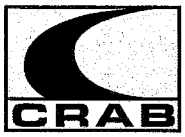


Washington State
County Road Administration Board

2017-19
Biennial Budget
Agency 406

County Road Administration Board
Agency 406
August 31, 2016

Table of Contents
Biennial Budget 2017-19

Page

TAB A
Agency Organization Chart 1
Agency Activity Inventory Report 2-19
Indirect Cost Allocation 20
Agency Strategic Plan 21-28

TAB B
Recommendation Summary at Agency Level 29-30

TAB C
Decision Packages
1. Retirement Buyout Costs 31-34
2. County Arterial Preservation Account 35-38
3. Rural Arterial Trust Account 39-42
4. County Ferry Capital Improvement Program 43-46

TAB D
Working Capital Reserve 47

TAB E
Central Service Fund Split Information 48
Enterprise Risk Management Update 49-50
Electronic Decision Package Confirmation 51

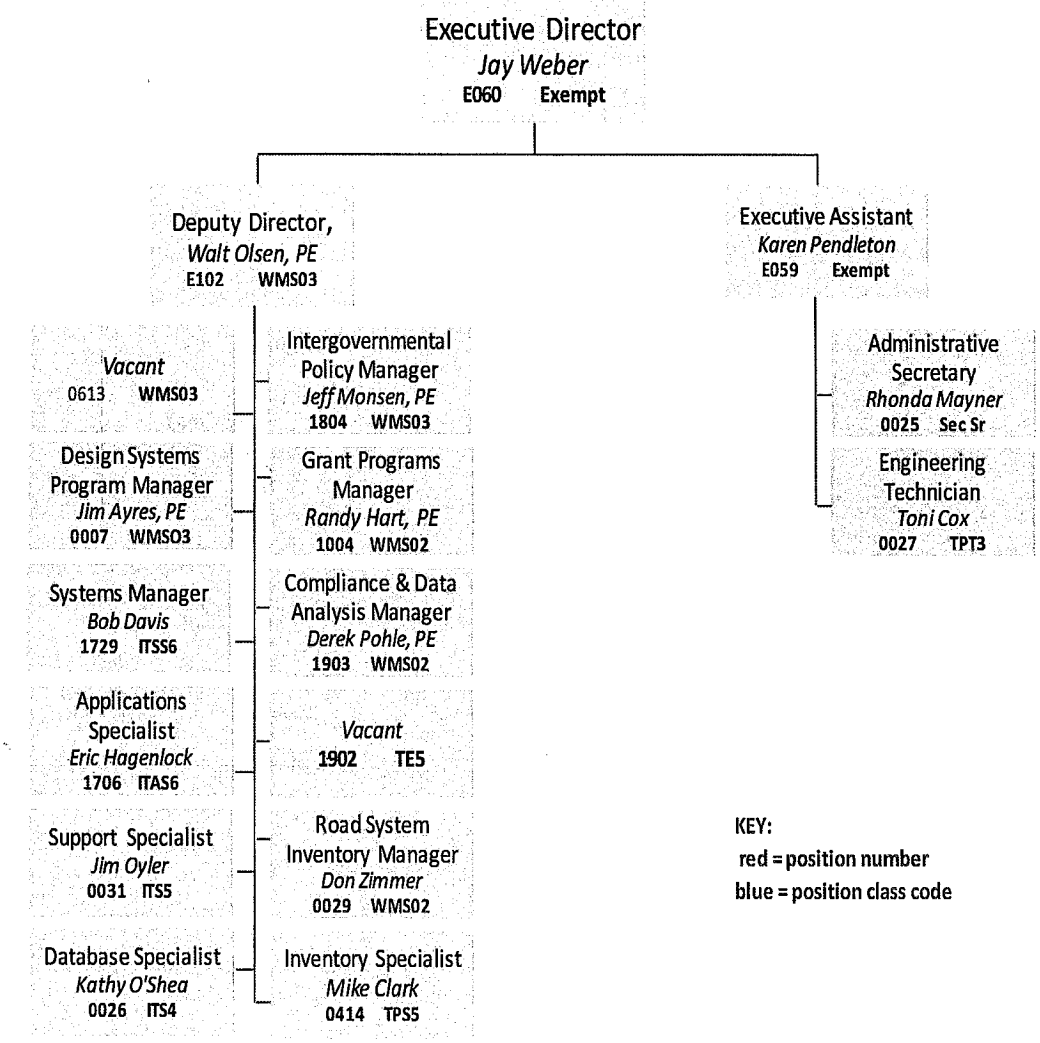
TAB F
Transportation Addendum
1. Ten Year Financial Plan 52
2. Grant Programs 53
3. Supporting Statistical Documentation
   A. Status of County Roads 54-60
   B. Status of County Owned Bridges 61-63
   C. Status of County Freight and Goods Systems All-Weather Roads 64-68
   D. County Ferry Systems 69-78

County Road Administration Board

6 County Commissioners / Council Members

3 County Engineers / Public Works Directors

Adopted July 28, 2016



406 - County Road Administration Board

A001 Technical Assistance and Management Oversight

The County Road Administration Board (CRAB) maintains the statewide inventory of county roads used as the basis for grant program eligibility and fuel tax calculations, and prepares the calculations for the annual fuel tax allocation for each county. The Board sets standards of operation for all county road agencies and enforces these standards through a system of annual reporting and site visits. It also provides technical and administrative assistance to counties, including information technology services and training. (Rural Arterial Account-State, Motor Vehicle Account-State, County Arterial Account-State)

Program 010 - CRAB Operating

Account	FY	FY	Biennial Total
FTE			
108-1 State	7.7	7.7	7.7
108 Motor Vehicle Account			
108-1 State	$1,234,163	$1,233,837	$2,468,000

Program 01C - CRAB Capital

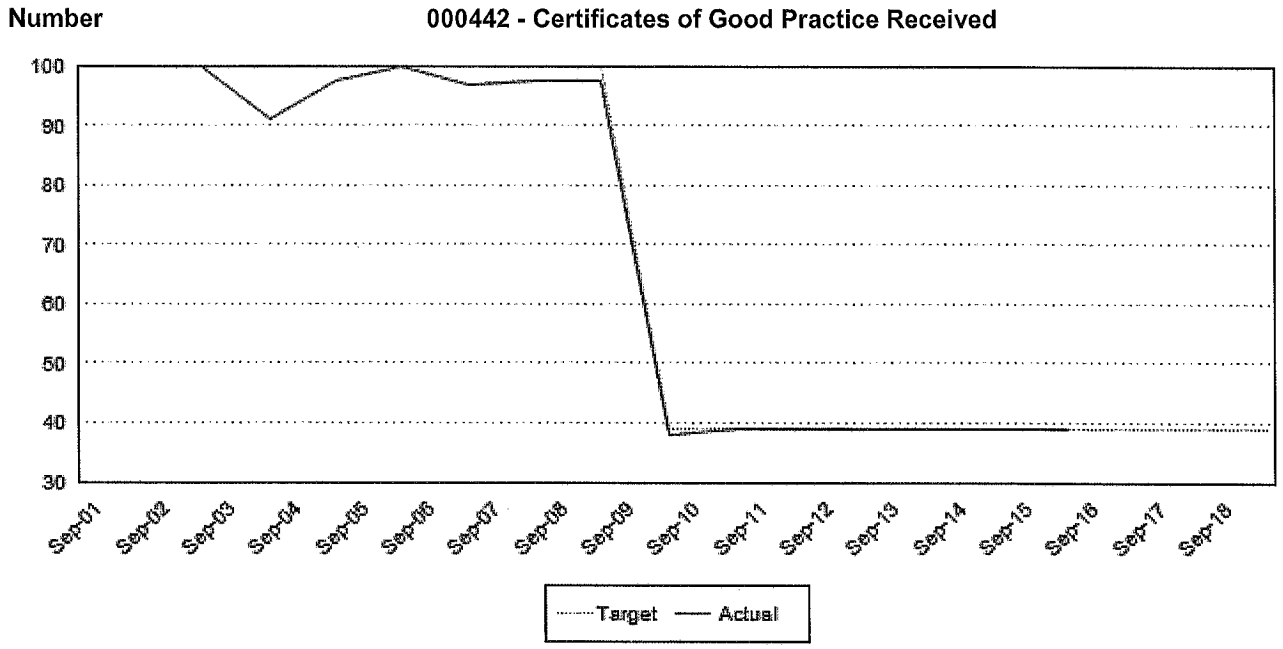
Account	FY	FY	Biennial Total
108 Motor Vehicle Account			
108-1 State	$352,900	$352,900	$705,800

Statewide Result Area: **Prosperous Economy**
Statewide Strategy: **Effective transportation system governance and management**

Expected Results

The result of regulation, research, and oversight has been, and should continue to be, accountability among the counties and from them to the Legislature and the public; credibility of reported data through centralized reporting; and effective, efficient, professional administration of county road resources and a centralized location of data from thirty-nine counties; an achieved economy of scale realized across thirty-nine road departments.

000442 Number of counties earning Certificates of Good Practice based on review of compliance with the CRAB Standards of Good Practice.			
Biennium	**Period**	**Actual**	**Target**
2017-19	Q8		39
	Q7		
	Q6		
	Q5		
	Q4		39
	Q3		
	Q2		
	Q1		
2015-17	Q8		39
	Q7		
	Q6		
	Q5		
	Q4	39	39
	Q3		
	Q2		
	Q1		
2013-15	Q8	39	39
	Q7		
	Q6		
	Q5		
	Q4	39	39
	Q3		
	Q2		
	Q1		
Performance Measure Status: Draft			

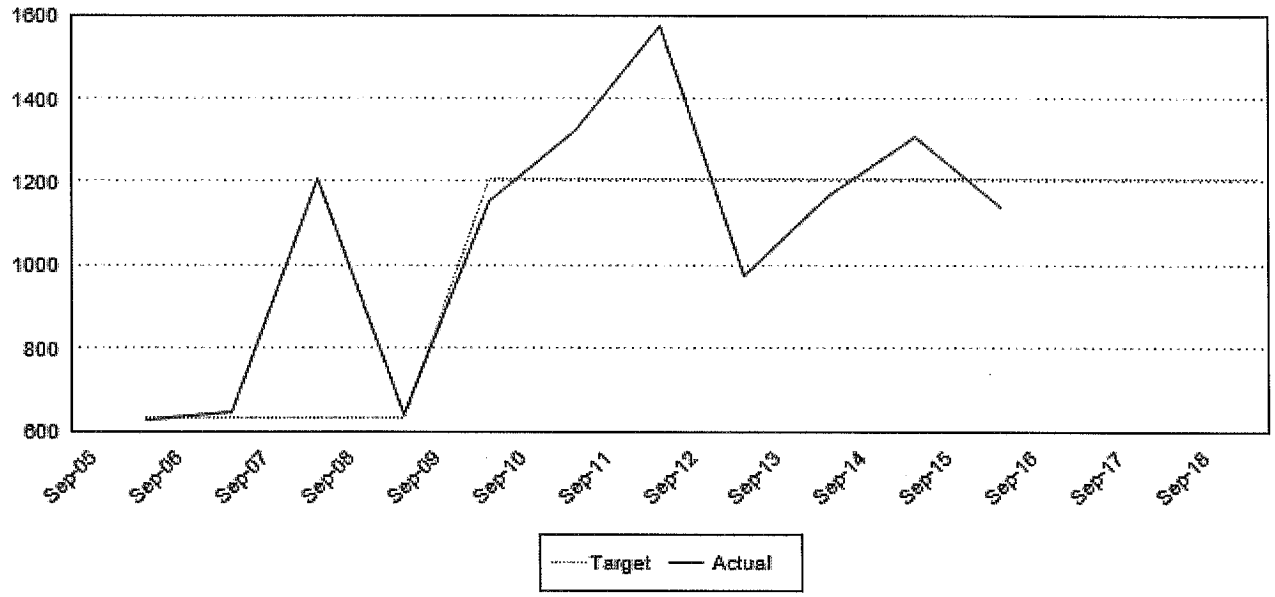

Number
000442 - Certificates of Good Practice Received
100
90
80
70
60
50
40
30
Sep-01
Sep-02
Sep-03
Sep-04
Sep-05
Sep-06
Sep-07
Sep-08
Sep-09
Sep-10
Sep-11
Sep-12
Sep-13
Sep-14
Sep-15
Sep-16
Sep-17
Sep-18
Target
Actual

000671 Number of person-days of training/consulting provided to county personnel by CRAB staff on County Engineer duties and responsibilities, Engineering Design Systems and Transportation Management Systems (Mobility).

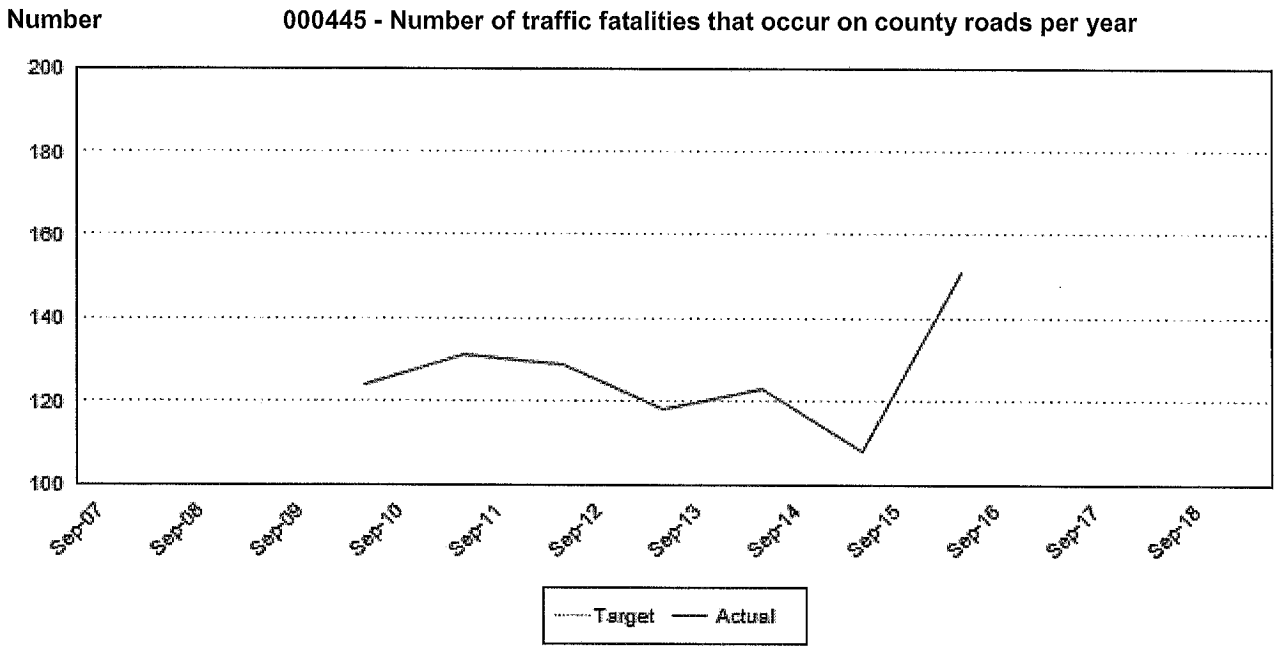
Biennium	Period	Actual	Target
2017-19	Q8		1,207
	Q7		
	Q6		
	Q5		
	Q4		1,207
	Q3		
	Q2		
	Q1		
2015-17	Q8		1,207
	Q7		
	Q6		
	Q5		
	Q4	1,140	1,207
	Q3		
	Q2		
	Q1		
2013-15	Q8	1,308	1,207
	Q7		
	Q6		
	Q5		
	Q4	1,166	1,207
	Q3		
	Q2		
	Q1		

Performance Measure Status: Draft

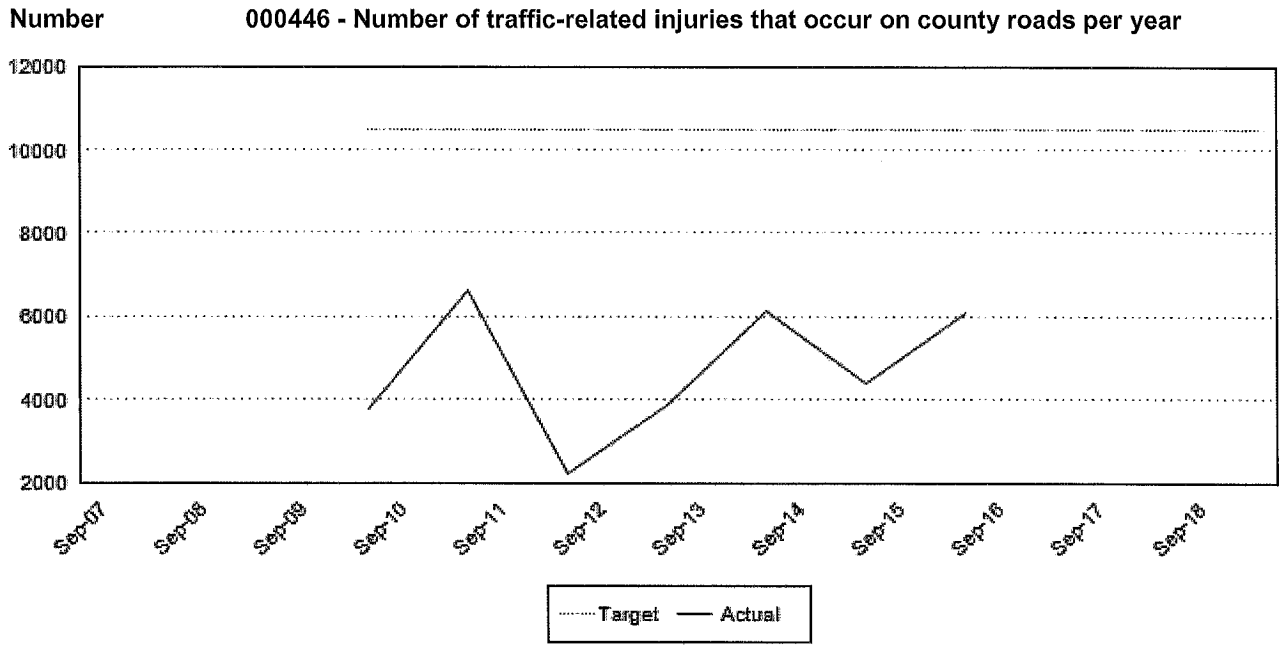
Number 000671 - Number of person-days of training/consulting provided to county personnel by CRAB



000445 Number of traffic fatalities that occur on county roads per year			
Biennium	**Period**	**Actual**	**Target**
2017-19	Q8		200
	Q7		
	Q6		
	Q5		
	Q4		200
	Q3		
	Q2		
	Q1		
2015-17	Q8		200
	Q7		
	Q6		
	Q5		
	Q4	151	200
	Q3		
	Q2		
	Q1		
2013-15	Q8	108	200
	Q7		
	Q6		
	Q5		
	Q4	123	200
	Q3		
	Q2		
	Q1		
Performance Measure Status: Draft			


Number
000445 - Number of traffic fatalities that occur on county roads per year
200
180
160
140
120
100
Sep-07
Sep-08
Sep-09
Sep-10
Sep-11
Sep-12
Sep-13
Sep-14
Sep-15
Sep-16
Sep-17
Sep-18
Target
Actual

000446 Number of traffic-related injuries that occur on county roads per year			
Biennium	**Period**	**Actual**	**Target**
2017-19	Q8		10,500
	Q7		
	Q6		
	Q5		
	Q4		10,500
	Q3		
	Q2		
	Q1		
2015-17	Q8		10,500
	Q7		
	Q6		
	Q5		
	Q4	6,078	10,500
	Q3		
	Q2		
	Q1		
2013-15	Q8	4,414	10,500
	Q7		
	Q6		
	Q5		
	Q4	6,119	10,500
	Q3		
	Q2		
	Q1		
Performance Measure Status: Draft			



A002 Rural Arterial Program

Rural Arterial Account monies are distributed to the counties in the form of project grants to improve rural arterial and collector roads and to provide transportation engineering assistance. Counties compete regionally for these construction dollars by submitting projects which are then rated by CRAB staff against objective criteria established for each region.

