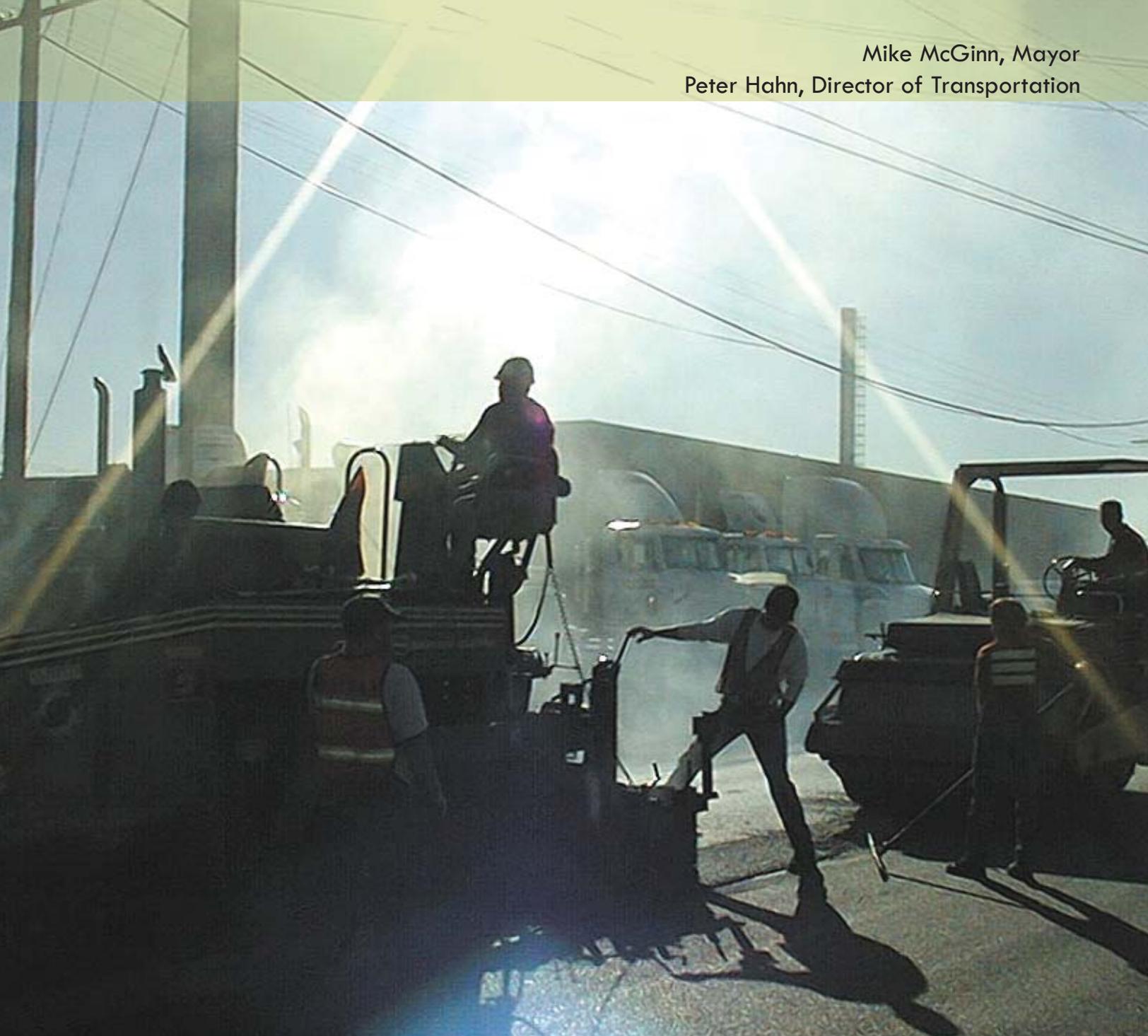


Mike McGinn, Mayor  
Peter Hahn, Director of Transportation



The Seattle Department of Transportation

# ANNUAL REPORT 2009



Peter Hahn, Director  
Seattle Department of Transportation

## a MESSAGE from the DIRECTOR

In my role as director of the Seattle Department of Transportation (SDOT), I am very excited to be leading a dedicated team that is building a top-notch transportation system. We are in the process of retrofitting our transportation system with three principles guiding our work: building neighborhoods, connecting public spaces and urban villages, and giving people practical and desirable alternatives to driving.

While we must accommodate growth, the city of Seattle can't build more streets. We must emphasize transportation elements that support walking, biking and transit as well as automobiles. At the same time, SDOT is committed to taking care of the basics, and keeping our transportation system safe and well maintained. This departmental focus supports Mayor McGinn's priorities, as well as those of the city council and our citizens.

By 2024, the city will add 85,000 jobs and 47,000 people. Though it is a time of tough budgets, we are working towards a positive future where the transportation system contributes to making this a more livable city. We recognize that all streets are different, and in each case user needs must be balanced. Our efforts must support a vibrant economy, freight mobility, and easy access to businesses.

Having lived in this town almost 30 years, I have watched SDOT make a great difference in the quality of life here. I look forward to building on its strengths, and creating an even better city for today and tomorrow.

A handwritten signature in black ink that reads "Peter Hahn". The signature is written in a cursive, flowing style.

