

# Data Management for Transportation Performance Management Peer Washington State Der Experience

Roger Millar, P.E., AICP Secretary Keith Metcalf, P.E. Deputy Secretary



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## WSDOT'S SYSTEM

- 18,689 state-owned lane miles of highway
- 22 ferry vessels on 9 routes carried 23.2 million passengers in FY2015
- 3,288 state-owned bridges an average of 45 years old
- 11 Amtrak Cascades trains daily served more than 744,000 passengers in 2015
- 31 public transit systems statewide carrying more than 113,200 riders in 2014
- 2,898 vanpools largest in the nation
- \$39.6 million in bicycle and pedestrian grants and projects in 2015-17 biennium









# WASHINGTON'S LEGISLATED TRANSPORTATION POLICY GOALS

### Economic vitality



### Preservation



Safety



Mobility



Environment



Stewardship





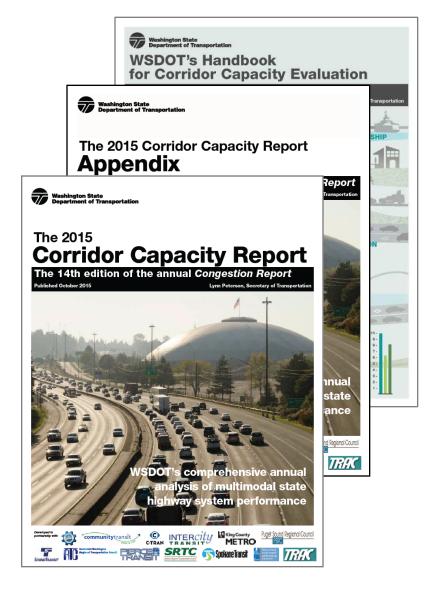
# SOME OF WSDOT'S CURRENT MOBILITY INITIATIVES

- Corridor sketches with partners to design projects using Practical Solutions
- Legislative request to study speed limit raise on I-90 in eastern Washington
- Annual Corridor Capacity Report
- Interactive online maps
- Connected autonomous vehicle work plan
- MAP-21 System Performance rule
- Mobility performance measure alignment with project planning
- Tolling as a traffic management tool: SR 167, SR 520 and I-405
- Downtown Seattle's Alaskan Way Viaduct work zone closure planning
- Gov. Inslee's mobility measures in Results WA performance management plan
- Results WSDOT agency strategic plan mobility strategies

## WSDOT'S MOBILITY PARTNERS

MPOs and transit partners help fill in data gaps to make Washington an overall data-rich state from a multimodal stand point

One mobility initiative for which WSDOT closely partners with MPOs, transit agencies, RTPOs, universities, etc. is the annual *Corridor Capacity Report* (CCR)





# IN PARTNERSHIP WITH ....

- Ben Franklin Council of Governments
- C-Tran
- Community Transit
- Intercity Transit
- King County Metro
- Pierce Transit
- Puget Sound Regional Council
- Sound Transit
- Southwest Washington Regional Transportation Council
- Spokane Regional Transportation Council
- Spokane Transit
- Thurston Regional Planning Council
- University of Washington







# WHY DO WE NEED SYSTEM PERFORMANCE MEASUREMENT AND REPORTING?

The Corridor Capacity Report was created:

- To apprise the Legislature, stakeholders, educational and research institutions, the media, and the public about multimodal system conditions and how agencies and businesses can work together to reduce congestion
- To help inform city, county and state agency policy makers, planners and engineers as they examine multimodal capacity opportunities
- To support WSDOT's Practical Solutions and performance-based planning initiatives
- To continue WSDOT's accountability streak since 2001 of reporting system performance data



## RESPONSES: STRONG MEDIA INTEREST

The Seattle Times "More drivers, more gridlock, more delays"



"Puget Sound traffic congestion up 19% since recession"

MyNorthwest.

"WSDOT blames economic rebound for worsening congestion"



HERALD

"Traffic congestion on the rise in Clark County" 🖻 The Columbian

THE NEWS TRIBUNE "South Sound traffic congestion accelerates"



"Commutes around the state generally getting worse"

Other coverage:





## WHAT DATA TOOLS DOES THE CCR USE TO PROCESS ITS OWN AND PARTNERS' DATA?

Highway Segment Analysis Program

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**Loopgroup Data** 

Loops are the fundamental

data source in the

TRACFLOW network.

Stations and Loopgroups

represent logical groupings of

these loops to model multi-lane

conditions.

March March

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#### What can TRACFLOW do for you?

#### Retrieve Loop, Station, and Retrieve Speed / Volume / **Congestion Data Along a**

Corridor GP Corridor data is provided per 1/2 mile along the

requested corridor. This data provides valuable insight into how and where traffic conditions change.