Program 010 - CRAB Operating

Account	FY	FY	Biennial Total
FTE			
102-1 State	4.5	4.5	4.5
102 Rural Arterial Trust Account			
102-1 State	$495,797	$514,203	$1,010,000

Program 01C - CRAB Capital

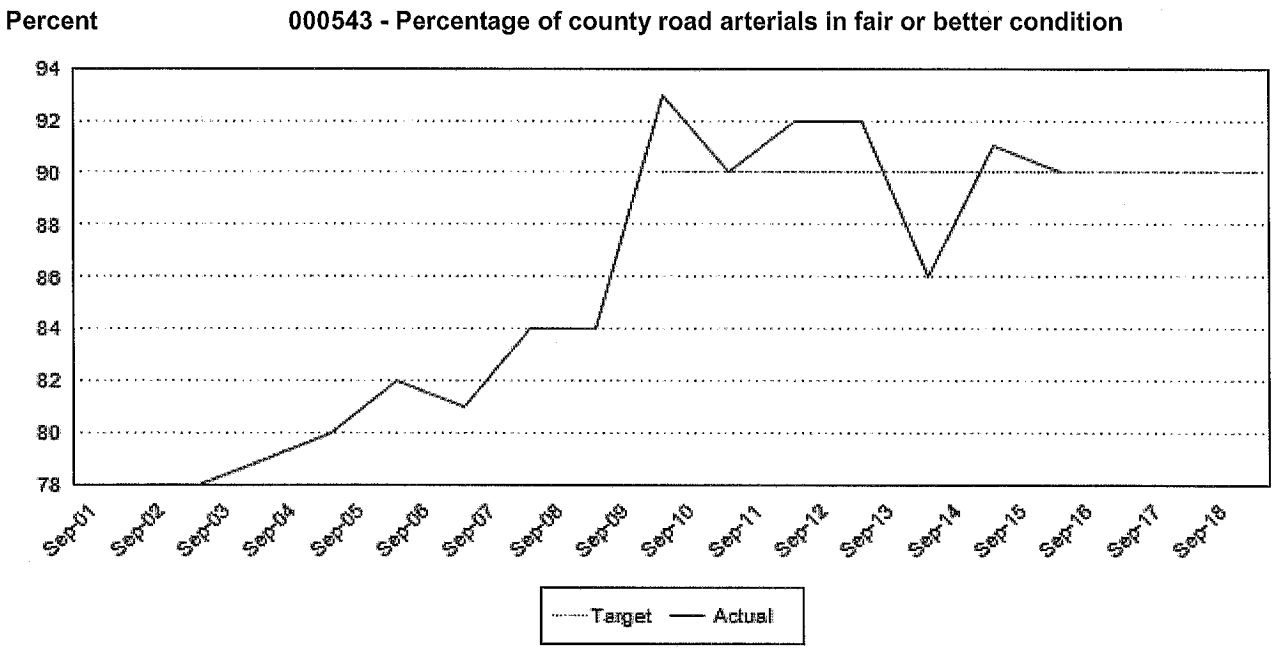
Account	FY	FY	Biennial Total
102 Rural Arterial Trust Account			
102-1 State	$29,182,599	$29,003,352	$58,185,951

Statewide Result Area: **Prosperous Economy**
Statewide Strategy: **Preserve and maintain state, regional and local transportation systems**

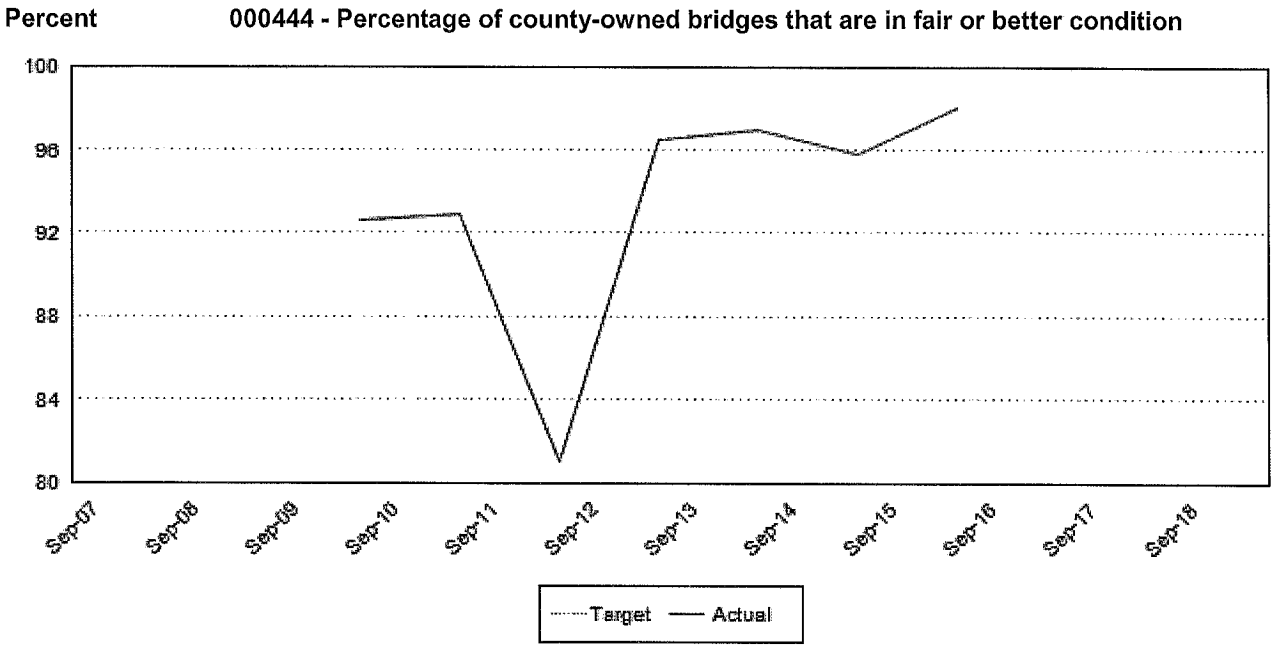
Expected Results

The Rural Arterial Program successfully targets freight and safety issues on a regional basis. Competition within regions should ensure that only priority projects are constructed. CRAB staff remain in close communication with each county to make sure the program continues to be both responsive to individual counties' needs and effective in dealing with county freight and safety issues.

000543 Percent of county owned arterials in fair or better condition.			
Biennium	**Period**	**Actual**	**Target**
2017-19	Q8		90%
	Q7		
	Q6		
	Q5		
	Q4		90%
	Q3		
	Q2		
	Q1		
2015-17	Q8		90%
	Q7		
	Q6		
	Q5		
	Q4	90%	90%
	Q3		
	Q2		
	Q1		
2013-15	Q8	91%	90%
	Q7		
	Q6		
	Q5		
	Q4	86%	90%
	Q3		
	Q2		
	Q1		
Performance Measure Status: Draft			


Percent
000543 - Percentage of county road arterials in fair or better condition
94
92
90
88
86
84
82
80
78
Sep-01
Sep-02
Sep-03
Sep-04
Sep-05
Sep-06
Sep-07
Sep-08
Sep-09
Sep-10
Sep-11
Sep-12
Sep-13
Sep-14
Sep-15
Sep-16
Sep-17
Sep-18
Target
Actual

000444 Percentage of county-owned bridges that are in fair or better condition.			
Biennium	**Period**	**Actual**	**Target**
2017-19	Q8		80%
	Q7		
	Q6		
	Q5		
	Q4		80%
	Q3		
	Q2		
	Q1		
2015-17	Q8		80%
	Q7		
	Q6		
	Q5		
	Q4	98%	80%
	Q3		
	Q2		
	Q1		
2013-15	Q8	95.86%	80%
	Q7		
	Q6		
	Q5		
	Q4	97%	80%
	Q3		
	Q2		
	Q1		
Performance Measure Status: Draft			



A003 County Arterial Preservation Program

Grants are awarded based upon each county's total arterial lane miles as certified by the county road log at CRAB. To remain eligible for this program, each county must certify to CRAB's satisfaction that a pavement management system is in use which meets or exceeds the board's standards.

Program 010 - CRAB Operating

Account	FY	FY	Biennial Total
FTE			
186-1 State	5.0	5.0	5.0
186 County Arterial Preservation Account			
186-1 State	$763,581	$765,419	$1,529,000

Program 01C - CRAB Capital

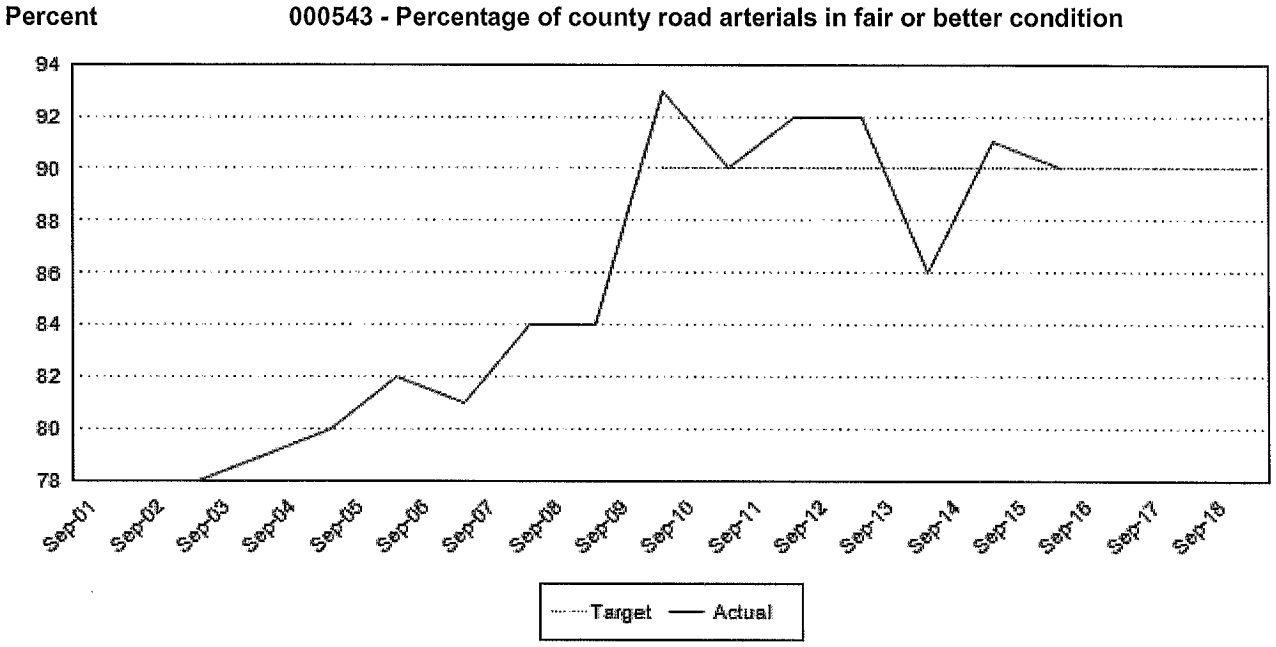
Account	FY	FY	Biennial Total
186 County Arterial Preservation Account			
186-1 State	$15,094,200	$15,340,000	$30,434,200

Statewide Result Area: **Prosperous Economy**
Statewide Strategy: **Preserve and maintain state, regional and local transportation systems**

Expected Results

CAPA provides a regular and dedicated resource for the purpose of county arterial preservation. By calculating the distribution on the basis of a certified road log, the result should be an accurate and current assessment of individual county arterial preservation need, as well as an equitable distribution among the counties. The requirement of pavement management systems within each county continues to ensure that every county is a part of a statewide stewardship effort to maintain the existing infrastructure investment.

000543 Percent of county owned arterials in fair or better condition.			
Biennium	**Period**	**Actual**	**Target**
2017-19	Q8		90%
	Q7		
	Q6		
	Q5		
	Q4		90%
	Q3		
	Q2		
	Q1		
2015-17	Q8		90%
	Q7		
	Q6		
	Q5		
	Q4	90%	90%
	Q3		
	Q2		
	Q1		
2013-15	Q8	91%	90%
	Q7		
	Q6		
	Q5		
	Q4	86%	90%
	Q3		
	Q2		
	Q1		
Performance Measure Status: Draft			



Grand Total

	FY 2018	FY 2019	Biennial Total
FTE's	17.2	17.2	17.2
GFS	$0	$0	$0
Other	$47,123,240	$47,209,711	$94,332,951
Total	$47,123,240	$47,209,711	$94,332,951

Parameter	Entered As
Budget Period	2017-19
Agency	406
Version	AR - Agency Budget Request 17-19
Result Area	All Result Areas
Activity	All Activities
Program	All Programs
Sub Program	All Sub Programs
Account	All Accounts
Expenditure Authority Type	All Expenditure Authority Types
Theme	All
Sort By	Activity
Display All Account Types	Yes
Include Policy Level	Yes
Include Activity Description	Yes
Include Statewide Result Area	Yes
Include Statewide Strategy	Yes
Include Expected Results Text	Yes
Include Charts	Yes
Chart Type	Line
Include Parameter Selections	Yes
Version Source	Agency

Activity Inventory Indirect Cost Allocation Approach

Agency: 406 - CRAB
Date: 9/1/2016

Allocation Method Description: Based on dollars received in the budget, all activities are seperated by fund (102, 108, 186)

Activity	% Allocation Received	Dollars Allocated FY1	Dollars Allocated FY2	Total Allocated
Activity 1	0.49	14529	14529	29057
Activity 2	0.20	5946	5946	11891
Activity 3	0.31	9001	9001	18002
Total	**1**	**29475.27**	**29475.27**	**58950.54**

Agencies must provide OFM with information about the cost allocation approach indicating 1) total amount of indirect costs, 2) brief description of allocation method, allocation percentage for each activity, and dollar amount allocated to each activity by fiscal year.

Indirect costs are administrative costs that are linked to two or more activites, are closely related to and tend to vary with activity level, but usually cannot be practically or economically direct-charged. These costs should be assigned to activities through cost allocation and included in the total cost of the activity. Examples included, Rent, Postage, Software, and other admin costs that are closely related to activity levels and size.

Overhead costs usually support the entire organization, are not directly attributable to specific activities, and tend to be relatively fixed and not readily effected by fluctuations in activity levels. These costs are captured in the Administrator activity and include agency director, Core accounting, budgeting, personnel, communications etc.

STRATEGIC PLAN

COUNTY ROAD ADMINISTRATION BOARD
FY 2017-2019

MISSION STATEMENT:

The mission of the County Road Administration Board is to preserve and enhance the transportation infrastructure of Washington counties by providing standards of good practice, fair administration of funding programs, visionary leadership, and integrated, progressive, and professional technical services.

LISTING OF STATUTORY AUTHORITY REFERENCES:

RCW 36.78.010 through 36.78.121
RCW 36.79.010 through 36.79.901
RCW 46.68.090(5)
WAC 136-01 through 136-400

MAJOR STRATEGIES:

To accomplish its mission, the County Road Administration Board (CRAB) strives to develop highly professional county road department staff that perform their jobs in accordance with the Standards of Good Practice as efficiently and effectively as possible. That goal is accomplished through a combination of appropriate regulation; broad professional and technical support and training; statewide data and management; development; and financial assistance. Specifically, CRAB will provide:

FUNCTIONAL AREA:

1. STATUTORY OVERSIGHT
   To provide fair and equitable rules, guidelines, procedures and processes to counties, along with simple reporting mechanisms to insure accountability and professional management of road departments statewide. This is accomplished through:
   - Standards of Good Practice and Annual Certification
   - Road log and Gas Tax Updates
   - On-site performance audits

2. GRANTS MANAGEMENT

To administer assigned state grant programs to assist counties in the improvement and preservation of their arterial road systems. This is accomplished through rule-making specific to the statutory requirements of:

- The County Arterial Preservation Program
- The Rural Arterial Program

3. MANAGEMENT AND PROFESSIONAL SERVICES

To provide assistance and support to the counties in the areas of professional engineering, program development, and road department management. This is accomplished through:

- Engineering mentoring support and training
- Management support, training and data development
- Maintenance practices support

4. INFORMATION TECHNOLOGY AND TECHNICAL SERVICES

To provide, develop, and support a full range of information tools and services including transportation software, data collection, training, and mentoring for all aspects of transportation-related public works issues. This is accomplished through:

- Acquisition and development of transportation-related information technology (IT) resources
- Training and support of county public works personnel in their implementation of available IT tools

5. GENERAL ADMINISTRATION

To promote efficient internal operations to insure maximum staff availability for providing direct services to counties.

GOALS AND OBJECTIVES

1. **GOAL:** To establish and monitor an annual certification process to insure that the county road departments comply with legislative directives and adopted standards of good practice.