Peter Hahn  
Director



Making Seattle

# MORE LIVABLE in 2009

We are overcoming a backlog of overdue maintenance while building much needed infrastructure to keep people and goods moving. As we do, we're also enhancing that work through programs that implement the latest in technological innovations, further roadway safety during winter weather, promote safety for school children, celebrate community through car-less street events, and incorporate art to foster community identity.

## Bridging the Gap - Making Improvements throughout Seattle



Seattle voters passed a nine-year, \$365 million, transportation levy for maintenance and improvements known as Bridging the Gap (BTG) in 2006.

The levy funds programs to address the more than 20 years of maintenance backlog for paving; sidewalk development and repairs; bridge repair, rehabilitation and seismic upgrades; tree pruning and planting; and other much-needed maintenance work. Funding also develops and implements both the Bicycle and Pedestrian Master plans, creates a Safe Routes to

School Program, improves transit connections throughout the city and helps neighborhoods get larger projects built as part of the Neighborhood Street Fund large project program.

In 2009, SDOT paved 28 lane-miles of roads, restriped 1,323 lane-miles of arterials, and replaced street name signs at 1,716 intersections. In addition, the department remarked 810 crosswalks, repaired 24 blocks of existing sidewalks, and built 26 blocks of new sidewalks.

## Encouraging more Biking, Walking and Transit Use

As Seattle continues to grow, we need to move people and goods more efficiently. In 2009 SDOT's "Way to Go" programs encouraged large numbers of citizens to walk, bike and use transit more often through education, incentives and policy development. Participants in "Way to Go" incentive programs cut two tons of CO<sup>2</sup> on average - twice the amount the average Seattleite needs to reduce each year so the city can meet its 2012 climate change goals. The "Bike Smart" program mailed information to 90,000 households and received 5,000 requests for more specific information on biking.



In addition, non-English speaking residents in Southeast Seattle learned about their improved transportation options through brochures in five languages. "Way to Go" also addresses commute trips and over 200,000 workers at Seattle's biggest buildings and largest employers benefited from programs to encourage alternative commuting options in 2009.

## Harnessing Technology to Improve Traffic



An Intelligent Transportation System (ITS) utilizes technology to improve traffic flow and provide roadway related information to motorists to improve safety and travel time and reduce fuel consumption and pollution. In 2009, SDOT launched the Traveler's Information Web site which uses live data to provide up-to-the-minute traffic information. Also this past year, SDOT completed most of the installation of 55 Closed Circuit TV (for a total of 120) and 14 Dynamic Message Sign cameras (for a total of 16), and traffic-responsive operation systems along four corridors, all of which will be activated by the end of the second quarter of 2010. SDOT began updating 44 signal cabinets to support future Metro Transit Rapid Ride transit corridors, plus Highway Advisory Radio improvements which will also be activated in 2010.

## Making Roads Safe during Winter Weather



SDOT developed a new Snow and Ice Response Plan in 2009. The department will use a new approach to snow fighting based on nationwide best practices, yet tailored to Seattle's environment. Significant improvements were made to our facilities and our fleet to include Global Positioning System technology to track the movement of heavy equipment and respond to the varied weather patterns across the city. Our organizational structure was revised and improved, along with the addition of significant staff preparedness training. SDOT is committed to multi-modal communications with partner agencies and the people of Seattle, including snow route status updates on our website. Finally, the plan lays out performance measures to objectively evaluate our response and success in meeting service-level goals within eight hours of a storm abating.

## Adding Art to Streets

Art in the public realm serves many purposes - it makes people feel connected to a place by adding to the visual experience, it enhances the ambiance of a location, it reflects the surrounding community or a business district's identity, and it can even discourage graffiti. SDOT is drawing on those benefits by adding artwork to its capital improvement projects, roadway structures and street equipment. In 2009, youth from the non-profit ArtWorks organization created a vibrant mural on the Jackson Street construction wall outside King Street Station.



## Using Streets to Walk. Bike. Shop. Play. Breathe.



In 2009, the city closed streets to vehicles in five communities and opened up the roadways for an afternoon or evening for people to have fun, celebrate the spirit and personality of their community, and support local businesses. Each Summer Street event was hosted with the help of a local organization. Celebrate Summer Streets promoted healthy activities and illustrated what neighborhoods can be like when people drive less. They were an opportunity for neighbors to ride their bikes, skateboard, walk their dogs, play music and more.

## Teaching Kids Safety

The SDOT Safe Routes to School program, funded largely by Bridging the Gap, strives to improve safety along school walking and biking routes; increase the number of students who walk or bike to school; and reduce motor vehicle congestion around schools. In support of these goals, SDOT provides walking and biking route improvements; school speed zone signage and beacons; school traffic plan recommendations; and grants for school-based Safe Routes to School programs. In 2009, the program improved the walking and biking environment around five elementary schools and one high school.





Seeing the

# BIG PICTURE

SDOT is constructing several major projects and partnering with the Washington State Department of Transportation on others that serve vital transportation corridors. These projects will facilitate mobility and safety for all modes of transportation. Not only will they improve access, they will also help to shape growth and provide new connections.



## SEATTLE STREETCAR

In December 2007, Seattle's first modern streetcar line began operations, connecting downtown Seattle to the emerging South Lake Union area. In 2009, ridership on the South Lake Union streetcar line continued to grow during its second year of operation, increasing approximately 10 percent over 2008 levels.