#### Define an Ad-Hoc Trip and **Retrieve Travel Times**

Define your own trip to measure performance of GP lanes along the segment of roadway that interests you. Provides travel time and summary statistics.



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2013 TRAC. Contact: Mike Richards



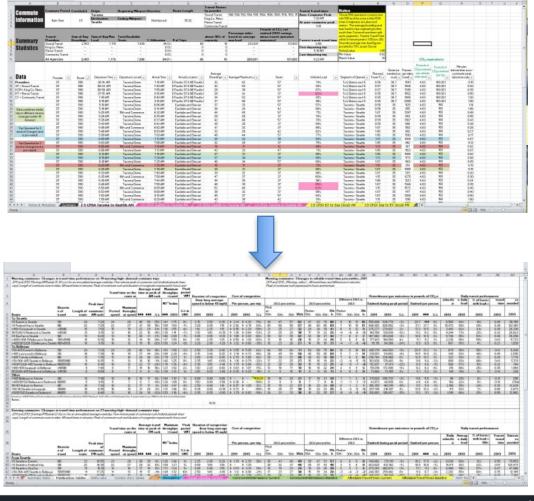
## WHAT DATA TOOLS DOES THE CCR USE TO PROCESS ITS OWN AND PARTNERS' DATA?

continued...

### Mobility Analysis Software

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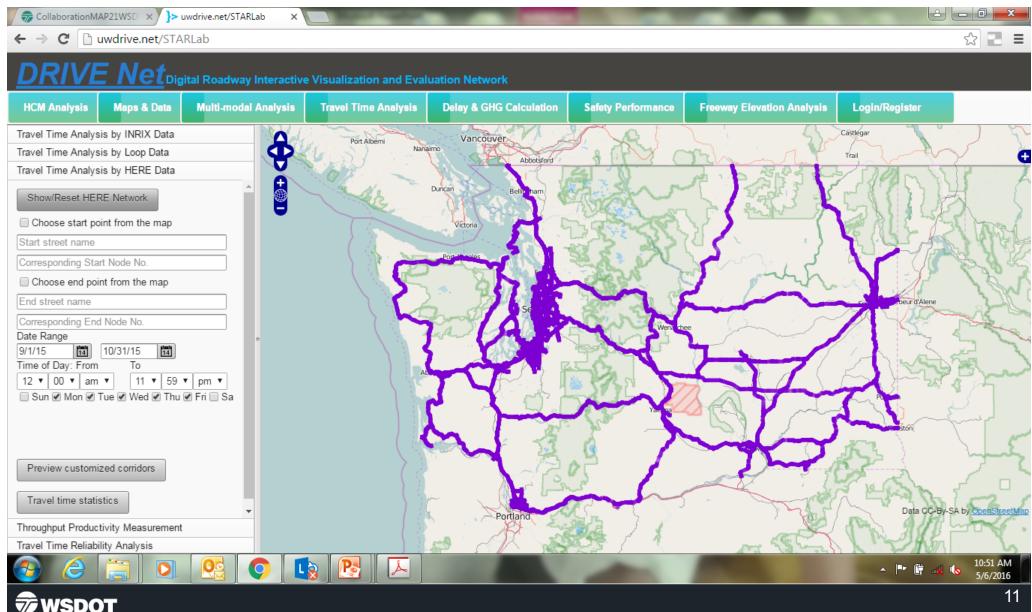






## DRIVE NET - NEXT GENERATION PERFORMANCE MANAGEMENT PLATFORM

continued...