   OBJECTIVES:

   - To annually review the compliance of all counties with the adopted standards of good practice.
   - To annually update and maintain a current and complete inventory of all county roads.
   - To biannually conduct an in-depth on-site performance audit of each county.

2. **GOAL:** To provide funding to counties to assist them in preserving and improving their county road systems.

   OBJECTIVES:

   - To resurface county arterials on an optimum time schedule, as determined by use of a Pavement Management System, in order to minimize long-term costs.
   - To construct and improve county rural arterials and collectors to improve safety and to enable them to support increasing freight and goods traffic.
   - To rehabilitate or replace existing county bridges and other structures to preserve operational and structural integrity.

3. **GOAL:** To provide assistance and support to county road departments and their county legislative authorities on issues relating to county roads in order to enhance the safe and efficient movement of people and goods over those roads.

   OBJECTIVES:

   - To provide quality training to county engineers, public works directors, and other county Public Works staff to enable them to perform their duties more efficiently and effectively.
   - To provide timely, accurate information to county road departments and county legislative authorities on issues relating to county roads.
   - To increase the awareness of the role of the county road system in the overall statewide transportation system.

4. **GOAL:** To assist counties in developing uniform and efficient transportation-related information technology (IT) resources by providing, developing and supporting a full range of information tools and services for all aspects of transportation-related public works operations.

   OBJECTIVES:

   - To ensure effective use of IT tools through development or procurement of, and support and training for, appropriate applications and software.
   - To maintain a high level of professionalism in the use of information technology in county road departments through training and support.
   - To enhance the effectiveness of county personnel in their projects and initiatives through information technology consultation.
   - To promote cooperative communication, information exchange, and IT uniformity through conferences, workshops, and website activities.

PERFORMANCE MEASURES

1A1 Number of counties earning Certificates of Good Practice based on review of compliance with the CRAB Standards of Good Practice.

1A3 The percentage of county owned bridges that are in fair or better condition.

1A4 Number and rate of traffic fatalities that occur on county roads per year.

1A5 Number and rate of traffic related injuries that occur on county roads per year.

2A1 Percent of county road arterials in fair or better condition.

3A1 & 4A1
Number of person-days of training/consulting provided to county personnel by CRAB staff.

APPRAISAL OF EXTERNAL ENVIRONMENT

CRAB and the counties are faced with growing transportation and environmental needs that are gravely under-funded. Public expectations, along with the demands of foreign trade, economic development, and population growth, drive transportation professionals to search for better ways to fulfill their responsibilities. Fuel tax revenues, upon which county road departments depend for much of their operation, have been relatively flat for several years. Should the economy deteriorate, those revenues could easily diminish, increasing the demands upon CRAB to provide professional and technical services to help stretch the revenues that remain. Besides the state fuel tax, counties rely upon federal fuel taxes and the local property tax. Those sources are also highly dependent upon a strong economy to produce revenues adequate to finance the transportation needs of a growing population. In addition to flat revenue trends, recent environmental permitting and mitigation concerns have seriously eroded the buying power of the existing revenues.

TRENDS IN CUSTOMER CHARACTERISTICS

Although county engineering departments are not growing in number, the demands being placed upon them are increasing due to the growth of the State's population. Further, ever increasing legislative mandates strain both CRAB and the county engineering departments' resources. In addition, staff turnover presents challenges to maintain both expertise and continuity throughout most departments. Those realities present CRAB with the challenge to provide products and support that will enable the counties to manage their infrastructure intelligently and efficiently, using technical and management systems as well as extensive training programs. The need to provide broad management and technical support, in addition to regulation and financial aid, has been increasing for the past several years. The benefits to the public from providing such support are visible and significant.

DISCUSSION OF MAJOR PARTNERS

As transportation systems become more complex and interconnected, the interdependence of the partners providing both the infrastructure and services increases. In addition to Washington's thirty-nine county road departments, CRAB's major partners include the Washington State Department of Transportation (WSDOT), Freight Mobility Strategic Investment Board (FMSIB), the Transportation Improvement Board (TIB), FHWA, transit agencies, and cities throughout the state. From the standpoint of coordinated service delivery, the major partners are the WSDOT Local Programs and the TIB. Each of the three partners focuses on specific aspects of local government transportation service delivery and, by working together, counties and cities are provided the best support in the nation. The ultimate goal of the agency's commitment to focused support and coordinated services is to provide a superior local component to the state's transportation network.

RISKS, OBSTACLES, AND OPPORTUNITES THAT THE AGENCY FACES

The greatest risk and obstacle faced by CRAB is the looming infrastructure funding crisis. Counties cannot continue to operate at current levels, nor can they be expected to maintain the professional, efficient and highly accountable programs they have developed. That dilemma places a burden on CRAB as well, with both direct financial consequences from inflationary impacts as well as the desire to carry out regulatory oversight on agencies becoming increasingly unable to comply.

The provision of fair regulation and superb support requires a high level of both institutional and individual commitment. The relationship between CRAB and the counties has evolved over more than fifty years and has produced many remarkable improvements. Never has the need to continue that relationship been more critical than now, given Washington's rapid growth, demographic changes, and increasingly complex transportation needs. In conjunction with its sister agencies, WSDOT, FSMIB and TIB, CRAB is committed to helping to develop a coordinated transportation network equal to the demands of the future. As is often the case, risks and obstacles also provide an organization's greatest opportunities. The transportation challenges faced by the state as a whole and counties as subdivisions of the state, present challenges to providing service that are professionally invigorating. Collectively and individually, the Board and staff of CRAB are excited and optimistic at the prospect of assisting counties in particular, and all of the transportation providers in general, to provide the public with a surface transportation system second to none.

PERFORMANCE MEASURE DESCRIPTIONS

Agency:	406 County Road Administration Board
Program:	--- Agency Level
Active Strategy:	Yes
Strategy Code:	100 Establish and Monitor Certification Process
Active Performance Measure:	Yes
OFM Measure:	All
Biennium:	2017-19

Strategy/Goal: 100 To establish and monitor an annual certification process to insure that county road department directives and adopted standards of good practice.

PM Code	PM Type	Long Term Preferred Level	Unit	OFM Measure	Active
1A1	Output		Number	Yes	Yes

Short Description: Certificates of Good Practice Issued

Full Description: Number of counties earning Certificates of Good Practice based on review of compliance with the CRAB Standards of Good Practice.

PM Code	PM Type	Long Term Preferred Level	Unit	OFM Measure	Active
1A3	Outcome		Percent	Yes	Yes

Short Description: County Owned Bridges

Full Description: The percentage of county owned bridges that are in fair or better condition.

PM Code	PM Type	Long Term Preferred Level	Unit	OFM Measure	Active
1A4	Outcome		Number	Yes	Yes

Short Description: Traffic Fatalities

Full Description: Number and rate of traffic fatalities that occur on county roads per year.

PM Code	PM Type	Long Term Preferred Level	Unit	OFM Measure	Active
1A5	Outcome		Number	Yes	Yes

Short Description: Traffic Injuries

Full Description: Number and rate of traffic related injuries that occur on county roads per year.

Strategy/Goal: 200 To provide funding to counties to assist them in preserving and improving their county road systems.

PM Code	PM Type	Long Term Preferred Level	Unit	OFM Measure	Active
2A1	Outcome		Number	Yes	Yes

Short Description: Statewide Average Arterial PSC

Full Description: Percent of county road arterials in fair or better condition.

Strategy/Goal: 300 To provide assistance and support to county road departments and their county legislative authorities on issues relating to county roads in order to enhance the safe and efficient movement of people and goods over those roads.

PM Code	PM Type	Long Term Preferred Level	Unit	OFM Measure	Active
3A1	Output		Number	Yes	Yes

Short Description: Personal Contact with County Personnel

Full Description: Number of person-days of training/consulting provided to county personnel by CRAB staff.

Strategy/Goal: 400 To assist counties in developing uniform and efficient transportation-related information technology (IT) resources by providing, developing, and supporting a full range of information tools and services for all aspects of transportation-related public works operations.

PM Code	PM Type	Long Term Preferred Level	Unit	OFM Measure	Active
4A1	Output		Number	Yes	Yes

Short Description: Effective Use of CRAB Provided or Developed Systems.

Full Description: Number of person-days of training/consulting provided to county personnel by CRAB staff.

Recommendation Summary

Agency: 406 County Road Administration Board

12:16:40PM
8/29/2016

Dollars in Thousands

		Annual Average FTEs	General Fund State	Other Funds	Total Funds
Program: 010 Operating Program - Administration & Exp					
2015-17 Current Biennium Total		**17.2**		**4,977**	**4,977**
CL AA	8R Retirement Buyout Costs				
CL AB	91E AG Legal Services Correction			(33)	(33)
CL AC	91K DES Central Services Correction			(24)	(24)
CL AD	91R OFM Central Services Correction			2	2
CL AI	G05 Bienn Employee PEB Rate			11	11
CL AJ	GL9 General Wage Increase			35	35
Total Carry Forward Level		**17.2**		**4,968**	**4,968**
Percent Change from Current Biennium				(.2)%	(.2)%
Carry Forward plus Workload Changes		**17.2**		**4,968**	**4,968**
Percent Change from Current Biennium				(.2)%	(.2)%
M2 8R	Retirement Buyout Costs			39	39
Total Maintenance Level		**17.2**		**5,007**	**5,007**
Percent Change from Current Biennium				.6%	.6%
Subtotal - Performance Level Changes		**0.0**			
2017-19 Total Proposed Budget		**17.2**		**5,007**	**5,007**
Percent Change from Current Biennium				.6%	.6%

Recommendation Summary

Agency: 406 County Road Administration Board

12:16:40PM
8/29/2016

Dollars in Thousands

		Annual Average FTEs	General Fund State	Other Funds	Total Funds
Program: 01C Capital Program - Grants					
2015-17 Current Biennium Total					
Total Carry Forward Level					
Percent Change from Current Biennium					
Carry Forward plus Workload Changes					
Percent Change from Current Biennium					
M2 AL	County Ferry Capital Improvement			706	706
M2 AM	Rural Arterial Trust Capital			58,186	58,186
M2 AN	County Arterial Pres Account			30,434	30,434
Total Maintenance Level				**89,326**	**89,326**
Percent Change from Current Biennium					
Subtotal - Performance Level Changes		**0.0**			
2017-19 Total Proposed Budget				**89,326**	**89,326**
Percent Change from Current Biennium					

2017-19 Biennium Budget
Decision Package

Agency: 406 County Road Administration Board

Decision Package Code/Title: 8R Retirement Buyout Costs

Budget Period: 2017-19

Budget Level: M2 – Inflation and Other Rate Changes

Agency Recommendation Summary Text:
The County Road Administration Board will have seven employees eligible to retire during the 2017-19 budget period. In addition, as recommended in the Joint Transportation Committee "Efficiencies in the Delivery of Transportation Funding & Services to Local Governments", page 70 recommendation 26, CRAB is planning for succession expenses for one position.

Fiscal Summary: Decision package total dollar and FTE cost/savings by year, by fund, for 4 years. Additional fiscal details are required below.

Operating Expenditures	FY 2018	FY 2019	FY 2020	FY 2021
108-1	39,000	0	0	0
Total Cost	38,573.21	0	0	0
Staffing	FY 2018	FY 2019	FY 2020	FY 2021
FTEs	0	0	0	0
Revenue	FY 2018	FY 2019	FY 2020	FY 2021
None	0	0	0	0
Object of Expenditure	FY 2018	FY 2019	FY 2020	FY 2021
Obj. A	39,000	0	0	0

Package Description

One employee has announced their retirement effective September 1, 2017. The projected sick leave and annual buy outs provided by DES SAFS is $38,573.21.

Base Budget: If the proposal is an expansion or alteration of a current program or service, provide information on the resources now devoted to the program or service. Please include annual expenditures and FTEs by fund and activity (or provide working models or backup materials containing this information).

Decision Package expenditure, FTE and revenue assumptions, calculations and details: Agencies must clearly articulate the workload or policy assumptions used in calculating expenditure and revenue changes proposed.

The agency did a leave projection for the position.
386.7 hours of annual leave (anniversary date was taken into consideration)
642.1 hours of sick leave

Decision Package Justification and Impacts

In the 2015-17 biennium, three employees retired from CRAB costing the agency's administrative budget $66,703. These buyouts resulted in one of the positions to not be filled which resulted in a decline to services provided to our constituents.

What specific performance outcomes does the agency expect?
The County Road Administration Board is a small agency with limited resources for administrative costs. Additional funding to pay for sick leave and annual leave buyouts and succession training for one employee will help the agency to provide the services its constituents need and expect.

Failure to provide funding for these services, many of which are statutory, will severely restrict the agency's ability to carry out its mission and mandates.

Performance Measure detail: No measure submitted for package.

Fully describe and quantify expected impacts on state residents and specific populations served.

What are other important connections or impacts related to this proposal? Please complete the following table and provide detailed explanations or information below:

Non-funding of this package will leave the agency limited administrative funds to implement strategies identified in the agency's strategic plan.

Impact(s) To:		Identify / Explanation
Regional/County impacts?	Yes	Identify: 39 Washington Counties
Other local gov't impacts?	No	Identify:
Tribal gov't impacts?	No	Identify:
Other state agency impacts?	No	Identify:
Responds to specific task force, report, mandate or exec order?	No	Identify:
Does request contain a compensation change?	No	Identify:
Does request require a change to a collective bargaining agreement?	No	Identify:
Facility/workplace needs or impacts?	No	Identify:
Capital Budget Impacts?	No	Identify:
Is change required to existing statutes, rules or contracts?	No	Identify:
Is the request related to or a result of litigation?	No	Identify lawsuit (please consult with Attorney General's Office):
Is the request related to Puget Sound recovery?	No	If yes, see budget instructions Section 14.4 for additional instructions
Identify other important connections		

Please provide a detailed discussion of connections/impacts identified above.
Non-funding of this package will leave the agency limited administrative funds to implement strategies identified in the agency's strategic plan.

What alternatives were explored by the agency and why was this option chosen?
N/A

What are the consequences of not funding this request?
CRAB would have to look for cuts in critical mission services.

How has or can the agency address the issue or need in its current appropriation level?

Other supporting materials: Please attach or reference any other supporting materials or information that will help analysts and policymakers understand and prioritize your request.

Information technology: Does this Decision Package include funding for any IT-related costs, including hardware, software, services (including cloud-based services), contracts or IT staff?

No

Yes Continue to IT Addendum below and follow the directions on the bottom of the addendum to meet requirements for OCIO review.)

2017-19 Biennium Budget
Decision Package

Agency: 406 County Road Administration Board

Decision Package Code/Title: AN County Arterial Preservation Account

Budget Period: 2017-19

Budget Level: M2 – Inflation and Other Rate Changes

Agency Recommendation Summary Text: The re-establishment of the Capital Program to continue funding the County Arterial Preservation Program (Account186-1).

The County Road Administration Board is responsible, by statute, for administration of this portion of the counties' share of the motor vehicle fuel tax, and for certification that each county receiving these funds has in place, and uses, a pavement preservation program as required by the Standards of Good Practice.

Fiscal Summary: Decision package total dollar and FTE cost/savings by year, by fund, for 4 years. Additional fiscal details are required below.

Operating Expenditures	FY 2018	FY 2019	FY 2020	FY 2021
Fund 186	15,094,200	15,340,000	15,548,100	15,624,900
Fund BBB-Y	0	0	0	0
Total Cost	15,094,200	15,340,000	15,548,100	15,624,900
Staffing	FY 2018	FY 2019	FY 2020	FY 2021
FTEs	0	0	0	0
Revenue	FY 2018	FY 2019	FY 2020	FY 2021
Fund AAA-X	0	0	0	0
Fund BBB-X	0	0	0	0
Object of Expenditure	FY 2018	FY 2019	FY 2020	FY 2021
Obj. N	15,094,200	15,340,000	15,548,100	15,624,900

Package Description

The distribution of CAPP Funds is a critical element in the counties' efforts to maintain and preserve the county arterial system.

CRAB continues to expect optimum results in pavement preservation with a pavement rating of all thirty-nine counties to be at or near that of the state highway system.

Timely application of preservation activities to any roadway surface assures maximum life and cost effective use of construction dollars. CAPP distribution and rules of eligibility to access this grant program certifies a consistent, programmatic approach to arterial preservation statewide.

CRAB expects to continue the practice of formulaic distribution of CAPP dollars to the counties based upon need, as measured by arterial lane mile totals in each county.

The program annually purchases preservation work elements of resurfacing of existing paved roadway widths upon eligible road miles.

In the last two construction years, for which there are audited figures, CAPP funded 2,038 miles of seal coats and 226 miles of overlays. While unit costs may vary over the 17-19 biennium, a similar effort is expected.

Questions: Contact Randy Hart or Karen Pendleton at 360.753.5989

Base Budget: If the proposal is an expansion or alteration of a current program or service, provide information on the resources now devoted to the program or service. Please include annual expenditures and FTEs by fund and activity (or provide working models or backup materials containing this information).

Decision Package expenditure, FTE and revenue assumptions, calculations and details: Agencies must clearly articulate the workload or policy assumptions used in calculating expenditure and revenue changes proposed.

Decision Package Justification and Impacts

What specific performance outcomes does the agency expect?
The agency has made a commitment to assist the counties in the improvement and preservation of their arterial road systems and ensure grants are used for their intended purposes.

Performance Measure detail: *No measures submitted for package*

Fully describe and quantify expected impacts on state residents and specific populations served.
This grant program is a capital program authorized by statute. This decision package allows for the re appropriation of existing capital funds to enable on going administration of this program.

Counties depend upon the distribution of CAPP funds for construction and maintenance of arterials and collectors. This program was authorized by the legislature to enable counties to ensure at least minimal preservation activities on the arterial system. CRAB administers these programs to guarantee fairness in the award process. CRAB also ensures pavement management systems are in place in each county for optimum, effective use of CAPP maintenance dollars.