Additionally, in 2009, work continued on the development of a broader Seattle Streetcar network that will provide new urban mobility options to enhance the city and regional transportation systems while also shaping and supporting continued economic growth. As part of this, the city of Seattle and Sound Transit completed an interlocal agreement to fully fund construction and operations of a First Hill Streetcar line.

The new streetcar line will link First Hill employment centers to the light rail system via connections on Capitol Hill and in the International District. This is an important link in the regional transit system, providing an alternative to the originally proposed deep tunnel light rail station on First Hill. The First Hill Streetcar will also connect diverse and vibrant neighborhoods on Capitol Hill, First Hill, and in the Chinatown/International District, while serving medical centers (Harborview, Swedish, and Virginia Mason) and Seattle Central Community College and Seattle University.

The city began assessment of several alignment options for the First Hill Streetcar in late 2009. Construction of the First Hill Line is anticipated to begin in 2011, with operations beginning in late 2013.



*"The connections and usability that the streetcar contributes to the city is something that people want to bring to their front door, rather than focusing on 'Not in my backyard'."*

Ethan Melone, Rail Transit Manager  
Seattle Streetcar



## KING STREET STATION

King Street Station is a historic landmark situated in the Pioneer Square Preservation District. The most prominent feature of the station is the 245 foot clock tower, which was the tallest building in Seattle until the Smith Tower was completed. The station opened to the public in 1906 and has been in continuous use since then. Throughout the years, the station suffered through several modernization attempts and fell into disrepair. Ownership of the station was transferred from Burlington Northern Santa Fe Railroad to the city of Seattle in 2008.

We have begun an architecturally appropriate restoration of the building with an emphasis on increasing multimodal transit use and sustainability. The renovated station will allow train passengers to connect with nearby buses, light rail and taxis while providing easier and safer pedestrian and bicycle movement around the station area.

In 2009, SDOT completed the first phase of rehabilitation work, repairing the glass tile roof, reconstructing the clock

face, restoring the clock lighting and cleaning the station exterior. Design work was completed for the Phase Two station rehabilitation and seismic retrofit, which will not only restore the major historical features of the station, but also introduce sustainable elements including energy efficient systems to better support the long-term operations of the station. A general contractor was selected during the design phase to assist in preconstruction planning and project estimating, and a number of preservation grants were secured for the proposed work.

In 2010, SDOT will complete the design review process with local and state preservation agencies, and commence construction on Phase Two. Jackson Plaza will be reconstructed as a pedestrian plaza complemented with historic light fixtures. The grand stairs will be reopened to allow for easy access to the station. The King Street entrance will also be changed to allow for barrier free entry to the station. A geothermal heat pump system will provide efficient heating and cooling of the building. The restoration of King Street Station will serve our future transportation needs as well as preserve our city's rich architectural heritage.



*"It is a great challenge to seismically retrofit and incorporate sustainable features to this landmark building. By restoring this train station we ensure that it will remain a major transportation hub in Seattle."*

Trevina Wang, Program Manager  
King Street Station



# SPOKANE STREET VIADUCT WIDENING

With an average of 70,000 vehicles traveling on the South Spokane Street Viaduct daily, the structure is a critical connection linking I-5 to Port of Seattle terminals on Harbor Island, and West Seattle residents and businesses to I-5 and the SODO district. The Spokane Street Viaduct Widening project will provide improved safety and traffic flow for all modes of travel while enhancing freight mobility; reduce delays on the lower Spokane roadway at the railroad tracks; provide new access to the surface streets from the upper roadway; facilitate transit access between West Seattle and downtown; and improve bicycle and pedestrian access.

The Spokane Street Widening Project comprises several major elements. The north side of the structure will be widened by 41 feet between Sixth Avenue S and E Marginal Way S to allow for a new westbound acceleration-deceleration lane, widening of lanes and shoulders, an additional eastbound lane and a permanent median. The westbound on- and off-ramps from Fourth Avenue S to First Avenue S will be relocated and built to current design standards. Seismic strengthening of the viaduct will be completed. The lower roadway will be rebuilt in concrete

with the addition of curbs and a 10-foot wide sidewalk along the north side of lower roadway. A planted median will be built on Fourth Avenue S north of S Spokane Street. Also, an eastbound off-ramp at Fourth Avenue S will be added along with a third lane eastbound between SR 99 and Fourth Avenue S.

In 2009, construction of the Fourth Avenue S off-ramp began and reached 60 percent completion. Design of the Spokane Viaduct widening was completed and this portion of the project contract was advertised and awarded with a Notice to Proceed given in December.

In 2010, the Fourth Avenue S off-ramp should be completed and open, and the westbound ramps at First and Fourth avenues will be demolished to make room for the widening of the upper roadway. Most of the shafts will be drilled and the columns are expected to be in place and major utility work on First Avenue S will be completed. Work on the new westbound on- and off-ramp at First Avenue S, including the structural wall, will be underway.



*"It's great to be part of a project with such wide support and which provides a tangible improvement for all modes of travel."*

Stuart Goldsmith, Senior Project Manager  
Spokane Street Viaduct Widening



# MERCER CORRIDOR

## Improving the Mercer Corridor in Two Separate Phases

For decades, the Mercer corridor between I-5 and SR99 has been one of the city's most significant traffic bottlenecks and a frustration for the 100,000 travelers who utilize it daily. The Mercer Corridor Program includes two distinct phases, the East and West Phase, which although related, are independently planned, designed and funded.