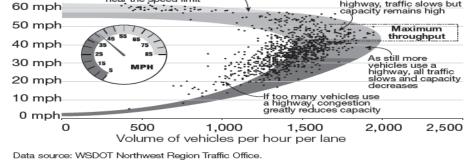


# 'SDOT KEY SYSTEM

# PERFORMANCE MEASURES AND

#### $\Pi$ П

WSDOT state highway	y speed threshold	s for congestion measurement			
Measure	Threshold	Description			
Posted speed	60 mph (typical)	Vehicles are moving through a highway segment at the posted allow sufficient stopping distance, drivers must maintain more s at slower speeds. Fewer vehicles can pass through the segmen and the segment is not operating at maximum efficiency.	space between vehicles than		
Maximum throughput speed (optimal flow speed)	70%-85% of posted speed (about 42-51 mph)	Vehicles are moving slower than the posted speed and the num through the highway segment is higher. These speed condition its maximum productivity in terms of vehicle volume and throug volume curve). This threshold range is used for highway system	s enable the segment to reach hput (based on the speed/		
	Duration of time	, , , , , , , , , , , , , , , , , , , ,	· · · · · · · · · · · · · · · · · · ·	d using the Consumer Price Index (CPI).	
Duration of congested	vehicle speeds are	The average weekday peak time period (in minutes) when average than 75% of posted speeds (about 45 mph). Drivers have less th	Measure Delay metrics	Definition	Page
period (urban commute routes)	slower than 75% of posted speeds	cars, and the number of vehicles that can move through a highw highway begins to operate less efficiently under these conditions	Per person delay (other forms of delay such as total delay)	The average total daily hours of delay per person based on the maximum throughput speed threshold (85% of posted speed) measured annually for weekdays.	8
	(45 mph)		Cost of delay	The monetary value for the vehicle hours (person hours) of delay experienced by drivers and businesses based on the increased travel time and vehicle operating costs.	8
Percent of state highway system delayed	Less than 85% of posted speeds (51 mph)	Percent of total state highway lane miles with average speeds s speed limit.	Percent of the system delayed or congested	Percent of total state highway lane miles with average speeds slower than 85% of the posted speed limit (delayed) or 70% of posted speed (congested).	9
Percent of state highway	Less than 70% of	Percent of total state highway lane miles with average speeds s	Travel and lane miles metrics		
system congested	posted speeds (42 mph)	speed limit.	Vehicle miles traveled (VMT) (other forms of VMT such as per person)	The number of miles traveled in Washington state annually. Also reporting VMT per person, and VMT on state highways as a subset of all public roads.	11
Severe congestion	Less than 60% of posted speed (36 mph)	Speeds and spacing between vehicles continue to decline on a highway efficiency operates well below maximum productivity.	VMT avoided due to transit	The number of vehicle miles of travel that were not taken in personal vehicles due to the presence and use of transit services.	12, 32
	·····		Lane miles for state highways	The number of lane miles of Washington state highways. For example, one mile of a six-lane freeway equals six lane miles.	9
Understandir	na maximum	throughput: An adaptation	Throughput metrics	noondy oqualo ox iano miloo.	
of the speed/	-		Vehicle throughput	Measures how many vehicles move through a highway segment/spot location in an hour.	13
		10 a.m.; I-405 NB at 24th NE;	Person throughput	Measures how many people, on average, move through a highway segment during peak periods.	. 13
	gĥput speed r	anges between 70% and 85% of	Lost vehicle throughput productivity	Percentage of a highway's vehicle throughput lost due to congestion when compared to the maximum 5-minute weekday flow rate observed at a particular location of the highway for that calendar year.	13
. ,			Greenhouse gas emission (GHG) metri	ics	
70 mph White	en few vehicles use a nway, they can all trav r the speed limit		Commuter GHG emissions	The pounds of carbon dioxide equivalents ( $CO_2e$ ) emitted during peak period commutes; the per-person emissions per trip during peak periods.	15
60 mph	a the speed in the	highway, traffic slows but	Transit GHG emissions avoided	The emissions avoided by use of transit services.	16, 32



of VMT such as per person)	and VMT on state highways as a subset of all public roads.	
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Transit GHG emissions avoided	The emissions avoided by use of transit services.	16, 32
Ferry system emissions	Emissions from ferry vessel operations; emissions avoided by using the ferry instead of driving around the Puget Sound.	17, 37
Statewide transportation emissions	Statewide pounds of CO2e emitted by transportation, reported as percent of statewide total.	18
Economic indicator metrics		
State population	The number of residents in Washington state according to the national census.	19
Washington unemployment rate	The percent of the adult population who are unemployed and seeking employment.	19
Washington (real) per person income	Real per person income is the total statewide personal income divided by the state population.	19
Gasoline price per gallon	Gas prices represent yearly statewide averages for a gallon of regular unleaded gas.	19
Commuting mode split	The percent of the commuting population who primarily use one of the following modes: drive alone, carpool, public transit and bike or walk. Based on one-year estimates from the American Community Survey (ACS), commuting rates are of workers age 16 and older. WSDOT also includes the annual number of boardings for the WSDOT Ferries Division and all other public transit in the state as reported in the National Transit Database (NTD).	20
Job impacts of highway projects	The number of direct, indirect and induced jobs supported by spending on highway projects from design through construction of the project.	20

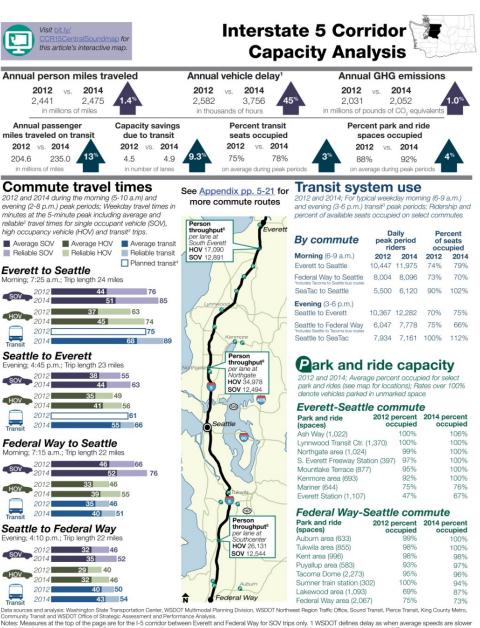
## WHAT DO WE DO WITH THIS DATA?