What are other important connections or impacts related to this proposal? Please complete the following table and provide detailed explanations or information below:

Impact(s) To:		Identify / Explanation
Regional/County impacts?	Yes	Identify: 39 Washington State Counties
Other local gov't impacts?	No	Identify:
Tribal gov't impacts?	No	Identify:
Other state agency impacts?	No	Identify:
Responds to specific task force, report, mandate or exec order?	No	Identify:
Does request contain a compensation change?	No	Identify:
Does request require a change to a collective bargaining agreement?	No	Identify:
Facility/workplace needs or impacts?	No	Identify:
Capital Budget Impacts?	No	Identify:
Is change required to existing statutes, rules or contracts?	No	Identify:
Is the request related to or a result of litigation?	No	Identify lawsuit (please consult with Attorney General's Office):
Is the request related to Puget Sound recovery?	No	If yes, see budget instructions Section 14.4 for additional instructions
Identify other important connections		

Please provide a detailed discussion of connections/impacts identified above.
This grant program is a capital program authorized by statute. This decision package allows for the re-

appropriation of existing capital funds to enable on going administration of this program.

What alternatives were explored by the agency and why was this option chosen?
This program is a requirement of statute. Any alternatives would deal only with administration of the capital funds, and would not affect either an increase or a decrease in the funds required for distribution.

What are the consequences of not funding this request?
In the last biennium, CAPP funded 2,909 miles of preservation activities on the statewide county road system. The heaviest impact of not funding this activity would fall on the arterial system generally, and the identified Freight and Goods system specifically. While CAPP funds contribute only a portion of county preservation work, it is a critical portion, and if not funded, would severely impair the counties' ability to adequately maintain the regional transportation links of the arterial and collector system.

How has or can the agency address the issue or need in its current appropriation level?

Other supporting materials: Please attach or reference any other supporting materials or information that will help analysts and policymakers understand and prioritize your request.

Information technology: Does this Decision Package include funding for any IT-related costs, including hardware, software, services (including cloud-based services), contracts or IT staff?

No

Yes Continue to IT Addendum below and follow the directions on the bottom of the addendum to meet requirements for OCIO review.)

2017-19 Biennium Budget
Decision Package

Agency: 406 County Road Administration Board

Decision Package Code/Title: AM Rural Arterial Trust Account

Budget Period: 2017-19

Budget Level: M2 – Inflation and Other Rate Changes

Agency Recommendation Summary Text: The re-establishment of the Capital Program to continue funding the Rural Arterial Trust Account (102- 1).

The Rural Arterial Trust Account was established to programmatically address construction and reconstruction needs that exist within the federally designated rural areas of Washington's counties. It is a statutorily recognized portion of the counties' share of the motor vehicle fuel tax distribution.

Fiscal Summary: Decision package total dollar and FTE cost/savings by year, by fund, for 4 years. Additional fiscal details are required below.

Operating Expenditures	FY 2018	FY 2019	FY 2020	FY 2021
102	29,182,599	29,003,325	25,644,980	25,650,000
Total Cost	29,182,599	29,003,325	25,644,980	25,650,000
Staffing	FY 2018	FY 2019	FY 2020	FY 2021
FTEs	0	0	0	0
Revenue	FY 2018	FY 2019	FY 2020	FY 2021
None	0	0	0	0
Object of Expenditure	FY 2018	FY 2019	FY 2020	FY 2021
Obj. N	29,182,599	29,003,325	25,644,980	25,650,000

Package Description

This program provides competitive grant funding across five construction regions of the state. The competitive aspect of the program assures only highest priority projects achieve funding statewide, while requiring counties to compete only within their regions for funding.

Rural Arterial Trust Account projects are an extremely important portion of the counties' construction program and budgets. At the same time, eligibility requirements insure counties remain in substantial compliance with all laws and rules regarding the administration of county road funds.

The counties' rural freight system needs continue to outpace the revenue available to address those needs. This competitive grant program ensures the construction of only the highest priority routes within each region. In short, it targets dollars to the greatest need in the shortest possible time.

Package funding will continue a highly efficient, cost effective method of dealing with freight route construction needs within the counties' jurisdiction. Eligibility of the program will also continue to require the highest professional standards in the administration of county road fund dollars, regardless of source.

Questions: Contact Randy Hart or Karen Pendleton at 360.753.5989.

Base Budget: If the proposal is an expansion or alteration of a current program or service, provide information on the resources now devoted to the program or service. Please include annual expenditures and FTEs by fund and activity (or provide working models or backup materials containing this information).

Decision Package expenditure, FTE and revenue assumptions, calculations and details: Agencies must clearly articulate the workload or policy assumptions used in calculating expenditure and revenue changes proposed.

The revenue calculations and assumptions are based upon the RATA statutory percentage of the Motor Vehicle Fuel Tax as projected by the forecasting council, plus the unspent RATA balance carried forward, less administrative costs withheld for CRAB by the legislature.

The expenditure calculations and assumptions are:

Budget 07-09 $76,100,000

Budget 09-11 $73,000,000

Budget 11-13 $57,727,858

Budget 13-15 $45,000,000

Budget 15-17 $48,000,000

Budget 17-19 $58,216,000

Decision Package Justification and Impacts

What specific performance outcomes does the agency expect?
The agency has made a commitment to assist the counties in the improvement and preservation of their arterial road systems and ensure that the grants are used for their intended purposes.

Performance Measure detail: No measures submitted for package

Fully describe and quantify expected impacts on state residents and specific populations served.

What are other important connections or impacts related to this proposal? This grant program is a capital program authorized by statute. This decision package allows for the re-appropriation of existing capital funds to enable on-going administration of this program.

Impact(s) To:		Identify/Explanation
Regional/County impacts?	Yes	Identify: Washington State's 39 Counties
Other local gov't impacts?	No	Identify:
Tribal gov't impacts?	No	Identify:
Other state agency impacts?	No	Identify:
Responds to specific task force, report, mandate or exec order?	No	Identify:
Does request contain a compensation change?	No	Identify:
Does request require a change to a collective bargaining agreement?	No	Identify:
Facility/workplace needs or impacts?	No	Identify:
Capital Budget Impacts?	No	Identify:
Is change required to existing statutes, rules or contracts?	No	Identify:
Is the request related to or a result of litigation?	No	Identify lawsuit (please consult with Attorney General's Office):
Is the request related to Puget Sound recovery?	No	If yes, see budget instructions Section 14.4 for additional instructions
Identify other important connections		

Please provide a detailed discussion of connections/impacts identified above.
This grant program is a capital program authorized by statute.

What alternatives were explored by the agency and why was this option chosen?
This program is a requirement of statute. Any alternatives would deal with only administration of the capital funds, and would not affect either an increase or a decrease in the funds required to be distributed.

What are the consequences of not funding this request?
A major source of construction funding now reserved for county use would no longer be available to them. The impact to the build-out of the counties' portion of the identified statewide Freight and Goods System would be devastating, and in some counties, end their construction programs. Without these construction/reconstruction dollars, the counties would face an immediate need to convert paved portions of their systems back to gravel surfacing.

How has or can the agency address the issue or need in its current appropriation level?

Other supporting materials: Please attach or reference any other supporting materials or information that will help analysts and policymakers understand and prioritize your request.

Information technology: Does this Decision Package include funding for any IT-related costs, including hardware, software, services (including cloud-based services), contracts or IT staff?

No

Yes Continue to IT Addendum below and follow the directions on the bottom of the addendum to meet requirements for OCIO review.)

2017-19 Biennium Budget
Decision Package

Agency: 406 County Road Administration Board

Decision Package Code/Title: AL County Ferry Capital Improvement

Budget Period: 2017-19

Budget Level: M2 – Inflation and Other Rate Changes

Agency Recommendation Summary Text:
The reestablishment of the Capital Program to continue funding the County Ferry Capital Improvement Program (Account 108- 1).

The County Road Administration Board is responsible for the County Ferry Capital Improvement Program (CFCIP).

Fiscal Summary: Decision package total dollar and FTE cost/savings by year, by fund, for 4 years. Additional fiscal details are required below.

Operating Expenditures	FY 2018	FY 2019	FY 2020	FY 2021
Fund 108	352,900	352,900	352,900	352,900
Total Cost	352,900	352,900	352,900	352,900
Staffing	FY 2018	FY 2019	FY 2020	FY 2021
FTEs	0	0	0	0
Revenue	FY 2018	FY 2019	FY 2020	FY 2021
None	0	0	0	0
Object of Expenditure	FY 2018	FY 2019	FY 2020	FY 2021
Obj. N	352,900	352,900	352,900	352,900

Package Description

In order for CRAB to consider a project for funding under the county Ferry Capital Improvement Program, the project shall include at least one of the following alternatives:

- Purchase of new vessel(s);
- Major vessel refurbishment (e.g., engines, structural steel, controls) that substantially extends the life of the vessel;
- Facility refurbishment/replacement (e.g., complete replacement, major rebuilding or re-decking of a dock) that substantially extends the life of the facility;

- Installation of items that substantially improve ferry facilities or operations;
- Construction of infrastructure that provides new or additional access or increases the capacity of terminal facilities; and/or
- Emergency repairs to correct damage to vessels or facilities caused by accidents or natural phenomena.

The current CFCIP repays construction loan contract on behalf of Pierce County for the purchase of the Steilacoom 2.

RCW 47.56.725(4) requires CRAB to administer this grant program.

CRAB administers this program to guarantee fairness in the award process.

Questions: Contact Walt Olsen or Karen Pendleton at 360.753.5989

Base Budget: If the proposal is an expansion or alteration of a current program or service, provide information on the resources now devoted to the program or service. Please include annual expenditures and FTEs by fund and activity (or provide working models or backup materials containing this information).

Decision Package expenditure, FTE and revenue assumptions, calculations and details: Agencies must clearly articulate the workload or policy assumptions used in calculating expenditure and revenue changes proposed.

CFCIP revenues are derived from a direct appropriation by the Legislature of the county's portion of the Motor Vehicle Fuel Tax.

The expenditure calculations and assumptions are:
Budget 07-09 = $1,554,225 (Pierce County Christine Anderson, Wahkiakum County, Pierce County Steilacoom 2)
Budget 09-11 = $1,047,557 (Pierce County Christine Anderson and Steilacoom 2)
Budget 11-13 = $874,178 (Christine Anderson FY2012 and Steilacoom 2 FY2012 and FY2013)
Budget 13-15 = $705,800 (Pierce County Steilacoom 2)
Budget 15-17 = $705,800 (Pierce County Steilacoom 2)
Budget 17-19 = $705,800 (Pierce County Steilacoom 2)

Decision Package Justification and Impacts

What specific performance outcomes does the agency expect?
This package will meet the requirements in RCW and will honor construction loan contracts on behalf of Pierce County.

Performance Measure detail: No measure submitted for this package

Fully describe and quantify expected impacts on state residents and specific populations served.

What are other important connections or impacts related to this proposal? Please complete the following table and provide detailed explanations or information below:

Impact(s) To:		Identify/Explanation
Regional/County impacts?	Yes	Identify: Pierce County
Other local gov't impacts?	No	Identify:
Tribal gov't impacts?	No	Identify:
Other state agency impacts?	No	Identify:
Responds to specific task force, report, mandate or exec order?	No	Identify:
Does request contain a compensation change?	No	Identify:
Does request require a change to a collective bargaining agreement?	No	Identify:
Facility/workplace needs or impacts?	No	Identify:
Capital Budget Impacts?	No	Identify:
Is change required to existing statutes, rules or contracts?	No	Identify:
Is the request related to or a result of litigation?	No	Identify lawsuit (please consult with Attorney General's Office):
Is the request related to Puget Sound recovery?	No	If yes, see budget instructions Section 14.4 for additional instructions
Identify other important connections		

Please provide a detailed discussion of connections/impacts identified above.
This grant program is a capital program authorized by statute. This decision package repays construction loan contracts on behalf of Pierce County.

What alternatives were explored by the agency and why was this option chosen?
This program is a requirement of statute. Any alternatives would deal only with administration of the capital funds, and would not affect either an increase or a decrease in the funds required for distribution.

What are the consequences of not funding this request?
If this package was not funded, the County Road Administration Board would be in violation of their loan repayment contracts with Pierce County.

How has or can the agency address the issue or need in its current appropriation level?

Other supporting materials: Please attach or reference any other supporting materials or information that will help analysts and policymakers understand and prioritize your request.

Information technology: Does this Decision Package include funding for any IT-related costs, including hardware, software, services (including cloud-based services), contracts or IT staff?

No

Yes Continue to IT Addendum below and follow the directions on the bottom of the addendum to meet requirements for OCIO review.)

BASS BDS030

Form B9-1

State of Washington

Working Capital Reserve

09/07/2016
2:45:47PM

Budget Period: 2017-19
Agency: 406 County Road Administration Board
Version: AR Agency Budget Request 17-19

		FUND ADMINISTRATOR AGENCY ONLY	FUND ADMINISTRATOR AGENCY ONLY
		RECOMMENDED ENDING FUND BALANCE	RECOMMENDED ENDING FUND BALANCE
FUND	FUND TITLE	Current Biennium	Ensuing Biennium
102	Rural Arterial Trust Account	950,000	950,000
186	County Arterial Preservation Acct	200,000	200,000

Central Service Fund Splits

406-County Road Administration Board

Save/Update

All Columns by Agency must equal 100%

Agency	Program	Subprogram (only used for DSHS in Program 030 and 040)	Account and Approp Title	Auditor	AttGen	OAH	Facilities & Services Only	CTS	Debt Services	Workers' Comp	All Other Services
Percent Totals (only applies when one agency chosen)				100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
406-County Road Administration Board	010-Operating		108-1 Motor Vehicle Account-State	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Enterprise Risk Management Update Agency: County Road Administration Board

Section A: Track Agency Progress Toward Mature Enterprise Risk Management Practices

Instructions: The measures listed below are benchmarks for ERM achievement. It can take several years for an agency to successfully implement all measures and agencies are not expected to have all of them completed at this time. Please indicate which measures have now been completed and the year you plan to address each remaining measure. Feel free to add notes and attach documents.

Measures of a Mature Program	Check if complete	Planned for 2015	Planned for 2016	Planned for 2017	Notes
Risk Management responsibility will be assigned to a specific employee	✔				
Risk Management will be on the executive leadership team agenda at least quarterly	✔				
Agency Enterprise Risk Management policy will be in place or in progress	✔				
Agency incidents will be reported centrally and reviewed periodically	✔				
Risks that can prevent achieving program goals will be discussed and ranked by severity and frequency (Risk Mapping)	✔				
Risk mitigation plans will be developed when needed for priority risks	✔				
Where risks are under control, 'best practices' that provide control will be gathered and shared throughout the agency	✔				
Risk analysis will be integrated into agency strategic and budget planning	✔				

Enterprise Risk Management Update Agency: County Road Administration Board

Section B: Agency ERM Plans

Instructions: The list below is compiled from previous agency ERM plans. Agencies are not expected to be working on all of these areas at the same time. Feel free to add other Action Plan items important to your agency. If you check 'Action Item', please briefly describe what you will be doing, how it will reduce agency losses and estimate how much losses will be reduced.

Possible Action Items	Action Item	Describe What You Plan To Do	Explain How you Will Measure Success of Expected Results	Estimate How Much This Will Reduce Losses (%)
Driver Safety	✔	Online Refresher Course	Continued no-accident experience	100%
Worker Safety	✔	Review Current Policy and update if needed	Continued no-accident experience	100%
Employment Liability	✔	Review Current Policy and update if needed	Continued no negative incident experience	100%
Tort Claims and Lawsuits				
Data Security	✔	Review Current Policy and update if needed	Continued no negative incident experience	100%
Emergency Management	✔	Review Current Policy and update if needed.In House Training	Continued satisfactory performance in exercise situations	100%
Contract Policy and Procedure	✔	Review Current Policy and update if needed	Continued no negative incident experience	100%
Public Records	✔	Review Current Policy and update if needed	Continued no negative incident experience	100%
Risk Assessment/Risk Register				
Other				

ELECTRONIC SUBMITTAL CONFIRMATION FORM

Agency Number: 406

Agency Name: County Road Administration Board

Agencies are required to provide electronic access to each decision package in their budget request as part of the submittal process. Confirm Option 1 or 2 below:

Option 1:

☑ This agency posts all decision packages for our 2017-19 budget request to our public facing website at the following URL:

URL: http://www.crab.wa.gov

Option 2:

☐ This agency does not post decision packages and has forwarded copies via e-mail to OFM.Budget@ofm.wa.gov.

These decision packages conform to our agency's ADA accessibility compliance standards.