### Mercer East Phase

In short, the plan includes widening Mercer to create a two-way boulevard from I-5 to Dexter Avenue, reconstructing Valley Street as a local access road, providing new and wider sidewalks, improving connections to transit and adding bicycle lanes. The project will also replace major utility infrastructure and reconnect the street grid in South Lake Union.

In 2009, the Environmental Assessment was finalized and approved and approximately \$60 million in property acquisitions were completed, including the required review and certification of the process by the Washington State Department of Transportation. An agreement solidified over \$30 million in private contributions, while the Puget Sound Regional Council approved \$9 million in funding. An application for a \$50 million federal Transportation Investment Generating Economic Recovery (TIGER) grant\*

was submitted to complete the funding requirements of the project.

Also in 2009, the final design of the project was completed. A construction management team was developed and hired along with the start of planning the construction management. To save time on the overall project schedule, a separate, early contract was prepared and advertised to allow for building demolition required for the start of the project.

### Mercer West Phase

The Mercer West Phase will continue the two-way Mercer Street between Dexter and Elliott avenues. Mercer will be widened to six lanes where it passes under Aurora Avenue between Dexter and Fifth Avenue, and will be converted to two-way travel west of Fifth Avenue.

Accomplishments in 2009 include the development of conceptual design layout options for Mercer West, as well as beginning a preliminary traffic analysis. This work was possible because a portion of the Mercer West project, between Dexter and Fifth avenues, is covered under the Environmental Review Process for the Alaskan Way Viaduct Replacement Project.

*\*SDOT was awarded a \$30 million TIGER grant on February 17, 2010.*



*"I am incredibly honored to play such an integral role in finally fixing the 'Mercer Mess,' a project that will dramatically transform and improve mobility and reshape the landscape of South Lake Union for many years to come."*

Angela Brady, Senior Supervising Project Manager  
Mercer Corridor East



# ARTERIAL ASPHALT and CONCRETE PAVING PROGRAM

The Arterial Asphalt and Concrete (ACC) Program rebuilds and rehabilitates the 1,531 lane miles of arterial streets in Seattle. Each paving project incorporates SDOT's Complete Streets objectives, combining improvements for all modes of transportation within a single corridor project. This includes improved/upgraded bicycle facilities, replaced sidewalk and pedestrian amenities, such as curb bulbs and curb ramps, street trees, and other features. Paving is prioritized based on many factors including pavement condition, balancing preservation versus replacement, traffic volume, fund leveraging opportunities, maintenance costs, business and resident concerns and geographic balance.

The AAC program was accelerated in 2007 to combat construction costs that were rising at the time, as well as prepare the downtown core for the traffic impacts anticipated with the Alaskan Way Viaduct construction projects. The program was accelerated again in 2009 to help stimulate the local economy. In 2009, the AAC program paved over 28 lane-miles, including numerous east-west streets and whole segments of Second, Third, and Fourth avenues in downtown Seattle and the SODO area, as well as segments of 14th and 16th avenues SW and Fauntleroy Avenue SW in West Seattle. Also in 2009, numerous projects reached major design milestones in preparation for construction in 2010.

In 2010 we expect to pave over 25 lane-miles to include Airport Way, Virginia Street, Olive Way and the completion of Fourth Avenue.



*"Many of the streets we've rebuilt downtown have not been touched since the Denny re-grade era, in the second decade of the 20th Century, and I feel fortunate to have had the opportunity to make such a lasting improvement."*

Jessica Murphy, Program Manager  
Arterial Asphalt and Concrete Paving Program



# ALASKAN WAY VIADUCT and SEAWALL REPLACEMENT

The Alaskan Way Viaduct and Seawall Replacement Program consist of multiple projects that together replace the function of the aging Alaskan Way Viaduct and the Elliott Bay Seawall. Projects in the program are led by either the city or the State of Washington.

The city will guide the following elements: the Elliott Bay Seawall Replacement; the Central Waterfront, including a relocated Alaskan Way, connection up to Elliott and Western avenues, and new public space and promenade; utility relocations; partial construction transportation mitigation to offset lost on-street parking during construction; city streets and transit pathways tying into the project including the west phase of the Mercer Corridor project and completion of the Mercer East and Spokane Street Viaduct projects; and evaluation of a potential First Avenue Streetcar, including a segment phasing approach.

Program components the city regulates that will be led by the state: the deep bored tunnel along with the north and south portals; Moving Forward projects which involve the replacement of the existing Alaskan Way Viaduct from Holgate to King streets.

In January 2009, Governor Gregoire, then-Seattle Mayor Nickels, and then-King County Executive Sims jointly recommended replacing the Alaskan Way Viaduct with a bored tunnel. In the spring, the Washington State Legislature passed, and the governor signed into law, legislation designating and funding the Bored Tunnel Program as the replacement. In October, the Seattle City Council endorsed the deep bored tunnel option and authorized a funding and implementation agreement with the state, which was signed by then Mayor Nickels.