### Annual Banner Measures

- Miles traveled
- Delay
- GHG emissions
- Miles traveled on transit ANEW
- Capacity savings due to transit
- Percent of transit seats occupied
- Percent of Park and ride spaces occupied

### Daily Measures

- Travel times
- Person throughput (SOV & HOV)
- Routinely congested segments
- Transit ridership, capacity and utilization
- Park and ride lot location, capacity and utilization



Voltaming in allowed of the page are for the 1-5 corridor between Everett and Federal Way for SOV trips only. 1 WSDOT defines delay as when average speeds are slower than 85% of the posted speed limit, 2 Reliable travel time will get commuters to their destination on time 19 out of 20 weekdays (85% of the time), 3 Transit travel times by bus, Link light rail and Sounder rail include some off-highway travel to stops and may not be directly comparable to SOV/HOV times which are highway only. 4 Planned transit travel time is used when average and reliable transit travel time to atta is not available. 5 Person throughput values include moring (6-7 p.m.) and evening (3-7 p.m.) traffic.

I-5 Corridor Capacity Analysis in the Central Puget Sound Region

WSDOT 2015 Corridor Capacity Report | 9

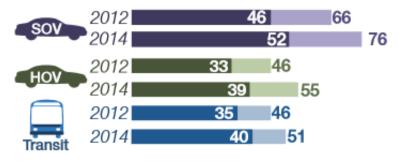


## EXAMPLE OF DAILY AM MEASURES ON I-5

### Travel times

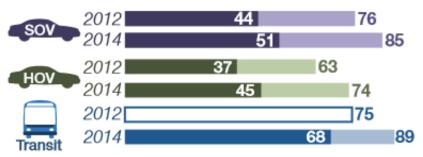
### Federal Way to Seattle

Morning; 7:15 a.m.; Trip length 22 miles



### **Everett to Seattle**

Morning; 7:25 a.m.; Trip length 24 miles



### Transit ridership & percent utilized

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	2012	2014	2012	2014		2012	2014	2012	2014
Federal Way to Seattle "Includes Tacoma to Seattle bus routes	8,004	8,096	73%	70%	Everett to Seattle	10,447	11,975	74%	79%
SeaTac to Seattle	5,500	6,120	90%	102%					

### Park and ride facilities

### Federal Way-Seattle commute

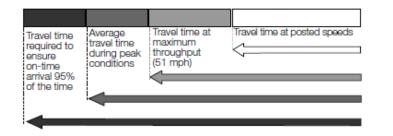
Park and ride (spaces)	2012 percent occupied	2014 percent occupied
Auburn area (633)	99%	100%
Tukwila area (855)	98%	100%
Kent area (996)	98%	98%
Puyallup area (583)	93%	97%
Tacoma Dome (2,273)	95%	96%
Sumner train station (302	2) 100%	94%
Lakewood area (1,093)	69%	87%
Federal Way area (2,067	) 75%	73%

### **Everett-Seattle commute**

Park and ride (spaces)	2012 percent occupied	2014 percent occupied
Ash Way (1,022)	100%	106%
Lynnwood Transit Ctr. (1	,370) 100%	100%
Northgate area (1,024)	99%	100%
S. Everett Freeway Station	on (397) 97%	100%
Mountlake Terrace (877)	95%	100%
Kenmore area (693)	92%	100%
Mariner (644)	75%	76%
Everett Station (1,107)	47%	67%

