below the total estimate of more than \$527 million. **All but three of the 47 WSDOT Recovery Act highway contracts were awarded below the engineer's estimate.**



Guy F. Atkinson crews work on the new "Bellevue Braids" project in Bellevue. In addition to building a series of woven ramps, crews are building a new, wider NE 12th Street Bridge.

### Washington's largest Recovery Act highway project awarded 38% below engineer's estimate

The state's largest Recovery Act project – building braided ramps on I-405 at SR 520 and NE 8th St. in Bellevue – was awarded to Guy F. Atkinson Construction for \$107.5 million, 38% below the engineer's estimate of \$175.1 million. The project, expected to be completed in 2012, received \$79.5 million in stimulus funds.

Seven I-90 preservation projects were all awarded under the engineer's estimate. Together, the low bids cost almost \$46.8 million, or 15% below the estimates of \$54.9 million.

Local governments also took advantage of low bids on Recovery Act projects. Two counties and three cities that received Recovery Act funding to help complete partially funded projects experienced bids so far below the engineer's estimate that the stimulus funding was not needed and could be used on other projects.

### Recovery Act funds advanced additional projects

Five projects received bids so far below estimates that the projects did not need Recovery Act funds	Recovery Act funds
Sedro Woolley – SR 9 Pedestrian/Bicycle Safety	\$79,019
Cowlitz County – West Side Highway/Whittle Creek Bridge Reconstruction	\$225,000
Snohomish County – Granite Falls Alternate Route	\$3,500,000
Spokane – Havana Street Bridge	\$1,400,000
Bothell – SR 522 Wayne Curve	\$1,047,401

Data source: WSDOT Highways and Local Programs.

## Transparency and accountability at WSDOT

WSDOT is recognized as a leader in performance management and accountability. Taking performance management seriously, and integrating it into day-to-day work, has enabled WSDOT to deliver on its promises and build public confidence and trust.

### WSDOT's commitment to Recovery Act transparency

With the introduction of the Recovery Act in February of 2009, WSDOT committed itself to being a leader among state DOTs in meeting the requirements and the intent of the Act. The agency

- Developed an award-winning Recovery Act website that includes information on projects, job creation, and accountability reporting
- Published a weekly newsletter, *Stimulus News You Can Use*, to keep internal and external stakeholders informed about the Recovery Act at both the state and federal level
- Drove the effort – in coordination with FHWA and AASHTO – to clarify and streamline reporting requirements for state transportation departments
- Made Washington's Recovery Act accountability reports to federal agencies and congress publicly available on our federal reporting website
- Made Recovery Act reporting a priority for the agency

### WSDOT's track record: a leader in accountability reporting since 2001

Recovery Act transparency and accountability is only a small part of WSDOT's commitment to performance management. Since

2001, WSDOT has employed the *Gray Notebook* (also called the *GNB*) as one of the agency's primary accountability reporting tools. The *GNB* contains quarterly, semi-annual, and annual updates on a range of agency activities, programs, and capital project delivery.

In July 2010, Washington Transportation Secretary Paula Hammond recommitted the agency to transparency, accountability, and "no surprises" reporting, and announced additional statewide communications protocols, which include:

- Reinforcing performance expectations for project reporting and problem identification for senior managers and agency communications staff;
- The distribution of biweekly transportation alerts to notify the legislature and public of project issues both when a problem is identified and when it is resolved;
- The activation of new project reporting systems that will publish "project updates" monthly on project web pages, including project delivery details and issues.

### WSDOT's other accountability and performance reports

In addition to the quarterly *Gray Notebook*, WSDOT publishes the *Gray Notebook Lite* (a summary of selected performance topics covered in the main *GNB*), the Congestion Report (WSDOT's comprehensive analysis of system performance on state highways), and a range of folios and special reports related to performance measures and performance management.



### Accountability at WSDOT

WSDOT's accountability challenge is to be a high performance organization credible and accountable to the Governor, Legislature, taxpayers, and transportation delivery partners across the state. The *Gray Notebook* anchors WSDOT's management philosophy and is the basis for external performance reporting.

The current edition of the *Gray Notebook*, the Annual Congestion Report, and previous editions can be viewed and printed from the WSDOT accountability website:

[www.wsdot.wa.gov/accountability](http://www.wsdot.wa.gov/accountability)

### For more information contact:

Daniela Bremmer  
WSDOT Strategic Assessment Office  
310 Maple Park Avenue SE  
P.O. Box 47374  
Olympia, WA 98504-7374  
**Phone:** 360-705-7953 **E-mail:** [bremmed@wsdot.wa.gov](mailto:bremmed@wsdot.wa.gov)