Major city-led milestones reached in 2009 included advertising a request for qualifications for seawall design; forming a Central Waterfront Partnership Committee to assist the city on consultant selection and design, of the Central Waterfront streets and open space.



# SR 519 PHASE II & SR 520/EVERGREEN FLOATING BRIDGE

## SR 519 Phase II

The SR 519 Phase II project will improve mobility and safety by building a more direct westbound connection between I-90/I-5 and the waterfront, and by separating pedestrian, car and freight traffic from railroad activities. The project includes a new westbound off-ramp from I-90/I-5 to Edgar Martinez Drive, and building a two-lane vehicle, bicycle and pedestrian bridge on S Royal Brougham Way over the railroad tracks connecting Fourth Avenue S and Occidental Avenue S.

In the fall of 2008, the Washington State Department of Transportation awarded a construction contract for a design/build approach to the work. Construction of the intersection of First and Atlantic was completed in March 2009 before the Seattle Mariners opening game. Work then began on S Royal Brougham Way on the foundations for the new bridge and the ramp connection to the Qwest parking garage as well as the new Atlantic ramp bridge. From April to December, both bridges were being built simultaneously thereby significantly reducing the construction timeline.

Expect substantial completion by June 2010, with the goal of having the S Royal Brougham Way bridge open to traffic and pedestrians by mid-April and the new Atlantic ramp open to traffic by mid-May.

## The SR 520/Evergreen Point Floating Bridge

The SR 520/Evergreen Point Floating Bridge is vulnerable to earthquakes and major storms. Replacing the bridge and its approaches is a critical regional and state need.

In 2009, SDOT continued in its oversight role by working with the Washington State Department of Transportation and project stakeholders on the SR 520 Bridge Project. SDOT sought to advance the project while continuing to address potential impacts to the city of Seattle. A state legislative workgroup for the SR 520 project made recommendations on the design for the west side of the corridor. Their recommended design features four general purpose and two High Occupancy Vehicle/Transit lanes on the bridge, and interchange connections at I-5, Montlake Boulevard and Lake Washington Boulevard.

In 2010, SDOT will work with the mayor's office and city council to further refine the design for the west side of the corridor. In particular, SDOT hopes to reduce impacts to local neighborhoods, the Washington Park Arboretum and the natural environment.



making it

# COUNT

In a time when belt-tightening is the norm, we have been fortunate to have the Bridging the Gap funding source, as well as other grant and partnership funding. It has allowed us to implement more transportation improvements than any time in recent history.

## CAPITAL IMPROVEMENT PROJECTS - costs detailed by phase as of December 31, 2009

Data for planned total costs are linked to the 2009-14 Adopted CIP; data for the life-to-date costs are as of the end of December 2009.

Management of the TCIP requires adjustments among project spending plans to maintain overall progress.

The project breakouts on the following pages show expenditures from prior years through December 2009. The budget amounts reflect available funding for the life of the project, as published in the 2009-14 Adopted Capital Improvement Program (CIP).

The few annual programs identified separately reflect only planned 2009 budgets and costs through December 31, 2009.

### PLANNING STAGE

PROJECT	PLANNING		DESIGN		CONSTRUCTION		TOTAL PROJECT COST	
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual
Alaskan Way Viaduct & Seawall Replacement	7,328	3,093	31,764	22,103	1,336	1,571	40,429	26,767
SR 520 Project (Trans-Lake Washington)	732	538	924	485	0	0	1,656	1,023

### DESIGN STAGE

PROJECT	PLANNING		DESIGN		CONSTRUCTION		TOTAL PROJECT COST	
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual
Belltown/Queen Anne Waterfront Connections - Thomas Street	33	33	2,541	2,156	1,935	0	4,509	2,189
<i>Comments: Project surpassed 90 percent design in 2009. Completion of design and project advertisement for construction pending funding plan approval from the Department of Finance (DOF), City Council and Mayor's Office.</i>								
King Street Station Multimodal Terminal	1,331	1,295	2,690	2,355	22,238	3,998	26,259	7,648
Mountains to Sound Greenway Trail	0	0	712	394	2,447	0	3,159	394
<i>Comments: Project reached 90 percent design level.</i>								
Linden Avenue North Complete Streets	10	188	202	395	3,328	125	3,540	708
<i>Comments: Design progressed to 30 percent level.</i>								

### DESIGN to CONSTRUCTION STAGE

PROJECT	PLANNING		DESIGN		CONSTRUCTION		TOTAL PROJECT COST	
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual
Bridge Rehabilitation and Replacement	236	457	11,106	8,411	89,927	2,514	101,269	11,382
<i>Comments: The first project in this program to start construction, the E. Duwamish Waterway, was substantially completed in October. Two other bridge projects were advertised for construction and design proceeded on the remaining three.</i>								
Bridge Seismic Retrofit Phase II	2,249	2,820	3,296	2,503	23,787	85	29,332	5,408
<i>Comments: The Albro over Airport Way Bridge project completed design and was awarded for construction. Construction will formally begin in January 2010 due to a four month no work window dictated by the railroad. The other bridge projects all began design in 2009.</i>								
Burke-Gilman Trail Extension	385	385	6,953	6,907	17,612	6,571	24,950	13,863
<i>Comments: The 11th to Locks segment of the project continued with work towards design completion, while awaiting a King County court trial based on a SEPA appeal. The SEPA appeal was taken to a Hearing Examiner in 2009.</i>								
Mercer Corridor Project	2,315	1,394	82,860	78,566	115,689	289	200,863	80,249
<i>Comments: The environmental and right of way processes were completed. Advertisement for construction pending TIGER grant funds and associated funding plan. A demolition contract was advertised.</i>								