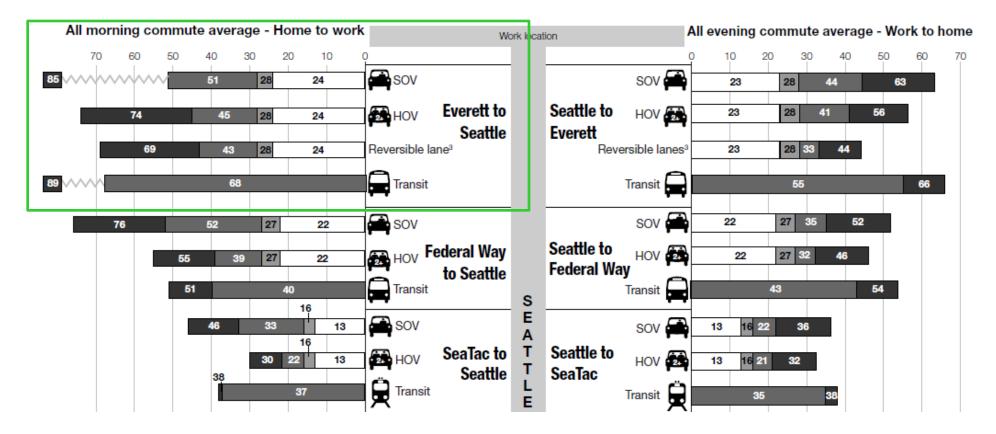


## COMPARING MODES AT A GLANCE



Travel times at posted speeds, maximum throughput speeds, peak travel times and 95th percentile reliable travel times

**Morning and evening commutes by work location** 2014; Single occupant vehicle (SOV), high occupancy vehicle (HOV) and public transit commutes in the central Puget Sound region; Travel times in minutes



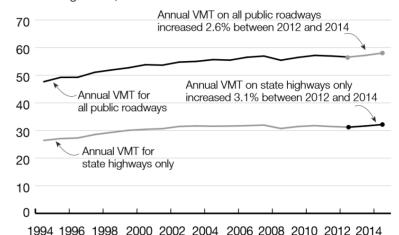
## STATEWIDE AND REGIONAL INDICATORS



### Annual delay

### VMT

#### **Record high statewide vehicle miles traveled in 2014** 1994 through 2014; Miles in billions



Data sources: WSDOT Multimodal Planning Division and Washington State Office of Financial Management.

### Estimated annual travel delay and cost of delay on state highways by urban area

2010 through 2014; Delay in hours; Cost of delay in millions (2014 dollars)

Urban area	2010	2011	2012	2013	2014	%Δ 2012 vs. 2014
Central Puget Sound (King and Snohomish counties)	28,857,500	29,662,500	28,955,000	30,235,000	29,235,000	1.0%
South Puget Sound (Pierce and Thurston counties)	1,470,000	1,080,000	795,000	1,145,000	1,627,500	104.7%
Spokane (Spokane County)	97,500	82,500	77,500	105,000	142,500	83.9%
Tri-Cities (Benton and Franklin counties)	155,000	155,000	140,000	150,000	172,500	23.2%
Vancouver (Clark County)	157,500	167,500	160,000	130,000	200,000	25.0%
Other areas	485,000	400,000	351,500	327,500	518,750	47.6%
Statewide annual delay	31,645,000	31,970,000	30,900,000	32,450,000	32,332,500	4.6%
Annual cost of delay	\$791	\$799	\$773	\$811	\$808	4.6%

Data source: WSDOT Multimodal Planning Division.

Note: Delay numbers might not match previous year's reports, as segmentation changes were made to better compare years.



INTERACTIVE ONLINE MAPS: WHAT ARE THE BEST WAYS TO COMMUNICATE?