Agency Contact:	Karen Pendleton
Contact Phone:	360.753.5989
Contact E-mail:	karen@crab.wa.gov
Date:	9/6/2016

Financial Plan

COUNTY ROAD ADMINISTRATION BOARD TEN-YEAR REVENUE & EXPENDITURE PLAN

Tuesday, August 30, 2016 *12:54 PM*	17-19 Plan	19-21 Plan	21-23 Plan	23-25 Plan	25-27 Plan
Rural Arterial Trust Account (102) - CRAB					
REVENUES					
Beginning Fund Balance	18,000	7,000	7,000	7,000	7,000
Motor Vehicle Fuel Tax Distribution	40,042	40,242	40,443	40,646	40,849
Treasury Deposit Earnings	90	35	35	35	35
Total Revenues	58,132	47,277	47,479	47,681	47,884
EXPENDITURES					
CRAB - Operating - Base	953	958	963	967	972
CRAB - Rural Arterial Program Capital	36,179	32,319	32,516	32,713	32,912
Minimum Fund Balance	7,000	7,000	7,000	7,000	7,000
Total Expenditures	44,132	40,277	40,479	40,680	40,884
Ending Fund Balance (RATA 102)	**7,000**	**7,000**	**7,000**	**7,000**	**7,000**

Tuesday, August 30, 2016 *12:54 PM*	17-19 Plan	19-21 Plan	21-23 Plan	23-25 Plan	25-27 Plan
Motor Vehicle Account (108) - CRAB					
REVENUES					
Beginning Fund Balance	0	0	0	0	0
Motor Vehicle Fuel Tax Distribution	2,848	2,862	2,905	2,949	2,993
Treasury Deposit Earnings	0	0	0	0	0
Total Revenues	2,848	2,862	2,905	2,949	2,993
EXPENDITURES					
CRAB - Operating - Base	2,142	2,156	2,199	2,243	2,287
CRAB - County Ferry Capital Improvement	706	706	706	706	706
Minimum Fund Balance	0	0	0	0	0
Total Expenditures	2,848	2,862	2,905	2,949	2,993
Ending Fund Balance (MVA 108)	**0**	**0**	**0**	**0**	**0**

Tuesday, August 30, 2016 *12:54 PM*	17-19 Plan	19-21 Plan	21-23 Plan	23-25 Plan	25-27 Plan
County Arterial Preservation (186) - CRAB					
REVENUES					
Beginning Fund Balance	1,000	1,000	1,000	1,000	1,000
Motor Vehicle Fuel Tax Distribution	34,982	35,157	35,333	35,509	35,687
Transfer in from TPA & MVA	4,094	4,094	4,094	4,094	4,094
Treasury Deposit Earnings	5	5	5	5	5
Total Revenues	40,081	40,256	40,432	40,608	40,786
EXPENDITURES					
CRAB Operating - Base	1,462	1,484	1,506	1,529	1,552
CRAB Capital - Maintenance Level	37,119	37,272	37,426	37,579	37,734
Minimum Fund Balance	500	500	500	500	500
Total Expenditures	39,081	39,256	39,432	39,608	39,786
Ending Fund Balance (CRAB 186)	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**

FY 2018 CRAB Grant Program Reimbursement Projection
Based on historic data from 2015-2017 Biennium
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Grant Name		Jul-17 Monthly $	Aug-17 Monthly $	Sep-17 Monthly $	Oct-17 Monthly $	Nov-17 Monthly $	Dec-17 Monthly $	Jan-18 Monthly $	Feb-18 Monthly $	Mar-18 Monthly $	Apr-18 Monthly $	May-18 Monthly $	Jun-18 Monthly $	FY 2018 YTD $
RATA		7.90583%	9.95665%	14.54027%	13.38451%	11.72365%	11.71034%	7.08644%	7.53558%	3.69825%	2.14315%	5.59659%	5.60767%	100.00000%
Fund 102		$1,572,145	$1,979,969	$2,891,463	$2,661,631	$2,331,352	$2,328,707	$1,409,202	$1,498,518	$735,430	$426,185	$1,112,932	$1,115,135	$19,885,900
CAPA		8.40979%	8.78403%	8.14478%	9.30101%	8.50205%	8.58617%	7.90434%	8.08204%	7.77260%	7.53340%	8.76390%	8.21587%	100.00000%
Fund 186		$1,462,210.14	$1,527,280.14	$1,416,133.30	$1,617,166.35	$1,478,251.64	$1,492,877.81	$1,374,328.35	$1,405,224.81	$1,351,421.45	$1,309,832.62	$1,523,780.14	$1,428,493.24	$17,387,000
CFCIP														$352,900
Fund 108		$352,900	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$352,900

FY 2019 CRAB Grant Program Reimbursement Projection
Based on historic data from 2015-2017 Biennium
8/30/16 2:05 PM

Grant Name		Jul-18 Monthly $	Aug-18 Monthly $	Sep-18 Monthly $	Oct-18 Monthly $	Nov-18 Monthly $	Dec-18 Monthly $	Jan-19 Monthly $	Feb-19 Monthly $	Mar-19 Monthly $	Apr-19 Monthly $	May-19 Monthly $	Jun-19 Monthly $	FY 2019 YTD $
RATA		6.30673%	7.72314%	8.56171%	12.53456%	11.94849%	11.62003%	9.66659%	9.27419%	8.31573%	3.60216%	5.31475%	5.26706%	100.00000%
Fund 102		$1,271,165	$1,556,653	$1,725,673	$2,526,427	$2,408,302	$2,342,099	$1,948,369	$1,869,278	$1,676,094	$726,041	$1,071,225	$1,061,612	$20,155,700
CAPA		8.40979%	8.78403%	8.14478%	9.30101%	8.50205%	8.58617%	7.90434%	8.08204%	7.77260%	7.53340%	8.76390%	8.21587%	100.00000%
Fund 186		$1,479,710.91	$1,545,559.72	$1,433,082.59	$1,636,521.75	$1,495,944.40	$1,510,745.64	$1,390,777.29	$1,422,043.54	$1,367,596.23	$1,325,509.63	$1,542,017.82	$1,445,590.47	$17,595,100
CFCIP														$352,900
Fund 108		$352,900	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$352,900

Supporting Statistical Information and Analysis

Status of County Roads

A reasonable estimate of the 'value' of the County Road System would be the cost to replace what we have today. In 1988, the Road Jurisdiction Study was published. Part of the study was to determine reasonable cost estimates for the replacement of roads, streets, and highways. Using these replacement cost factors, inflated to 2015 dollars, provides an estimated replacement cost of the County Road System of $29.3 Billion.

This 'value' is based on the calculations to determine the Motor Vehicle Fuel Tax Allocation Factors for the various counties. The formula includes the replacement costs of the County Road System. For the County Road Log Certified 1/1/2016, the estimated replacement value for the County Roads is $21.4 Billion and for the County Bridges is $5.4 Billion. (Bridges based on #'s in NBIS)

The replacement cost factors are for replacement-in-kind construction only. Therefore, this value estimate is significantly low. Some of the other factors that would increase the actual replacement cost of the County Road System include:

- Design Standards and Constructability: If a County Road is replaced or reconstructed, the project must meet current design standards. The backbone of the county road system is roads built in the late 1800's through the 1920's, with significant additions during the 30's, 40's and 50's. Most county roads were not designed but evolved over time: from a wagon trail to a gravel road to a paved road, usually without the benefit of engineered alignments or designed base structures. County roads transverse varying terrain and must include design considerations for the quality of the soils under the road, stability of side slopes, and drainage.

- Right-Of-Way: The County Road System encumbers over 284,885 acres or 445.1 square miles of land. This acreage has a value of $1.9 Billion, based on a 2015 (IPD) average value of $6,669 per acre. As the County Road System serves all areas of the state, this estimate of value of land occupied by the County Road System is somewhat questionable. County Roads serve many varied areas; from densely populated urban area roads to roads providing access to very rural areas. The Right-Of-Way costs not only include the cost of the land, but also include the associated costs of relocation of businesses, homes, and people.

- Environmental Requirements: The replacement cost factors were developed in the late '80s, before many of the current environmental

concerns evolved into the many environmental rules and regulations that must be complied with in order for a road to be constructed or improved. Performing the studies, acquiring permits, and doing the required mitigation is an additional cost that must be determined for each project considered. These costs can run upwards of 50% of the actual project construction costs.

- Impact of Inflation: Gasoline and diesel taxes are an important stream of revenue for state and federal government to fund the construction and maintenance of the road infrastructure. According to the Institute on Taxation and Economic Policy (ITEP), gasoline and diesel taxes raise $30 billion annually and cover 85% of funding for road construction and maintenance (ITEP, May 2014 Policy Brief). However, the funding for road construction and maintenance coming from fuel taxes has been eroded over the years for two reasons: First, cars have become more fuel-efficient and thus, reduce the fuel tax revenue over time. In its Annual Energy Outlook 2016 Early Release, the Energy Information Administration (EIA) estimates that motor gasoline consumption will decrease by 0.95% annually in the period between 2011 and 2040. Second, the fuel tax in most states is a fixed per-gallon amount that is not adjusted in regular intervals. Over time, this leads to a funding gap because the cost of road construction and maintenance is increasing. Since 1972, the earliest year for which data is available, transportation construction costs have grown on average by roughly 4% per year. Comparing the relative importance of these two issues, 78 percent of the current gasoline tax revenue shortfall is a result of Congress' failure to plan for inevitable growth in the cost of building and maintain the nation's infrastructure. The remainder is due to improvements in vehicle fuel-efficiency. Therefore, construction cost growth has been 3.5 times more important than fuel-efficiency gains in eroding the purchasing power of the gas tax. Nationally, it is estimated that the gasoline taxes would have to increase up to 19-21% per gallon to compensate for the increase in transportation construction cost growth since the last tax adjustment (ITEP, 2011). Similar increases are necessary for diesel taxes. In the fiscal year 2013, the last year in which data is available, gas taxes and motor vehicle license fees paid for 41.4 percent of state and local road spending. That percent is falling over time as state gas tax rates do not keep up with inflation. After adjusting to account for growth in construction costs, the average state's gas tax rate has effectively fallen by 20% or 6.8 cents per gallon since the last time it was increased (increased 11.9 cents in July 2015). Overall, the states are losing over $10 billion in revenue each year because of a failure to plan for transportation cost growth. Concerns about the financial sustainability of the current taxation scheme for gasoline and diesel to finance the transportation infrastructure has triggered interest in alternative approaches to fund transportation besides

taxes on gasoline and diesel. Without policy adjustments, the gap between revenue and infrastructure expenses will continue to widen.

Recently, the population of the State of Washington has soared. Many counties have had developers put in new local access roads and dedicate them to the counties. However, the traffic impacts to major and minor collectors have overwhelmed most counties' abilities to meet the added demand. Over the years, counties have upgraded many of the important routes. They have solved safety problems and built all-weather roads for freight traffic. However, other factors influence transportation needs and funding:

- Eastern Washington now has 62.7% of the county roads and only 22% of the population and very low property values to pay for the roads. All-weather roads are probably the largest single challenge to support their agricultural economies. In order to stretch limited resources and get farmers involved in setting priorities, several eastern Washington counties have citizen advisory boards working with the road departments in setting the road program priorities.

- The Puget Sound core of Western Washington, along with Clark County, has soaring population. However, it also has extremely high property values. Congestion is probably the biggest problem and the 'fixes' are extremely expensive. Another interesting situation is the effect of annexations and incorporations, reducing the tax base at the same time the county roads connecting the various smaller cities must be increased in capacity. The county in effect is responsible for larger roads connecting cities at the same time the growth of the cities is reducing the tax base to pay for the roads the cities need.

Counties have four main sources of road revenues. Many of the larger counties also have a number of smaller sources of revenue.

- Property Tax: This is very significant in western Washington, and in particular central Puget Sound. It is almost nothing in many rural eastern Washington counties.

- State Gas Tax: This is very significant in all 39 counties. In eastern Washington, this is the bulk of the road fund.

- Federal Gas Tax: On December 4, 2015, President Obama signed the Fixing America's Surface Transportation (FAST) Act (Pub. L. No. 114-94) into law—the first federal law in over a decade to provide long-term funding certainty for surface transportation infrastructure planning and investment. The FAST Act authorizes $305 billion over fiscal years 2016 through 2020 for:

    - highway
    - highway and motor vehicle safety,
    - public transportation,
    - motor carrier safety,
    - hazardous materials safety,
    - rail,
    - research, technology, and statistics programs.

The FAST Act maintains focus on safety, keeps intact the established structure of the various highway-related programs we manage, continues efforts to streamline project delivery and, for the first time, provides a dedicated source of federal dollars for freight projects.

The new law formally reauthorizes the collection of the 18.4 cents per gallon gas tax that is typically used to pay for transportation projects, and also includes $70 billion in "pay-fors" to close a $16 billion deficit in annual transportation funding that has developed as U.S. cars have become more fuel-efficient. Some of the key features of the act are:

- Funding for locally owned infrastructure: The act increases the amount of funding available for locally owned infrastructure by increasing funding for the Surface Transportation Program and making an additional $116 billion available for county-owned highway bridges.

- Increased local decision making: The act acknowledges and uses the value of local decision-making by sub-allocating a great share (up to 55 percent by FY 20) — or roughly $28 billion — of the Surface Transportation Program to local areas and local governments.

- Funding for off-system bridges: The act protects set-aside funding for off-system bridges, which provides over $776 million annually for bridges that are primarily owned by counties and other local governments.

- Provisions to streamline project delivery: The act builds on the reforms of MAP-21 aimed at expediting and streamlining project delivery. Specifically, the bill establishes a new pilot program to allow states to substitute their own environmental laws and regulations for the National Environmental Policy Act (NEPA) and requires an assessment of previous efforts to accelerate the

environmental review process, as well as recommendations on additional means of accelerating the project delivery process.

The gas tax has been the traditional source for transportation funding since its inception in the 1930s, but lawmakers have resisted increasing the amount that drivers pay. The federal government typically spends about $50 billion per year on transportation projects; the gas tax only brings in $34 billion annually.

What portion Washington counties will see from this new federal transportation funding act is yet to be fully determined and counties will continue to monitor with great interest how the new funding package is distributed, as this has been a major part of the local construction programs.

- Federal Timber Tax: The Secure Rural Schools Program (SRS) provides assistance to rural counties and school districts affected by the decline in revenue from timber harvests on federal lands. Historically, rural communities and schools have relied on a share of receipts from timber harvests to supplement local funding for education services and roads. During the 1980s, national policies substantially diminished the revenue-generating activity permitted in these forests. The resulting steep decline in timber sales decreased the revenues that rural counties and school districts received from forest management activities.

  In response to this decline, SRS was enacted in 2000 (P.L. 106-393) to stabilize payments to counties and to compensate for lost revenues. In October 2008, SRS was reauthorized (P.L. 110-343) and amended to continue, on a sliding payment scale. SRS was reauthorized for FY 2013 (P.L. 113-40) and expired on September 30, 2013. On April 16, 2015, SRS was reauthorized retroactively (P.L. 114-10) for FY 2014 and 2015. For FY 2015, SRS provided $272 million to over 700 rural counties, parishes and boroughs across the nation. SRS expired at the end of FY 2015.

  The expiration of SRS will create dramatic budgetary shortfalls if Congress fails to renew this long-standing federal obligation to county governments. Enactment of a program to share revenues generated from the management of designated federal lands with forest counties and schools will ensure that students receive essential education services and that rural communities have critical funding for roads, conservation projects, search and rescue missions, and fire prevention programs. The continued loss of federal timber tax revenue will severely hamper counties, especially smaller ones that are already struggling to maintain programs that are largely underfunded.

Typically, maintenance and construction together comprise approximately 67% of the county road department annual budget. Property tax and state gas tax pay for maintenance and provide matching funds for grants. Continued pressures on Current Expense funds due to Referendum 49 and Initiatives 695 and 747 have caused counties to divert more of the property tax revenue away from the road fund to pay for other essential county services, which are up by nearly 129% since 2003.

Grants from the federal gas tax, state grants from TIB and CRAB (RAP) and state gas tax pay for the construction program. Right now, counties could spend dollars in addition to expected levels if additional money were available. The needs are immense and counties have the ability to get projects under construction.

However, a continuation of the existing levels of state and federal support is in effect a reduction in the funding level due to the lost purchasing power caused by inflation. Even more critical, any reduction in the funding level from either state or federal sources will further hinder county programs and severely test 'weak' links in our transportation system.

The true 'value' of the County Road System is incalculable. The County Road system provides vital access to the nearby and remote corners of our state. The County Road System provides access to:

- emergency services and response in times of urgent need
- farms, ranches, and the transport of agricultural products
- industrial, manufacturing and processing plants
- employment sites for commuters and customers
- many scenic and recreational areas of our state
- Low-cost locations for the required utilities of modern life (water, sewer, electricity, phone, gas, TV cable, etc.).

Without the County Road System, life as we know it would be very different, immensely less enjoyable, and much costlier.

COUNTY ROAD MILEAGE - 1/1/15

COUNTY	URBAN ROADS			RURAL ROADS			SYSTEM CENTERLINE TOTAL	PAVED ARTERIAL C/L MILES	PAVED ARTERIAL LANE-MILES	UNPAVED C/L MILES
	ACCESS	ARTERIAL	TOTAL	ACCESS	ARTERIAL	TOTAL				
ADAMS	10.66	4.26	14.92	1,094.85	665.68	1,760.53	1,775.45	547.45	1,092.00	1,126.00
ASOTIN	59.90	20.57	80.47	166.45	152.33	318.77	399.25	100.30	203.25	231.96
BENTON	124.25	52.44	176.69	390.70	290.32	681.02	857.71	297.27	594.53	254.69
CHELAN	57.46	30.03	87.49	357.97	210.21	568.18	655.66	239.95	480.68	123.44
CLALLAM	82.98	16.55	99.53	271.83	115.18	387.01	486.54	131.73	262.68	2.96
CLARK	409.98	149.56	559.54	280.56	273.21	553.77	1,113.31	422.77	911.34	11.87
COLUMBIA	0.00	0.00	0.00	271.68	230.39	502.06	502.06	142.63	285.26	354.10
COWLITZ	46.32	24.14	70.46	259.51	197.17	456.68	527.14	221.31	442.67	6.87
DOUGLAS	61.04	37.65	98.69	1,139.61	400.31	1,539.92	1,638.60	296.49	599.41	1,198.67
FERRY	0.00	0.00	0.00	505.02	232.32	737.34	737.34	177.63	355.63	535.82
FRANKLIN	21.52	13.77	35.29	609.82	336.93	946.75	982.04	345.22	688.97	395.12
GARFIELD	0.00	0.00	0.00	234.08	213.03	447.10	447.10	123.58	247.15	317.78
GRANT	63.29	32.16	95.45	1,535.46	875.01	2,410.47	2,505.92	830.13	1,668.10	1,046.81
GRAYS HARBOR	33.69	22.28	55.97	266.16	242.67	508.83	564.79	259.66	519.27	39.39
ISLAND	96.13	35.02	131.15	272.10	179.93	452.03	583.18	214.94	430.61	5.07
JEFFERSON	5.14	0.00	5.14	254.86	138.48	393.33	398.47	130.34	261.30	73.61
KING	651.02	210.85	861.86	386.80	244.83	631.63	1,493.49	455.67	951.88	51.29
KITSAP	413.43	166.55	579.99	195.28	140.10	335.37	915.36	306.65	620.04	9.26
KITTITAS	9.98	12.86	22.83	243.64	296.38	540.02	562.85	305.17	611.07	65.67
KLICKITAT	0.00	0.00	0.00	699.83	384.85	1,084.68	1,084.68	364.86	729.71	522.80
LEWIS	36.16	22.75	58.90	718.24	266.46	984.71	1,043.61	284.99	570.70	44.62
LINCOLN	0.00	0.00	0.00	1,338.81	658.43	1,997.24	1,997.24	384.74	769.48	1,541.29
MASON	27.64	9.85	37.50	316.34	263.13	579.46	616.96	263.36	526.91	47.10
OKANOGAN	7.13	2.80	9.93	838.15	490.34	1,328.50	1,338.43	418.33	836.65	664.10
PACIFIC	0.00	0.00	0.00	219.26	130.12	349.37	349.37	119.83	240.04	47.85
PEND OREILLE	0.00	0.00	0.00	388.29	180.86	569.15	569.15	167.49	334.98	269.34
PIERCE	629.26	419.41	1,048.67	251.12	250.45	501.57	1,550.24	669.86	1,412.64	18.37
SAN JUAN	0.00	0.00	0.00	183.60	87.05	270.65	270.65	87.05	174.09	46.78
SKAGIT	71.38	36.92	108.30	373.56	319.11	692.67	800.97	356.03	713.04	40.16
SKAMANIA	0.00	0.00	0.00	149.19	90.45	239.64	239.64	90.45	181.32	28.80
SNOHOMISH	622.72	186.36	809.08	454.65	311.72	766.37	1,575.45	495.01	1,016.87	10.22
SPOKANE	285.91	126.25	412.16	1,450.72	664.39	2,115.11	2,527.27	717.48	1,475.28	1,147.94
STEVENS	0.00	0.00	0.00	928.38	560.61	1,488.99	1,488.99	468.41	936.84	824.25
THURSTON	347.86	108.64	456.50	351.96	231.73	583.69	1,040.19	340.38	697.14	23.11
WAHKIAKUM	0.00	0.00	0.00	57.14	81.82	138.96	138.96	78.31	156.62	12.88
WALLA WALLA	44.65	36.11	80.76	455.22	423.68	878.89	959.66	414.59	830.02	368.51
WHATCOM	125.45	69.98	195.43	455.75	288.30	744.05	939.48	358.28	719.40	31.05
WHITMAN	0.00	0.00	0.00	1,284.35	614.51	1,898.86	1,898.86	418.35	836.70	1,461.37
YAKIMA	121.00	101.85	222.85	779.76	642.81	1,422.57	1,645.42	722.77	1,464.05	542.26
STATEWIDE	4,465.94	1,949.59	6,415.54	20,430.69	12,375.22	32,805.91	39,221.45	12,769.42	25,848.33	13,543.14
EASTERN	866.79	470.74	1,337.53	14,712.79	8,523.35	23,236.14	24,573.67	7,482.83	15,039.76	12,991.89
WESTERN	3,599.15	1,478.85	5,078.00	5,717.91	3,851.87	9,569.77	14,647.78	5,286.59	10,808.57	551.24