# CAPITAL IMPROVEMENT PROJECTS - costs detailed by phase as of December 31, 2009

## CONSTRUCTION STAGE

PROJECT	PLANNING		DESIGN		CONSTRUCTION		TOTAL PROJECT COST	
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual
<b>Arterial Asphalt and Concrete Program</b>	0	0	3,068	2,732	32,932	27,496	36,000	30,228
<i>Comments: Paving work was completed on over 28 lane miles, with a large portion of the work being performed in the downtown core of Seattle.</i>								
<b>Intelligent Transportation Systems (ITS) - Includes the ITS components of four capital projects: 15th Ave W/Elliott Ave W Street Improvements; Alaskan Way Viaduct ITS; Duwamish ITS; and ITS Plan Implementation</b>	1,047	1,047	6,903	6,891	23,722	10,950	31,672	18,888
<i>Comments: Three of four construction contracts incorporating ITS improvements were substantially completed.</i>								
<b>Greenwood Avenue N Street Improvements</b>	23	23	1,310	1,958	6,385	4,161	7,718	6,142
<i>Comments: Project reached substantial completion.</i>								
<b>Lake Union Ship Canal Trail - Phase II</b>	166	166	2,864	2,981	2,465	201	5,495	3,348
<i>Comments: The project was split into separate phases in order to construct the portion not dependent upon work from BNSF. The first phase of work was advertised for construction and the contract awarded.</i>								
<b>Pay Stations</b>	0	0	0	0	15,888	15,687	15,888	15,687
<i>Comments: In 2009, 86 pay stations were installed in the Fremont and Pike-Pine neighborhoods. Authority was received for the 2010 purchase of 156 pay stations for installation in Capitol Hill, First Hill, and for meter replacement.</i>								
<b>Spokane Street Viaduct</b>	0	0	21,224	18,929	162,260	23,249	183,484	42,178
<i>Comments: Construction began on the Fourth Avenue ramp and all of the substructure work was completed in 2009. Notice to proceed with construction work on the widening portion of the project was issued in December 2009.</i>								

## CLOSED OUT PROJECTS

PROJECT	PLANNING		DESIGN		CONSTRUCTION		TOTAL PROJECT COST	
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual
<b>Golden Gardens Emergency Landslide Repair</b>	0	0	870	692	4,503	2,095	5,373	2,787
<i>Comments: Project reached physical completion. Closeout is pending landscape establishment.</i>								
<b>South Henderson Street Improvements</b>	0	0	547	547	1,669	1,518	2,216	2,065
<i>Comments: Project reached physical completion. Closeout is pending landscape establishment.</i>								

## PROJECTS ON HOLD

TITLE	PLANNING		DESIGN		CONSTRUCTION		TOTAL PROJECT COST	
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual
<b>Aurora Transit, Pedestrian, and Safety Improvements</b>	507	367	3,313	2,839	0	0	3,820	3,206
<i>Comments: Project is on hold until sufficient funding can be acquired.</i>								
<b>Magnolia Bridge Replacement Project</b>	1,699	1,699	7,897	7,762	0	0	9,596	9,461
<i>Comments: Project is on hold until sufficient funding can be acquired.</i>								
<b>NE Northgate Way Intersection and Pedestrian Improvements</b>	115	297	1,768	1,258	0	0	1,883	1,555
<i>Comments: The right of way process was completed in 2009. The project on hold pending construction funding.</i>								

# ANNUAL FINANCIALS

## Revenues:

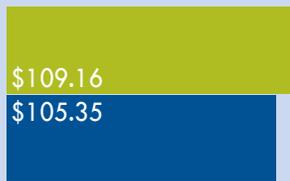
The 2009 revenues and expenditures budget increased by approximately \$135.1 million over 2008. This change reflected increases in Bridging the Gap (BTG) revenues from the Commercial Parking Tax and bond funding for major projects. These bond revenues were targeted to provide additional resources for the Mercer Corridor, the Spokane Street Viaduct and the Arterial Asphalt and Concrete Program.

## Expenditures:

2009 saw significant expenditures increases from 2008 in: the Mercer Corridor, the Spokane Street Viaduct and the Arterial Asphalt and Concrete Program. While SDOT saw increases in its expenditures for these major projects, expenditures on annual programs in the Capital Improvement Program and in Operations and Maintenance stayed fairly static and, in some cases, saw a slight decrease to address economic issues.