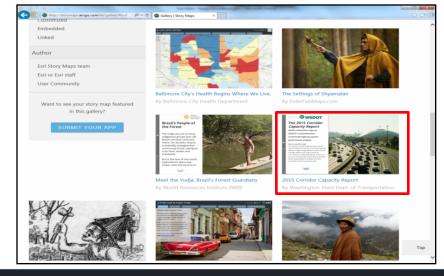
### Corridor maps

	CIIII3	IGHG	Annua	ual vehicle delay <sup>1</sup>	aveled A	n miles tra	Annual perso
1.0 uivalents	014 ,052	2	2012 2,031 in millions of po	2 vs. 2014 32 3,756 45 housands of hours		/s. <b>2014</b> 2,475	2012 v 2,441
	and ri			Percent transit seats occupied	Capacity savings due to transit		Annual passe
۰ 🔺		2 vs.		2012 vs. 2014	2012 vs. 2014		2012 vs. 201
4%	92%		3% 889	75% 78%	4.5 4.9 9		204.6 235
eriods	ig peak pe			on average during peak pe	in number of lanes		in millions of miles
ning (6-9 a.m ds; Ridership	day mom ak perioc	cal weeki ansit <sup>a</sup> pe	Transit sys 2012 and 2014; For typi and evening (3-6 p.m.) tr percent of available seat		(5-10 a.m) and leekday travel times in ling average and pant vehicle (SOV).	ig the morning sak periods; We ute peak includ	Commute 2012 and 2014 durir evening (2-8 p.m.) po ninutes at the 5-min eliable <sup>2</sup> travel times :
Percer of sea	aily period lers	peak	By commute	hput <sup>s</sup> Everett	transit <sup>s</sup> trips. th pi V Average transit Si	cle (HOV) and t Average HOV	nigh occupancy vehi Average SOV
2012 2	2014	2012	Morning (6-9 a.m.)	2,891	/ Reliable transit	Reliable HOV	Reliable SOV
74% 7		10,447	Everett to Seattle		Planned transit*	attle	Everett to Se
73% 1	8,096	8,004	Federal Way to Seattle Includes Tecome to Seattle bus notes	X	niles		Morning; 7:25 a.m.;
90% 10	6,120	5,500	SeaTac to Seattle		76	44	SOV 2012
70% 7	12 282	10,367	Evening (3-6 p.m.) Seattle to Everett		63	37	2012
75% 6	7.778	6,047	Seattle to Federal Way		74	45	HOV 2014
	7,161	7,934	Seattle to SeaTac		75		2012 Transit 2014
bied for select ates over 10	nt occup tions): Ra	ge perce o for loca	Park and 2012 and 2014; Averag park and rides (see map denote vehicles parked	Person throughput* Northgate HOV 34,978 SOV 12,494	55 63 49	Trip length 23 n 38 44	Sov 2012 2014 Hov 2012
			Everett-Seattl		56	41	2014
2014 perc occup	ercent cupied		Park and ride (spaces)	Seattle	61		2012
10	100%	00	Ash Way (1,022)		00		Transit 2014
10	100%	1,370)	Lynnwood Transit Ctr. (	1 and 1			Federal Way
10	99% 97%	ine (907	Northgate area (1,024)		and the second se	Trip length 22 r	Morning; 7:15 a.m.;
10	97%		S. Everett Freeway Stat Mountlake Terrace (877		66	46	SOV 2012
10	92%	r	Kenmore area (693)	S S m	76		2014
1	75%		Mariner (644)	Traused	46	33 4	HOV 2012 2014
e	4/ 70		Everett Station (1,107)	000		35	2012
			Federal Way-S		51	40	Transit 2014
2014 perc occup	ercent	2012 p	Park and ride (spaces)	Person throughput <sup>6</sup>	v	deral Wa	Seattle to Fe
10	99%	30	Auburn area (633)	per lane at Southcenter			Evening; 4:10 p.m.; 1
10	98%		Tukwila area (855)	HOV 26,131	46	32	2012
5	98%		Kent area (996)	SOV 12,544	52		SOV 2014
-	93% 95%		Puyallup area (583) Tacoma Dome (2,273)			29 40	HOV 2012
1	100%	)2)	Sumner train station (30	Autourn	46		2014
	69%		Lakewood area (1,093) Federal Way area (2,06)	Federal Way		40	2012
8	75%				54 1		

### Story maps



### bit.ly/CCR15statewidemap featured in ESRI gallery





HOW DO YOU GET TO THE STORY MAPS?

Quick links: <a href="https://www.bit.ly/CCR15statewidemap">bit.ly/CCR15statewidemap</a>

bit.ly/CCR15CentralSoundmap

OR:

Find links throughout the report for the corresponding story maps: <u>http://wsdot.wa.gov/publications/fulltext/graynotebook/CCR15.pdf</u>

OR:



www.wsdot.wa.gov/accountability



"Congestion Reporting and the Corridor Capacity Report"



"WSDOT's Annual Corridor Capacity Report"



Click map image



## MULTIMODAL MEASURE EXPANSION

### Amtrak Cascades corridor

- Parallel to I-5 highway corridor
- Measures include:
  - Passenger miles traveled
  - On-time performance
  - Capacity/utilization
  - Ridership

### New transit measure

• Lane capacity savings due to transit

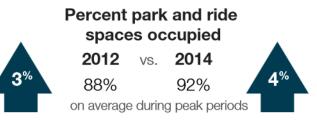








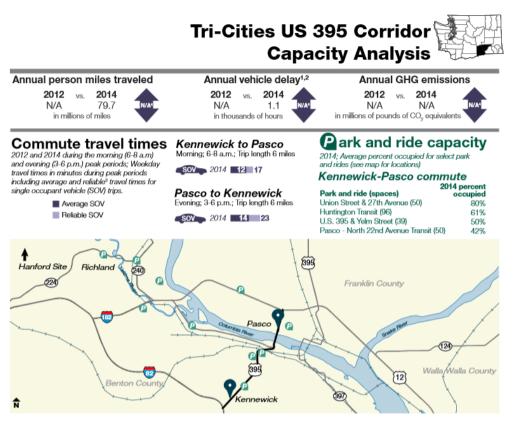






# ARTERIAL CORRIDOR PERFORMANCE ANALYSIS

How do traffic signals affect congestion?