County Road Log Data certified 1/1/2015 by the County Road Administration Board

Supporting Statistical Information and Analysis

Status of County Owned Bridges

Bridges of many types and sizes are an integral part of every county road system. The safety and adequacy of these bridges is of vital importance to the traveling public and commerce. A program of regular periodic inspection and reporting is necessary to fully inform each county legislative authority regarding the condition and adequacy of all bridges. RCW 36.78.070(1) authorizes the County Road Administration Board (CRAB) to establish standards of good practice for the administration of county roads and the efficient movement of people and goods over county roads. Washington Administrative Code Chapter 136-20 requires that each county engineer have available in his or her office a complete inventory of all bridges on the county road system. The inventory will list the location of each bridge by the county road log number and appropriate mile point, and include such other information as the engineer deems necessary. In addition, all data for bridges over 20 feet in length, required for the Washington State Bridge Inventory System (WSBIS) data base system, as maintained by the Washington State Department of Transportation (WSDOT), must be submitted to the WSDOT Local Programs bridge engineer.

Each county engineer is responsible for all routine and special inspections of all bridges over 20 feet in length on the county road system in accordance with the National Bridge Inspection Standards (NBIS) as promulgated and periodically revised by the WSDOT Local Programs office. The county engineer must note the date of all inspections and any changes since the previous inspection on the WSBIS form and submit all such forms to the WSDOT Local Programs bridge engineer within ninety days of each inspection.

Prior to April 1 of each calendar year, WSDOT Local Programs provides the following to CRAB:

- A listing on a county-by-county basis of all county bridges which have not had a regular SWIBS inspection report submitted within the previous thirty months and;
- A listing on a county-by-county basis of all county bridges which have not had a required special inspection report submitted within six months after the required inspection date and;
- A listing of all counties which are not in compliance with the requirements of the National Bridge Inspection Standards and the status of efforts toward achieving such compliance.

Any county that does not comply with the NBIS, or has a bridge or bridges on any of the above listings, is assumed not to comply with bridge inspection procedures.

Failure of a county to be shown in compliance with required bridge inspection procedures may be cause for CRAB to withhold a certificate of good practice on behalf of that county in accordance with the procedures of chapter 136-04 WAC.

Each county engineer furnishes the county legislative authority with a written report of the findings of the bridge inspection effort. This report must be made available to said authority and must be consulted during the preparation of the annual six-year transportation program revision.

The report will include the county engineer's recommendations as to replacement, repair, or load restriction for each deficient bridge. The resolutions of adoption of the six-year transportation program include assurances to the effect that the county engineer's report with respect to deficient bridges was available to said authority during the preparation of the program.

Washington counties maintain 3,277 bridges that represent a total replacement cost of 5.4 billion dollars. Of that total, 132 bridges require weight restriction postings, 140 structures are rated 'Structurally Deficient' and 431 are rated as 'Functionally Obsolete.'

Bridge restrictions are a major impediment to truck traffic and freight movement. Removing bridge restrictions can provide (1) alternate truck routes that save time and/or distance and (2) truck routes that can carry full legal loads and sizes. Both result in more efficient truck travel. There are 76 structures that are rated 'Structurally Deficient' and 183 that are rated as 'Functionally Obsolete' on the County Freight and Goods System. The estimated county bridge improvement needs on CFGS routes identified in this current study is $693 million (2015 dollars).

COUNTY BRIDGE DATA - NOVEMBER 2015

Washington State Bridge Inventory System

Bridges 20 Feet or Greater in Length on Federal Aid (FAR) and Non Federal Aid (NFAR) Routes

Posting Consideration Based on HS-20 Design Load, less than 28 Tons at Operating Rating

COUNTY	County Owned	Bridges Posted or May Consider Posting				Bridges With Posting Not Required				Deficient
	Bridges	FAR	Square Feet	NFAR	Square Feet	FAR	Square Feet	NFAR	Square Feet	Bridges**
ADAMS	113	1	4,060	4	5,013	67	123,302	41	36,006	16
ASOTIN	18	0	0	0	0	13	129,858	5	9,814	2
BENTON	50	2	1,853	1	1,484	22	68,279	25	25,349	8
CHELAN	50	2	14,584	0	0	27	111,774	21	46,252	12
CLALLAM	29	0	0	3	7,436	11	64,202	15	58,290	9
CLARK	54	0	0	2	2,950	24	86,990	28	47,292	16
COLUMBIA	62	3	5,762	2	2,059	30	52,749	27	39,299	9
COWLITZ	62	2	7,889	5	24,688	26	117,522	29	59,350	13
DOUGLAS	20	2	4,520	0	0	12	47,953	6	4,113	0
FERRY	22	0	0	3	4,835	7	10,292	13	18,534	7
FRANKLIN	85	1	794	2	1,404	40	69,300	42	57,024	6
GARFIELD	32	1	1,695	0	0	19	17,117	12	12,538	5
GRANT	193	2	1,597	6	7,817	100	244,617	85	115,155	11
GRAYS HARBOR	160	8	34,102	2	2,424	76	351,053	74	140,495	24
ISLAND	0	0	0	0	0	0	0	0	0	0
JEFFERSON	31	1	1,078	0	0	11	18,075	19	59,810	4
KING	129	5	16,757	7	14,569	75	428,932	42	102,231	52
KITSAP	33	0	0	2	2,793	19	49,283	12	16,056	3
KITTITAS	111	1	864	1	627	27	78,369	82	136,745	6
KLICKITAT	57	0	0	6	9,185	14	41,221	37	74,070	14
LEWIS	196	4	4,356	2	2,324	66	216,527	124	217,076	26
LINCOLN	122	2	2,441	7	4,283	42	62,798	71	98,935	14
MASON	52	0	0	3	45,288	10	41,428	39	61,594	13
OKANOGAN	50	0	0	2	2,448	12	50,376	36	65,090	6
PACIFIC	60	4	9,876	14	37,129	5	17,808	37	93,479	13
PEND OREILLE	27	2	61,539	1	462	12	44,651	12	12,600	6
PIERCE	101	6	54,967	0	0	62	239,288	33	50,112	42
SAN JUAN	4	0	0	1	1,274	1	600	2	1,682	2
SKAGIT	106	1	28,368	1	1,352	43	171,255	61	121,425	22
SKAMANIA	25	0	0	1	1,980	5	30,218	19	55,471	6
SNOHOMISH	164	8	11,891	6	10,160	89	480,662	61	174,017	45
SPOKANE	102	5	7,651	6	6,267	47	223,072	44	105,828	23
STEVENS	49	1	4,685	0	0	10	30,479	38	67,165	7
THURSTON	95	0	0	2	1,596	51	201,118	42	96,862	20
WAHKIAKUM	20	0	0	1	2,419	12	35,789	7	12,494	1
WALLA WALLA	103	2	3,270	0	0	38	119,495	63	121,291	10
WHATCOM	135	2	8,400	12	22,406	33	118,044	88	130,671	29
WHITMAN	250	8	17,685	9	7,448	116	223,224	117	149,291	56
YAKIMA	305	5	22,748	7	8,640	161	396,390	132	207,706	45
TOTAL	3,277	81	333,432	121	242,760	1,435	4,814,110	1,641	2,901,212	603
Total Replacement Cost* ($ Million):			***$217***		***$158***		***$3,129***		***$1,886***	

*At $650 per Square Foot

** Deficient Bridges are listed as Structurally Deficient (SD) or Functionally Obsolete (FO).

Supporting Statistical Information and Analysis

Status of County Freight and Goods Systems All-Weather Roads

The Washington State Legislature has recognized that Washington State is uniquely positioned as a gateway to the global economy. Washington, as one of the most trade-dependent states per capita in the nation, depends on an efficient multimodal transportation network in order to remain competitive. The vitality of the state's economy is placed at risk by growing traffic congestion that impedes the safe and efficient movement of goods. Freight corridors that serve international and domestic interstate and intrastate trade and those freight corridors that enhance the state's competitive position through regional and global gateways are strategically important. Ownership of the freight mobility network is fragmented and spread across various public jurisdictions, private companies, and state and national borders. Transportation projects have grown in complexity and size, requiring more resources and longer implementation periods. State investments in projects that enhance or mitigate freight movements should pay special attention to solutions that utilize a corridor solution to address freight mobility issues with important transportation and economic impacts beyond any local area.

The County Freight and Goods System (CFGS) is made up of 12,095 centerline miles of county road, 30.8% of the 39,171 total miles of county road. 10,053 miles of the CFGS are classified as arterials and collectors. This represents 82.3% of the County Freight and Goods System.

Deficiency Elimination Evaluation

One of the tasks of the Cost Responsibility Study (CRS) was to define a set of "Minimum Tolerable Conditions" (MTC) that a Freight and Goods Transportation System (FGTS) route must meet to be deemed 'adequate'. The MTCs were established for Roadway Width and Structural Adequacy.

- Roadway Width is a measure of the safety and ease of operation of trucks. A narrower roadway provides operational impediments to safe and efficient operation of trucks. Pavement Width and Shoulder Width are required fields in the Road Log, and are certified correct by the County Engineer.
- Structural Adequacy is the ability of the pavement and base to adequately support the number of heavy loads on the road. Weeks of Weight Restriction (how many weeks in a typical year the road is restricted to lighter loads) and Base Adequacy (an evaluation of the adequacy of the road base to support the volume of heavy trucks using the road) are not required fields. The counties were encouraged

to enter correct data in these fields. However, due to data and staff limitations, some information may not be current.

A scenario approach was adopted by the CRS to produce estimates of needs under alternative sets of minimum tolerable conditions. This provides policy makers with a range of options and information on how the needs vary depending on the MTCs selected. Scenario 1 is "all weight restrictions addressed," and assumes that all FGTS segments with weight restrictions will be upgraded to all-season roads. Scenario 2 is "some weight restrictions addressed," and assumes that minimal weight restrictions would be allowed in the lower truck route classes (T-3 thru T-5). Scenario 3 is "most severe weight restrictions addressed," and assumes moderate weight restrictions will be allowed in all truck route classes.

Deficiencies are determined by comparing the data in the Road Log with the Minimum Tolerable Condition, established in the CRS. The total miles of the several identified improvements are determined, and cost factors used to determine the funding needed to remove the deficiencies.

The costs for improvements to ensure that minimum tolerable conditions exist were originally determined in the Road Jurisdiction Study (1988), reviewed and updated for the Cost Responsibility Study (1993), and adopted for use in the Needs Assessment Evaluation (1994). They represent standards of design and construction that existed at that time. These costs have been adjusted to 2016 dollars using WSDOT Planning and Programming Service Center, Economics Branch, implicit price deflators.

These cost estimates are conservative. The costs assume structural adequacy and adequate width. They do not include costs that are necessary for other safety improvements or upgrades to improve truck operational efficiencies, currently required environmental permitting, mitigation, and project delays or other potential restrictions. The emphasis on environmental concerns has dramatically escalated since these cost factors were developed.

Maintenance Needs Evaluation

The Road Jurisdiction Study (RJS) included an evaluation of annual maintenance needs. It identified a reasonable standard for road maintenance for a typical local agency and determined costs required to achieve that standard. The Cost Responsibility Study used those standards and costs to determine annual maintenance needs for the FGTS. For the Needs Assessment Study, CRAB used the RJS and CRS standards and costs to develop a maintenance needs assessment routine applicable to county roads.

This evaluation was used (with costs updated to reflect 2016 costs) to determine the estimated annual maintenance needs on the County Freight and Goods system. It must be noted that these costs are 'not unreasonable' estimates of the total statewide annual maintenance needs for counties, based on the criteria established by the RJS and CRS.

COUNTY FREIGHT AND GOODS SYSTEM - 1/1/2015

COUNTY	Freight and Goods System - Truck Route Class					Total	Total	%
	T-1	T-2	T-3	T-4	T-5	FGTS	Adequate	Adequate
ADAMS		0.53	119.07	185.40	321.55	626.55	233.67	37.3%
ASOTIN		0.15	22.95	19.98	0.00	43.08	37.62	87.3%
BENTON			117.95	120.82	89.87	328.64	98.64	30.0%
CHELAN			47.56	88.94	41.15	177.65	58.25	32.8%
CLALLAM			34.93	98.44	9.99	143.36	0.53	0.4%
CLARK	0.22	10.44	135.92	160.01		306.59	253.78	82.8%
COLUMBIA			10.30	49.10	146.81	206.21	11.20	5.4%
COWLITZ			77.72	57.12	3.00	137.84	110.12	79.9%
DOUGLAS			6.89	85.56	171.15	263.60	15.31	5.8%
FERRY			109.25	115.71		224.96	27.31	12.1%
FRANKLIN			111.39	154.05	252.51	517.95	246.07	47.5%
GARFIELD				10.13	125.75	135.88	113.03	83.2%
GRANT		10.19	269.43	261.83	305.92	847.38	57.69	6.8%
GRAYS HARBOR			212.66	7.13		219.79	192.51	87.6%
ISLAND			14.05	29.41	0.20	43.66	43.63	99.9%
JEFFERSON			39.63	33.01	65.75	138.39	108.05	78.1%
KING	5.13	21.51	253.97	106.28		386.90	357.99	92.5%
KITSAP		2.14	198.59	107.48		308.21	219.34	71.2%
KITTITAS		7.38	194.54	98.49	8.19	308.61	209.75	68.0%
KLICKITAT			174.68	111.37		286.05	7.63	2.7%
LEWIS			122.15	238.67	47.24	408.06	224.20	54.9%
LINCOLN			131.90	281.72	363.90	777.52	446.47	57.4%
MASON			68.53	51.75	1.70	121.98	4.03	3.3%
OKANOGAN			100.43	116.46	181.68	398.58	5.43	1.4%
PACIFIC				135.41		135.41	26.89	19.9%
PEND OREILLE			38.39	125.40	62.21	226.00	0.49	0.2%
PIERCE	5.85	52.10	312.39	28.80	7.70	406.84	142.38	35.0%
SAN JUAN			23.92	64.57		88.49	58.36	65.9%
SKAGIT		0.64	132.37	102.73		235.73	110.52	46.9%
SKAMANIA			22.66	58.73		81.38	80.96	99.5%
SNOHOMISH	4.31	9.47	327.10	108.90	60.70	510.47	319.40	62.6%
SPOKANE	5.69	29.13	450.46	106.90	109.28	701.46	398.80	56.9%
STEVENS			83.21	172.77	79.31	335.29	12.82	3.8%
THURSTON	2.93	9.31	230.78	90.88	4.13	338.03	28.85	8.5%
WAHKIAKUM			12.88	16.90	8.14	37.92	26.69	70.4%
WALLA WALLA		2.15	81.98	288.51	5.39	378.03	26.32	7.0%
WHATCOM			107.40	91.99		199.39	70.40	35.3%
WHITMAN			2.76	37.97	248.72	289.45	36.04	12.5%
YAKIMA		8.45	384.78	133.95	65.56	592.74	586.05	98.9%
TOTAL	24.13	163.59	4,785.57	4,153.27	2,787.50	11,914.05	5,007.22	42.0%

County Road Log Data Certified 1/1/2015 by the County Road Administration Board

COUNTY FREIGHT AND GOODS SYSTEM 2016 STATUS REPORT
Freight and Goods Transportation System (FGTS) Deficiency Summary

Deficient Mileage Summary

CRS Scenario	Total C/ L Miles FGTS	Total C/ L Miles Adequate	Deficient Centerline Miles: Improve Gravel	Pave Unpaved	Minor Widening	Shoulder Improv.	Improve Base	**Total Mi. Inadequate**	**% Adequate**
1 All Weather	12,095.39	3,810.86	992.93	56.73	206.91	1,421.46	5,606.50	**8,284.53**	**32.0%**
2 Minimal Rest.	12,095.39	4,704.99	992.93	56.73	247.98	1,745.23	4,347.53	**7,390.40**	**39.0%**
3 Moderate Rest.	12,095.39	5,156.65	992.93	56.73	253.82	2,120.87	3,514.38	**6,938.74**	**43.0%**

County Road Log Certified 1/1/2016 — Centerline Miles of Road

Cost Estimate to Remove CRS Deficiencies

CRS Scenario	Total C/ L Miles FGTS	Total C/ L Miles Adequate	Costs To Improve/Remove Deficiencies: Improve Gravel	Pave Unpaved	Minor Widening	Shoulder Improv.	Improve Base	Bridge Restrictions	**Total Costs**
1 All Weather	12,095.39	3,810.86	$537,982	$33,080	$70,400	$425,761	$3,298,150	$24,598	**$4,389,971**
2 Minimal Rest.	12,095.39	4,704.99	$537,982	$33,080	$81,634	$513,279	$2,547,152	$11,410	**$3,724,537**
3 Moderate Rest.	12,095.39	5,156.65	$537,982	$33,080	$83,522	$615,739	$2,037,886	$11,355	**$3,319,564**

County Road Log Certified 1/1/2016 — All Costs in 2016 $1,000's

Total Estimated Needs to Correct Deficiencies

All Weather FGTS	**$4,389,971,000**	**$4.390 Billion**
Minimal Restrictions	**$3,724,537,000**	**$3.730 Billion**
Moderate Restrictions	**$3,319,564,000**	**$3.320 Billion**

Cost Responsibility Study Improvement Descriptions

Improvement Strategy "J" - Improve Gravel Road Base

If an unpaved road with ADT less than 250 has inadequate base, width, or surface type, the road will be reconstructed to a gravel road with adequate base and current design standard width.