## SDOT 2009 Year to date budget Expenditures versus Planned (in millions)

### O & M - 97%



### TCIP - 78%



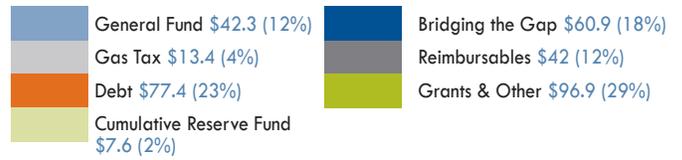
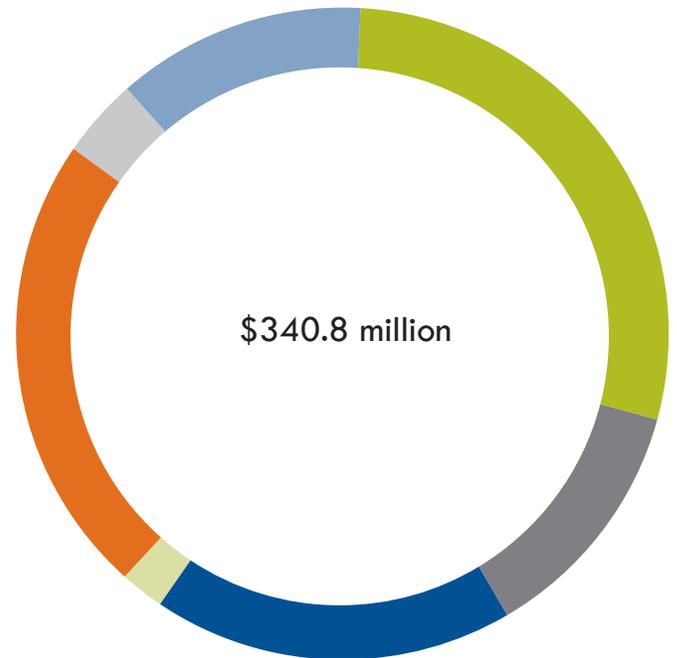
### TOTAL - 84%



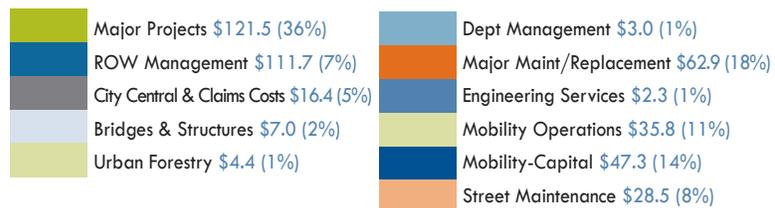
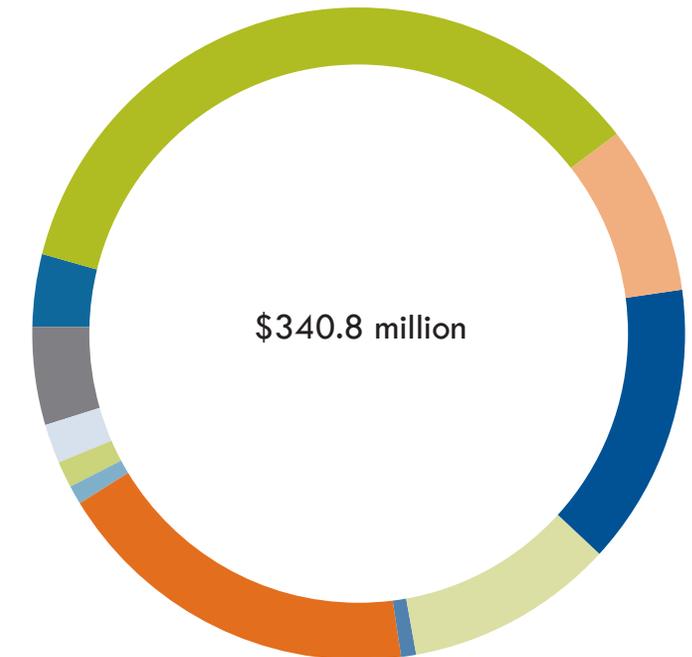
■ 2009 YTD Budget Planned  
■ 2009 YTD Actual