- Pilot capacity analysis for signalized corridor
- Key commute and freight route with eight traffic signals
- Limited data but should expand in coming years



## WHAT OTHER ANALYSIS DOES WSDOT REPORT?

- Washington ferry corridors
  - Ridership
  - Trip reliability
  - Fuel usage
  - Capacity/utilization
  - On time performance
- Before and After project analysis
  - Wenatchee capacity expansion project analysis
- Incident Response analysis
- Future federal and state reporting requirements
  - Moving Ahead for Progress in the 21<sup>st</sup> Century (MAP-21)
  - Results Washington





## CORRIDOR CAPACITY REPORT & MAP-21

- Each piece of the CCR requires extensive collaboration with other WSDOT divisions, MPOs, transit agencies, stakeholders, universities, and other partners
- These existing communication links will be crucial as the federal transportation performance reporting rules come online for Moving Ahead for Progress in the 21<sup>st</sup> Century (MAP-21)

## MAP-21 BACKGROUND

• MAP-21 is federal legislation that is intended to increase the transparency and accountability of states in their investment of taxpayer dollars in transportation infrastructure and services.

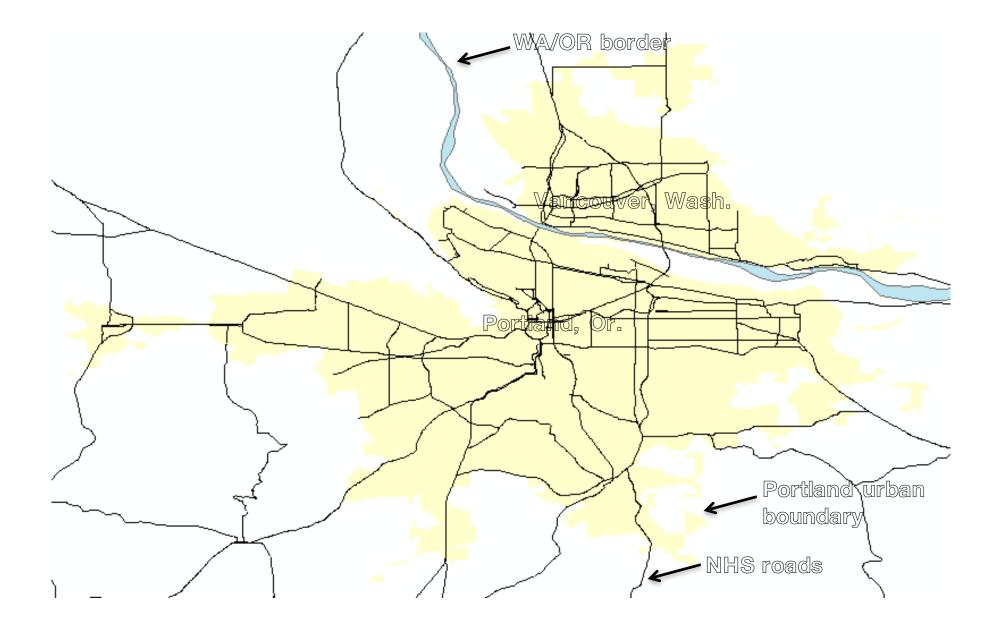


# WSDOT & MPO DATA MANAGEMENT PLANNING

- WSDOT will need an even more robust communication and data management/sharing plan with MPOs moving forward with MAP-21
  - One initiative coming together is DRIVE Net, an online transportation platform aimed at data sharing, integration, visualization and analysis
  - RITIS interactive tool (MAP-21 module) developed by CATT Lab
- DOTs and MPOs under current proposed rule will need to agree on targets for performance measures such as the percent of interstate mileage within an urbanized area where peak hour travel times meet expectations, as well as the "desired peak hour travel times" for each reporting segment within an urban area (see next slide)
  - For areas like Portland, this will involve multiple state DOTs and multiple MPOs, requiring complex coordination and communication



## PORTLAND-VANCOUVER URBAN AREA





# NEXT STEPS

- Expand partnerships with MPOs and operating agencies
- Follow WSDOT collaboration
  guidelines for MAP-21
- Expand analysis to National Highway System as defined in MAP-21
- Incorporate the data and analysis from the report as a tool for Practical Solutions training
- Refine our interactive online tools for wider use of system performance data and measures internally and for external partners
- Expand analysis to include accessibility measures
- ...many more ideas, but limited resources



#### Target setting collaborative framework for the Moving Ahead for Progress in the 21st Century Act (MAP-21) Target Setting Framework Group responsible

for process, data and target decisions The Target Setting Framework Group includes WSD0T representatives and Metropolitan Planning Organization (MPO) directors. This group meets quarterly following the WSD0T/MPO/Regional Transportation Planning Organization (RTPO) Coordinating Committee meeting. The Target Setting Framework Group will address issues organized into time types of decision points: process, data and target setting.