Improvement Strategy "K" - Base Improvement to Existing Paved Road

If a road is not structurally adequate (base inadequate or too many weeks of weight restrictions), the road is reconstructed to a paved all weather road meeting current design standards

Improvement Strategy "M" - Resurfacing with Minor Widening

If the lane width is less than the MTC, the existing lanes will be widened to current design standards, adequate shoulders installed, and the existing pavement resurfaced.

Improvement Strategy "N" - Resurfacing with Shoulder Improvements

If the pavement width is adequate but the shoulders are too narrow, the shoulders are improved to current design standards, and the existing pavement resurfaced.

Improvement Strategy "V" - Paving an Unpaved Road

If an unpaved road has an ADT greater than 250, it will be reconstructed to a paved road with an adequate base and current design standard width lanes and shoulders.

All projects undertaken will comply with current road improvement requirements and practices and include:

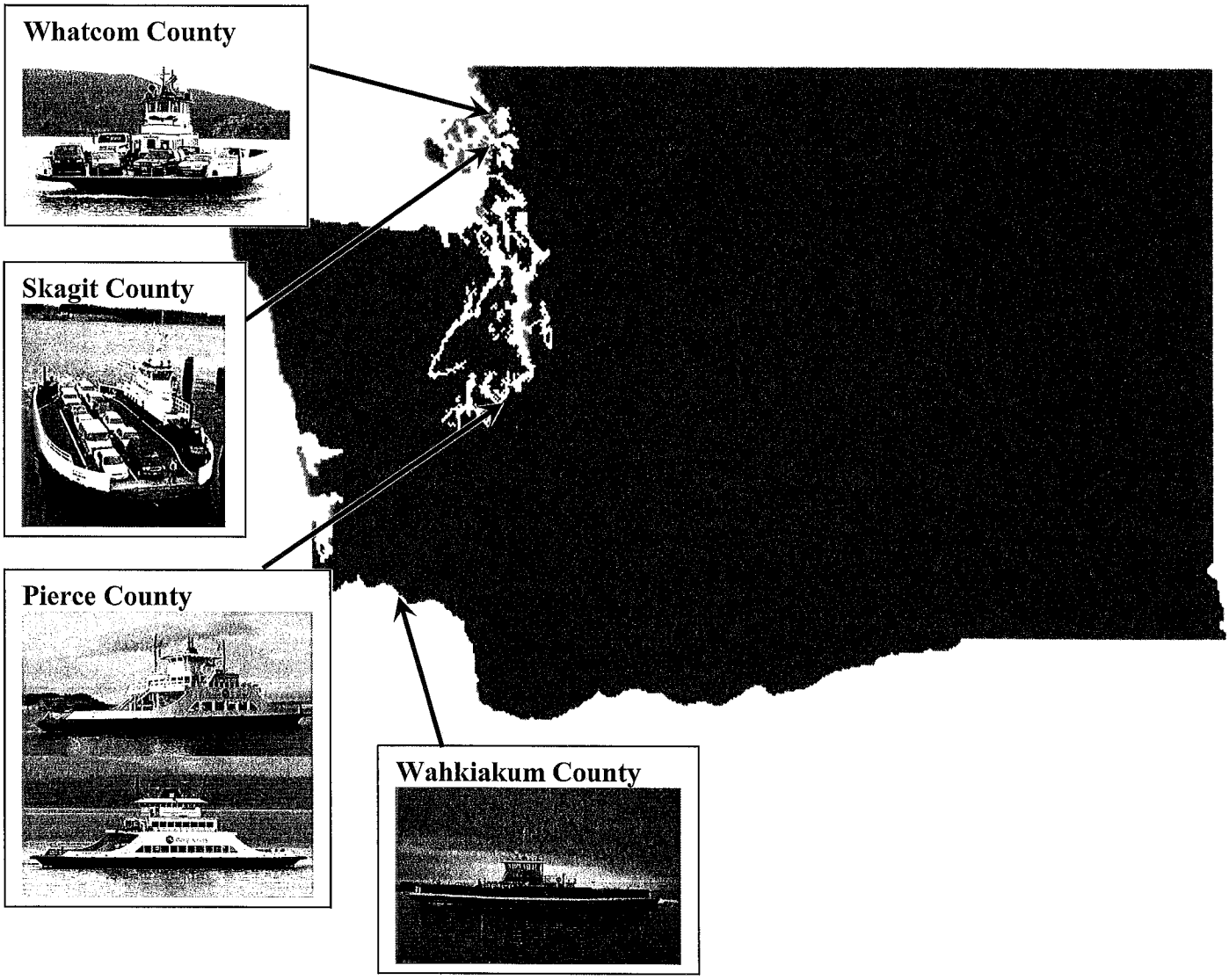
Identifying and mitigating safety concerns

Identifying and mitigating environmental concerns

Include minor alignment improvements (horizontal and vertical)

Include truck operational enhancements (e.g.: turning lanes, adequate turning radii)

COUNTY FERRY SYSTEMS



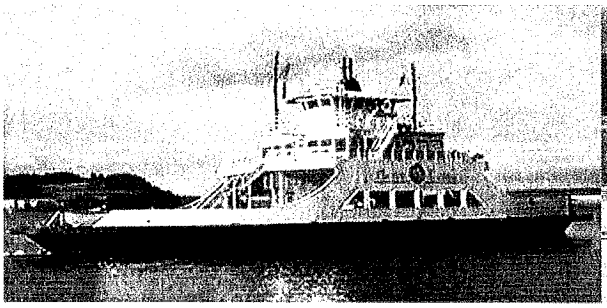
The topography of Washington State brings challenges to the transportation system. Besides the usual array of highway bridges, tunnels, and mountain passes, vehicle and passenger ferries are an integral part of the state transportation system. In addition to various public and private auto and passenger-only ferries in the State of Washington, four counties operate auto ferries as part of their local transportation network:

- Pierce County operates two ferries on Puget Sound connecting Anderson and Ketron Islands with the mainland at Steilacoom.
- Skagit County operates one ferry on Puget Sound connecting Guemes Island with Fidalgo Island at Anacortes.
- Wahkiakum County operates one ferry on the Columbia River, connecting Puget Island (near Cathlamet) with Westport (Clatsop County), Oregon.
- Whatcom County operates one ferry on Puget Sound connecting Lummi Island with the mainland at Gooseberry Point, west of Bellingham.

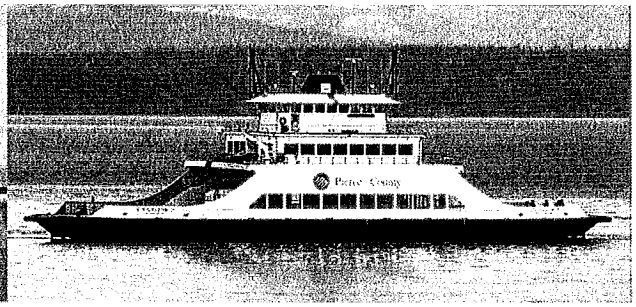
PIERCE COUNTY
ANDERSON & KETRON ISLAND FERRIES

The M/V Christine Anderson and M/V Steilacoom II provide service between the town of Steilacoom and Anderson and Ketron Islands. The ferries provide the only link to the mainland for the two islands' permanent and part-time residents. The boats begin/end the day at Steilacoom, with normal operating hours from 5:45 A.M. to 8:30 P.M., extending to 11:00 P.M. Friday through Sunday evenings. One round-trip takes approximately 60 minutes (serving Anderson only) and 75 minutes (serving both Anderson and Ketron).

Christine Anderson



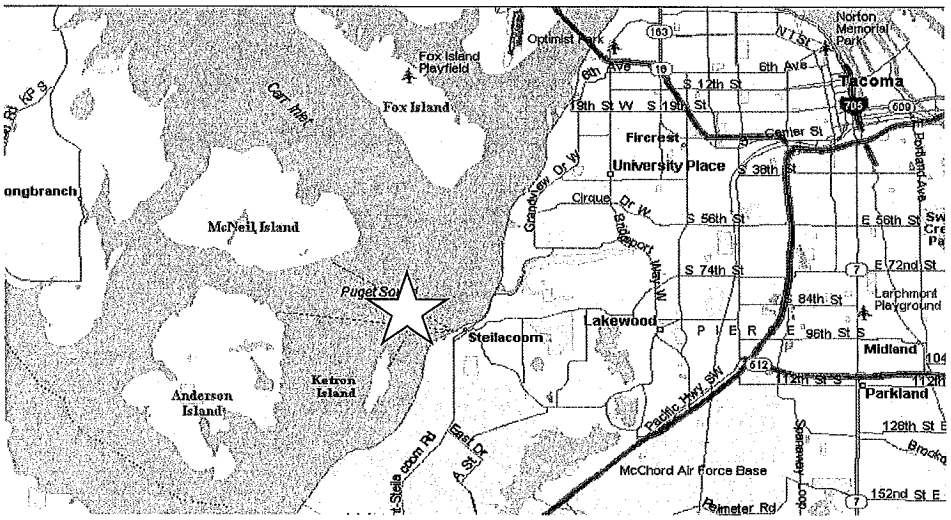
Steilacoom II



	1994	2006
Vessel Built:		
Vessel Vehicle Capacity:	54	54
Vessel Passenger Capacity:	250	300
Length of Route:	3.5 miles (Steilacoom-Anderson)	
Crew Size:	4	

2014:

Scheduled Runs (one-way):	9,176
Vessel Miles Travelled:	37,139 miles
One-Way-Trip vehicles carried:	204,226
One-Way-Trip drivers & passengers carried:	382,690
Maintenance and Operation Costs:	$4,089,892



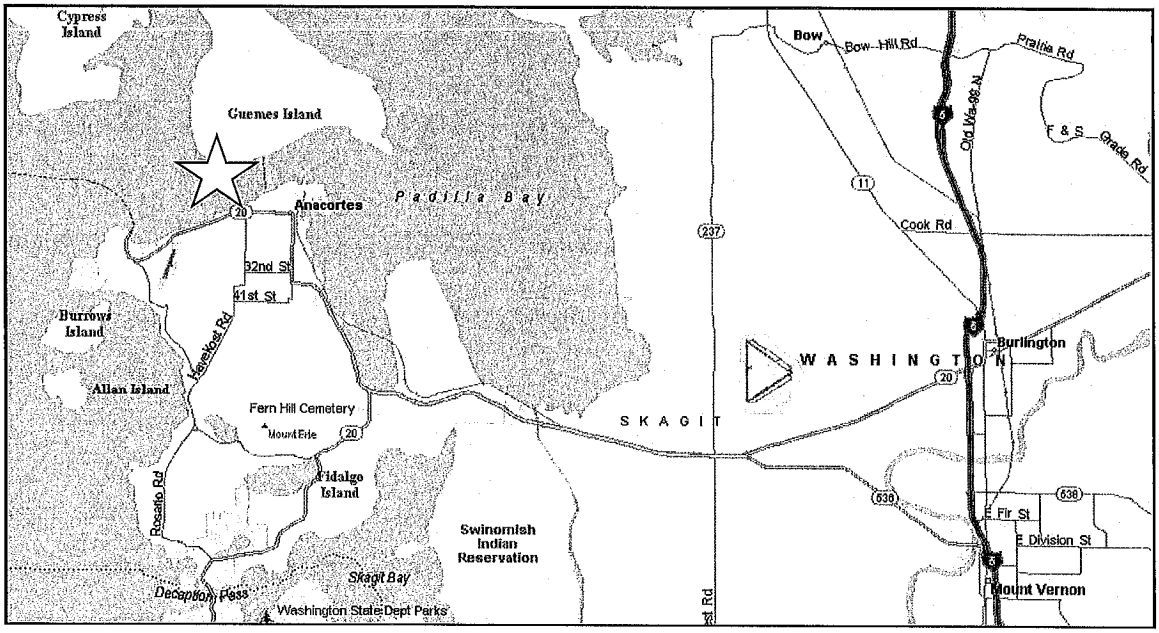
SKAGIT COUNTY - GUEMES ISLAND FERRY

The M/V Guemes provides service between the city of Anacortes and Guemes Island. The ferry provides the only link to the mainland for the island's permanent and part-time residents. The boat begins/ends the day at Anacortes, with normal operating hours from 6:30 A.M. to 10:30 P.M., extending to 12:30 A.M. Saturday and Sunday mornings. One round-trip takes approximately 30 minutes.

Vessel Built:	1979
Vessel Vehicle Capacity:	22
Vessel Passenger Capacity:	99
Length of Route:	0.7 mile
Crew Size:	3

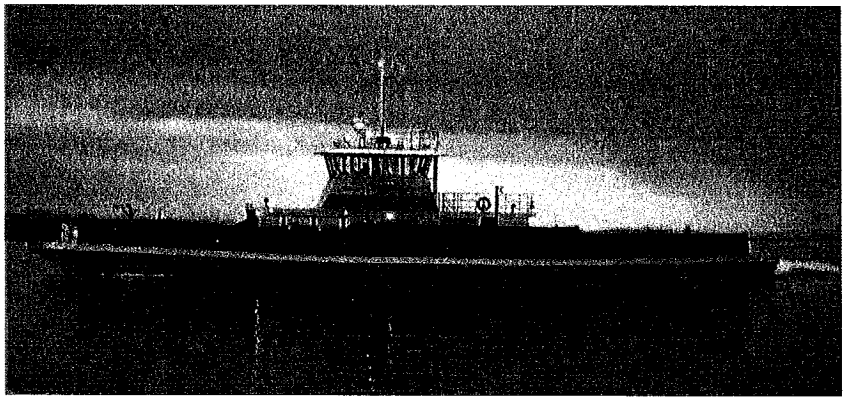
2014:

Scheduled Runs (one-way):	17,680
Vessel Miles Travelled:	12,376 miles
One-Way-Trip vehicles carried:	173,145
One-Way-Trip drivers & passengers:	368,856
Maintenance and Operation Costs:	$2,504,800



WAHKIAKUM COUNTY
PUGET ISLAND, WASHINGTON – WESTPORT, OREGON FERRY

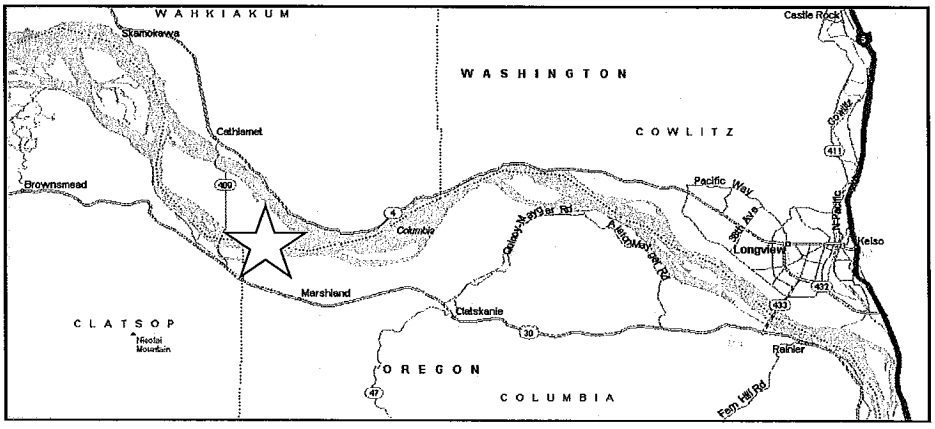
The M/V Oscar B provides the only interstate connection across the Columbia River between the Astoria-Megler Bridge (43 miles to the west) and the Longview Bridge (26 miles to the east. In addition to connecting SR 4 in Washington with US 30 in Oregon, it serves as a detour route during closures of SR 4 and US 30. The boat begins/ends the day at Puget Island (connected by bridge to the town of Cathlamet), with normal operating hours from 5:00 A.M. to 10:30 P.M. One round-trip takes a minimum of 30 minutes. During 2015, the M/V Oscar B replaced the M/V Wahkiakum, which was a 12 vehicle vessel built in 1962.



Vessel Built:	2015
Vessel Vehicle Capacity:	23
Vessel Passenger Capacity:	100
Length of Route:	1.5 miles
Crew Size:	2

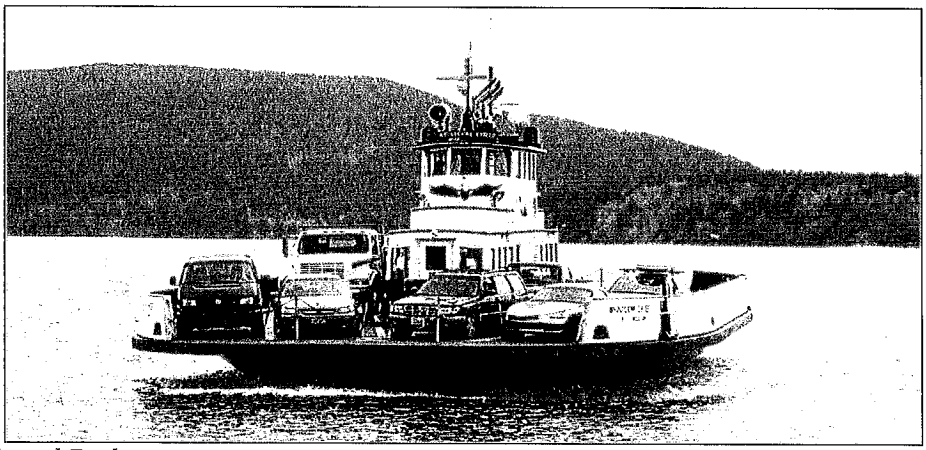
2014:

Scheduled Runs (one-way):	13,140
Vessel Miles Travelled:	19,710 miles
One-Way-Trip vehicles carried:	47,450
One-Way-Trip drivers & passengers carried:	79,081
Maintenance and Operation Costs:	$848,988



WHATCOM COUNTY - LUMMI ISLAND FERRY

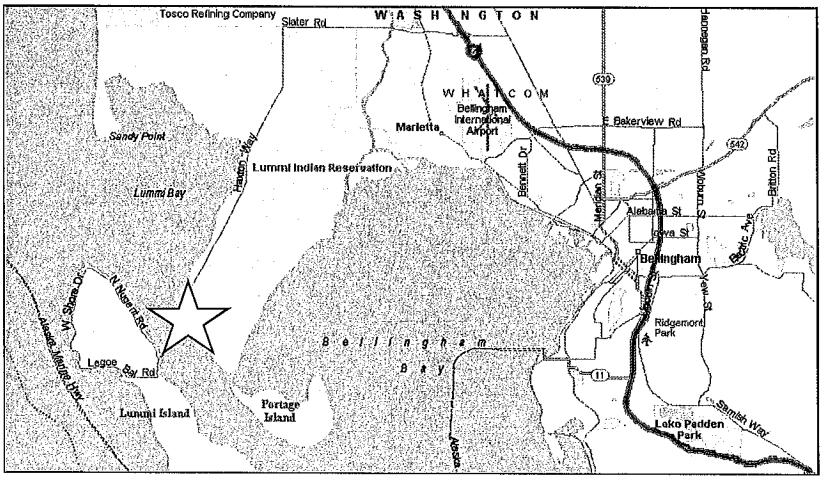
The M/V Whatcom Chief provides service between Gooseberry Point and Lummi Island (Gooseberry Point is located on the Lummi Indian Reservation). The ferry provides the only link to the mainland for the island's permanent and part-time residents. The boat begins/ends the day at Lummi Island, with normal operating hours from 5:40 A.M. to 12:30 A.M. One round-trip takes a minimum of 20 minutes.



Vessel Built:	1962
Vessel Vehicle Capacity:	20
Vessel Passenger Capacity:	103
Length of Route:	0.9 mile
Crew Size:	3

2014:

Scheduled Runs (one-way):	24,776
Vessel Miles Travelled:	22,298 miles
One-Way-Trip vehicles carried:	223,180
One-Way-Trip drivers & passengers carried:	353,596
Maintenance and Operation Costs:	$ 2,332,562



County Road Relationship

The operation of auto ferries by counties is considered to be a component of the county road system. The docks and transfer spans are classified as bridges for funding eligibility purposes. The ferries themselves are considered extensions of the adjoining county roads. Supporting facilities such as parking lots, vehicle holding lanes, and passenger waiting areas, are considered an integral part of the ferry system and, therefore, ancillary facilities to the county road system.

Pierce County also has been successful in qualifying its ferry system as a transit system under Federal Transit Authority rules, in cooperation with Pierce County Transit.

The following table demonstrates the size of each county's roadway system and the comparative magnitude of both ferry and overall road related expenditures.

Calendar Year 2014							
					(from county financial reports)		
County	Total County Road Centerline Miles	Number of County Bridges	Length of Ferry Route (miles)	Ferry Docks Included in County Bridge Inventory	Total County Road Related Expenditures	Total County Ferry Related O&M Expenditures	County Ferry O&M Expenditures as a Percent of Total Road Related Expenditures
Pierce	1557	102	3.5	3	$100,899,000	$4,089,892	4.1%
Skagit	801	105	0.7	2	$23,206,000	$2,504,800	10.8%
Wahkiakum	139	20	1.5	1	$6,757,000	$848,988	12.6%
Whatcom	940	136	0.9	2	$32,320,000	$2,332,562	7.2%

With the high cost of operations and its drain on local resources it might be argued that counties should simply discontinue the service and allow a private entity to provide the service at no public cost. In fact, many years ago a number of ferries in the state were private operations. In many cases it became necessary for public entities to step in to ensure public transportation services were continued, much like any other road or bridge that provides the only access to public and private properties.

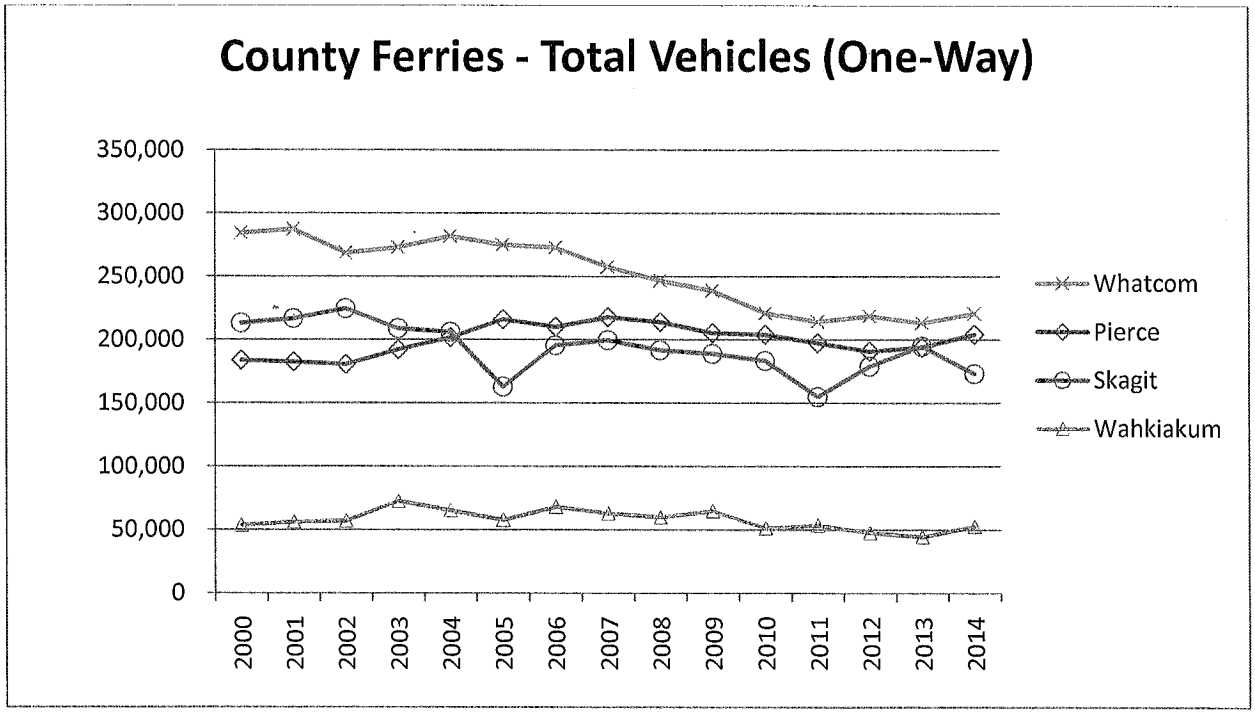
Due to the high cost of operation, all four ferry systems generate supplemental revenue through user fees (fares). As discussed in more detail later in this report the charging of fares provides substantial financial support, although local financial subsidy is still required, especially during years of major maintenance activities.

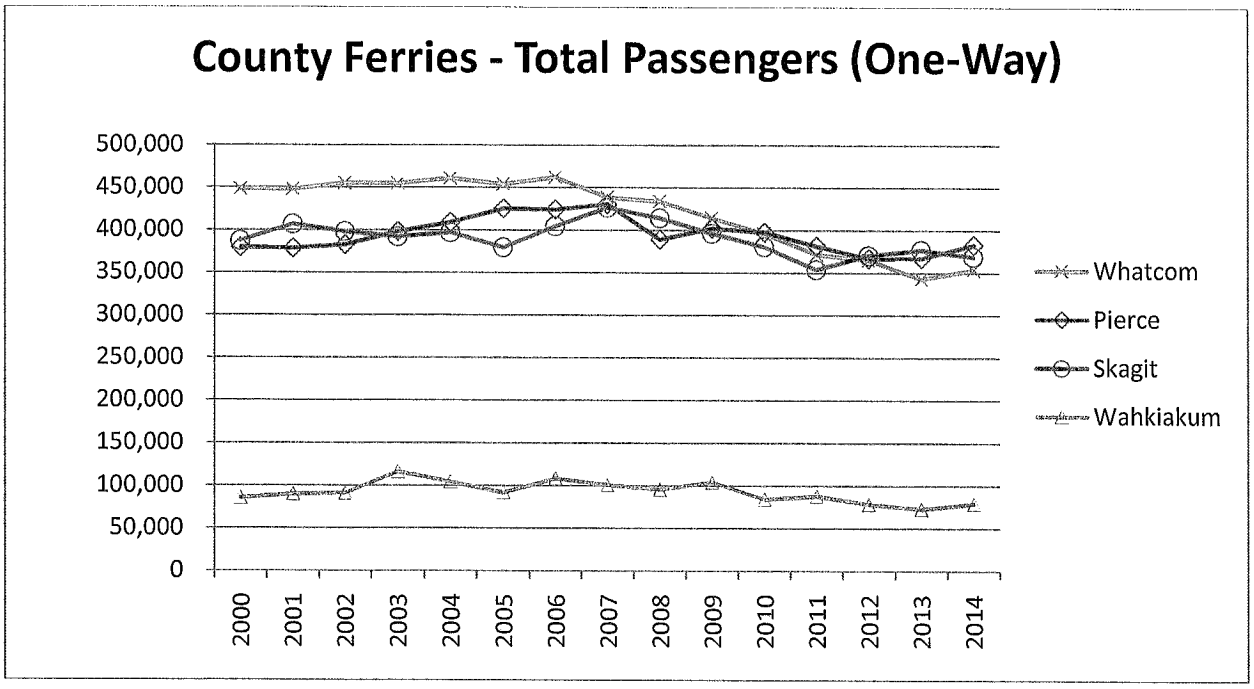
County Ferry System Use

With the current population and demographic similarities between the islands served by Pierce, Skagit, and Whatcom counties, it is not surprising that both the vehicle and passenger utilization is also very similar for these three ferry systems. Due to the more remote location and existing roadway alternatives, it is also not surprising that the Wahkiakum system carries substantially fewer riders than the other three counties. Regardless of the magnitude of ridership numbers, all four county ferries continue to provide a critical link in their local transportation system.

The relationship between demand (demographics / land supply / available on-island services) and ferry service provided (schedule / car deck space / parking / passenger space) is very dynamic. The application of a supply/demand model is also highly influenced by a third factor: cost of both providing and using the ferry service. Fare structures ultimately have a major influence over both short-term and long-term ridership levels.

The following two graphs present ridership information, comparing the four county ferry systems.





Operation and Maintenance Costs

Operation and Maintenance Costs (O&M) are routinely divided into "fixed" and "variable" costs. The variable costs are primarily fuel and the amount expended on a given year for repair/maintenance of the boat and associated docks and facilities. It is not uncommon for many repair/maintenance costs to be considered fixed costs due to their predictable and repetitive nature.

With the formal establishment of an operating schedule, the most significant fixed cost is associated with staffing, whether county employees or contracted operation. Under Coast Guard regulations (operational safety standards), there is a minimum crew size required on each vessel at all times of operation, subject to the vessel's overall size and user capacity.

For all four of these ferry systems the annual O&M costs are the primary factor used to determine the appropriate fare structure for users to cover a portion of the system costs.

Even though not included in this O&M financial analysis, when a capital expenditure occurs local governments may account for a depreciation expense as well. While depreciation of capital expenditures will affect the literal calculation of operating costs for an individual ferry system, it is neither included nor allowed in the required financial reporting of ferry O&M at the state level. From a local policy standpoint, depreciation may or may not be included in local fare setting policies.

Operation and Maintenance Revenues

The three categories of O&M revenue include Farebox, Operating Subsidy, and Other Local Funds.

Farebox - The total of all user fees charged for ferry services.

As suggested in the "County Ferry System Use" section, the impact of various fare setting policies can highly influence an operational supply/demand evaluation. Each of the counties expends a great deal of organizational time in reviewing and planning for cost recovery through the farebox. It is by far the one revenue source that the ferry user community is most interested in.

At times the established fares may include a surcharge in addition to the normal fare. Surcharges are commonly applied to address a specific capital or operational financial need having both a defined magnitude and predicted life.

Operating Subsidy - Special revenue directed to the counties specifically due to the unique nature and costs of operating a ferry as a part of their road system.

For Wahkiakum County, due to the fact that this ferry service is primarily an extension of a state highway, the operating subsidy is a direct WSDOT budgeted expenditure item. The basis for this subsidy is specifically outlined in RCW 47.56.720. The dollar amount is adjusted periodically as appropriate.

Prior to 2015, the other three counties (Pierce, Skagit, and Whatcom) were receiving an equitable share of $500,000 on an annual basis, as described in RCW 47.56.725. During the 2015 Legislative Session, this amount was increased to $900,000 plus an annual inflation factor. The distribution among these three counties is based on the relative magnitude of financial shortfall (operating deficit) of each in a given year. The "deficit" is the difference between total O&M costs and the combination of farebox revenue and certain local funds.

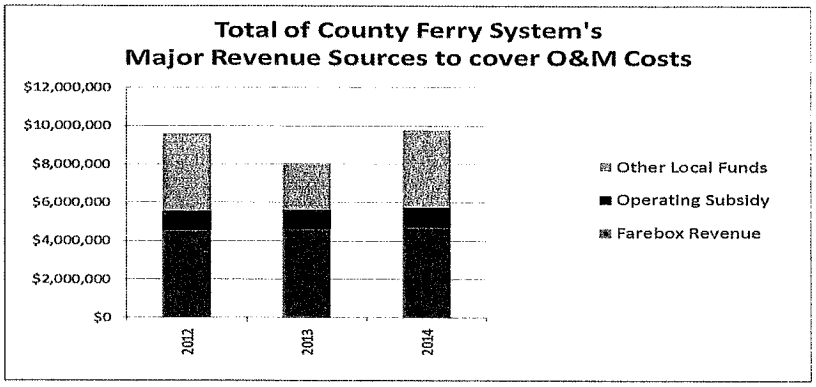
Other Local Funds - Represents the balance of revenue needs in order to offset all O&M costs.

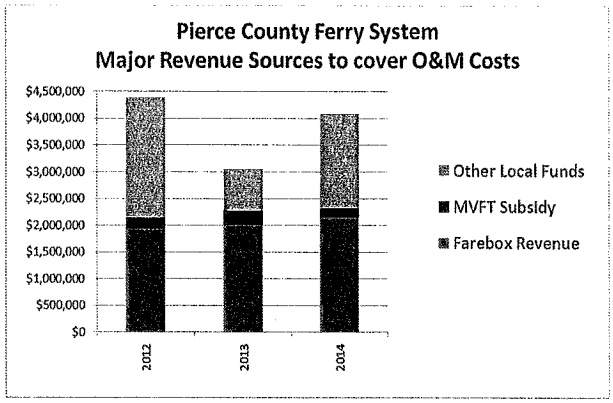
The source of other local funds are a county Road Fund and its various revenue sources. The two most significant sources include the counties' share of general distribution of Fuel Tax and the local Road Levy (property tax).

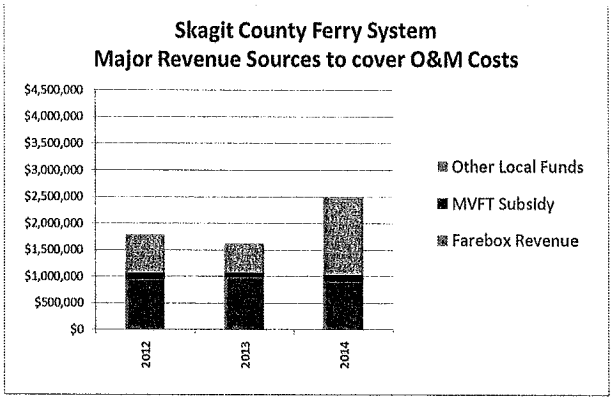
In the case of Pierce, Skagit, and Whatcom County's, a part of their Fuel Tax general distribution is a calculated amount that is "attributable to the county ferry", as noted in RCW 47.56.725 (3). This calculated amount of Fuel Tax is considered a part of "Other Local Funds" because it is only an administrative calculation without any requirement of dedicated use or purpose other than a local county road purpose.

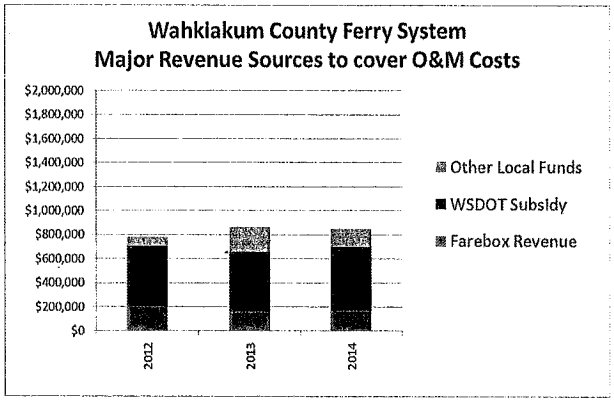
An additional potential local revenue source is through formation of a Ferry District, as provided for in RCW 36.54. At this time, none of the four counties has formed a Ferry District, opting instead to focus on the farebox and other local revenues.

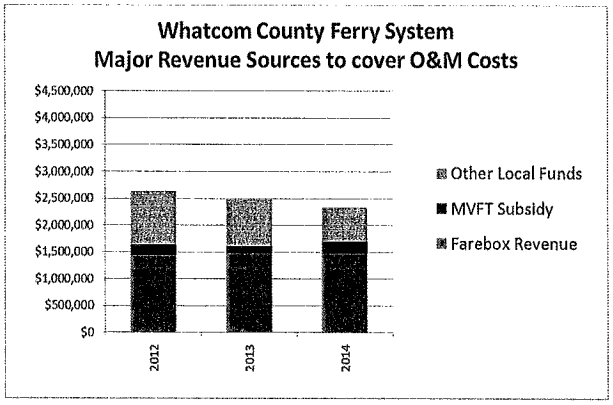
The following charts represent the magnitude of operating costs and the relative significance of the three major revenue sources for the four counties.











Of particular note overall:

- O&M costs are highly variable in a given year, with 100% of the variability addressed through use of "other local funds"
- Vessel and land use limitations discourage growth in the number of users and, therefore, the need to increase fares over time
- The general decline in the number of users (see previous graphs) can be attributed to the same economic influences affecting overall mobility, along with the moderate increase seen in the past couple of years