For process decisions, the group will decide how early and often WSDOT and MPOs will engage each other, and the types of engagement are best for each.

The group has decided to resolve differences by:

- acknowledging the difference in viewpoints;
  discussing the impact of having the difference
- discussing the impact of having the difference;
  participating in open discussions with the full group;
- participating in open discussions with the ruli group;
  clarifying positions from all sides;
- listing facts, assumptions and beliefs for each position
- aiming for consensus;
  inviting minority reports and
- inviting minority reports, and
  voting on targets and other key decisions

For **data decisions**, the group will address the types of data to be used; the roles and responsibilities for data collection and analysis, and the process by which MPOs will report their established targets, performance progress, and achievements.

The group will also make advisory target setting decisions. Their final recommendations will be forwarded to the responsible agenciesindividual MPOs as well as WSDOT's Executive Leadership Team and Secretary of Transportation Lym Peterson. Responsible agencies may adopt or modify the proposed targets. Prior to adoption of the final targets, the Secretary may consult with the Governor's office to ensure alignment with the Governor's strategic directions.

#### Purpose of collaboration

In July 2012, the Moving Ahead for Progress in the 21st Century Act (MAP-21) became law. MAP-21 requires both states and Methoplitan Planning Organizations (MPOg) to bet performance targets and requires collaboration among these responsible agencies. While WSD0T and Washington state MPOs each there individual reponsibilities to take action to set targets, the agencies have been in the process of developing roles and responsibilities since mid-2014 to establish a framework for collaboration in the target setting process.

This folio describes the organizational structure to facilitate the collaborative process that will include the Target Setting Framework Group, Target Setting Working Group and Target Setting Technical Teams.

#### Target Setting Working Group discusses policy and process issues, prepares recommendations

The Target Setting Working Group is a small group of WSD0T staff and MPO representatives. The group meets monthly (typically via conference call). In addition to discussing policy and process issues in-depth and preparing recommendations for the Target Setting Framework Group, the Working Group collaborates on dimication and fact-finding activities to support the operation of the Target Setting Framework Group.

### Target Setting Technical Teams lend expertise to methodology and data requirements

The Target Setting Technical Teams dig deep into Notices of Proposed Rule Making (NPRMs) methodology and data requirements in order to ensure all pertinent MAP-21 facts are understood by target setting participants, making a smoother process for transitioning into MAP-21 performance requirements.

Separate Target Setting Technical Teams will be formed around each of the MAP-21 performance target areas. Outcomes from Target Setting





## RESOURCES

- WSDOT's Congestion Website: <u>http://www.wsdot.wa.gov/Accountability/Congestion/</u>
- WSDOT's Accountability Website: <a href="http://www.wsdot.wa.gov/accountability/">http://www.wsdot.wa.gov/accountability/</a>
- Real Time Travel Times Website: <u>http://www.wsdot.wa.gov/traffic/seattle/traveltimes/</u>
- Plan Your Commute- 95% Reliable Travel Times Website: http://www.wsdot.com/traffic/Seattle/traveltimes/95reliable.aspx/
- WSDOT's quarterly performance report: the *Gray Notebook*: http://www.wsdot.wa.gov/Accountability/GrayNotebook/navigateGNB.htm
- Performance Measurement at WSDOT, four page folio <u>http://www.wsdot.wa.gov/NR/rdonlyres/91089378-E709-49EF-AE42-</u> AE80BC44A91C/0/TRB\_Performance\_Folio.pdf
- WSDOT's Strategic Plan: <u>http://www.wsdot.wa.gov/Secretary/ResultsWSDOT.htm</u>
- Performance Journalism: <u>http://www.wsdot.wa.gov/NR/rdonlyres/F0DE7328-BA3D-45A0-95DB-641A4CE32D7B/0/2008\_TRB\_Performance\_Journalism.pdf</u>
- Making the Case for Funding: The WSDOT Experience (2008, Transportation Research Record) <u>http://www.wsdot.wa.gov/NR/rdonlyres/E5D34B36-6662-4464-B4BA-</u> 1E858BBD710D/0/2007\_TRB\_Making\_Case\_Funding.pdf
- Maximizing Highway System Capacity: Measuring and Communicating System Performance in an Evolving Field–(2008, Transportation Research Forum) <u>http://www.wsdot.wa.gov/NR/rdonlyres/5FF329ED-A840-4F8A-A798-</u> 468948BEE80B/0/Maximizing\_Highway\_Capacity\_PM\_finalvsn.pdf





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