making it COUNT

## SDOT 2009 revenues

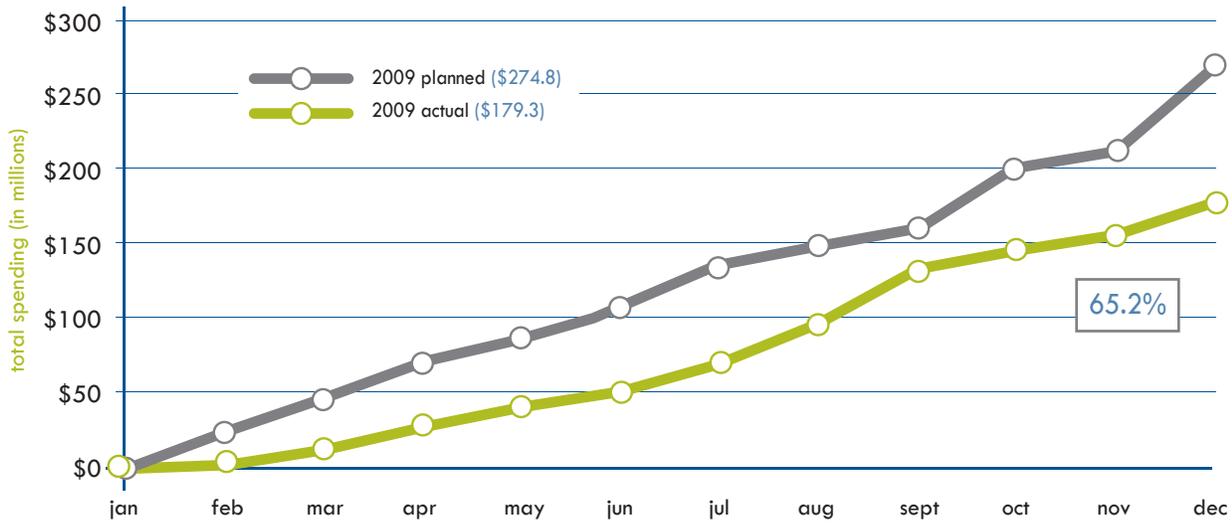


## SDOT 2009 budget



# DOLLARS SPENT versus PLANNED SPENDING

Most capital improvement projects are multi-year in nature. The graph below is a snapshot of the expenditure plan SDOT proposed for 2009. The graph indicates that the projects in the capital program achieved 65.2 percent of the expenditure goal. These numbers reflect the final costs that were booked in 2009.



## ACCOMPLISHMENTS BY THE NUMBERS

PROJECT	TOTAL FOR 2009
<b>BIKES AND PEDESTRIANS</b>	
Bike lane and "sharrow" miles striped (miles)	35
Bike route signs installed	19
Pedestrian/Bike trails built	2
Trail maintenance requests completed	47
Trail inspections (miles)	20
Pedestrian and bicycle spots improved	116
Bike racks installed	372
Bike maps issued	30,350
New sidewalks built (blocks)	26
Sidewalk blocks rehabilitated	24
New single crosswalks installed	36
Crosswalks remarked	810
Curb bulbs installed	34
Curb ramps constructed	392
Curb ramps retrofitted	19
Stairways retrofitted	5
Walking routes to schools improved for safety	6
Signage of school zones improved	52
<b>BRIDGES</b>	
Bridge repairs completed	399
Bridges painted	1
Guardrail replaced (in feet)	2,086

*Turquoise text signifies this work was funded in part or entirely with Bridging the Gap Transportation Initiative revenues.*

# ACCOMPLISHMENTS BY THE NUMBERS

## PROJECT

TOTAL FOR 2009

### PARKING

Pay stations installed	107
Pay station inquiries resolved	8,388

### PAVEMENT

Lane-miles paved	28.7
Potholes filled	6,504

### TRAFFIC

Traffic control plans reviewed for construction projects or special events	3521
Traffic calming devices constructed	28
Traffic circles installed	12
Lane-miles of pavement restriped	1,323
Regulatory traffic signs replaced	8,133
Street name signs replaced (intersections)	1,716
Traffic signs maintained	12,131
Safety concerns investigated	55
School zones with safety signs	52

### TRAFFIC SIGNALS

New traffic signals installed	4
Traffic signals optimized	124
Traffic signals maintained	281
Pedestrian countdown signals installed	40
Signal beacons maintained	281

### URBAN FORESTRY

Street trees planted*	818
Street trees pruned	3,569
Tree pits restored	214
Landscape maintained (square feet)	44,011

### OTHER

Transit hours secured	8,800
SDOT public website visits	3,123,014
Street Use permits issued	20,014
Speed watch trailers deployed	67
Grants/appropriations/authorizations received	\$ 29,634,000
Grants/appropriations/authorizations submitted for future funding	\$144,699,000
Percentage of contracts issued to women and minority business enterprises for Goods and Services**	20.3%
Percentage of Completed Construction Projects by WMBE contracts	13.5%**

*Turquoise text signifies this work was funded in part or entirely with Bridging the Gap Transportation Initiative revenues.*

*\*SDOT either plants or facilitates*

*\*\* Dollars expended with WMBE vendors are reported based on actual payments in the current year.*



Working from a

# A PLAN

SDOT is methodically mapping out a transportation system that will sustain the city's vitality and economy for decades to come. Thorough plans are guiding this effort as we improve our transportation system to accommodate growth in both population and jobs. We are building neighborhoods by creating great places for people to interact as well as connecting public spaces and urban villages where people can walk or bike to nearby destinations. In addition, we are also furthering economic growth by expediting the movement of freight. Together these plans will help reshape our transportation system to meet the needs of Seattle now and in the future.

The Seattle Bicycle Master Plan defines specific actions, to be completed within 10 years, to make Seattle the best community for bicycling in the United States. The plan recommends a 450-mile network of bicycle facilities that, when implemented, puts more than 95 percent of Seattle's residents within one-quarter mile of a bicycle facility. The network will serve all types of bicyclists—from new to experienced riders. The goals of the plan also include increasing the use of bicycling in Seattle for all trip purposes; tripling the amount of bicycling in Seattle between 2007 and 2017; improving safety of bicyclists throughout Seattle and reducing the rate of bicycle crashes by one third between 2007 and 2017.

Bike facility components include bicycle lanes, new traffic signals, a citywide signed bicycle route system, a completed urban trails system, on-street bike corrals for parking and innovations such as sharrows and climbing lanes. Sharrows are shared lane markings that indicate the proper direction of bicycle travel to encourage bicyclists to ride clear of parked car doors being opened and to increase drivers' expectations and awareness of bicyclists on streets. Climbing lanes on hills provide a designated space for bicyclists to move at a slower pace without impeding motorists also traveling up the slope. The bike route signage system provides distances to major destinations.

The Bicycle Master Plan has been in place for three years and we are seeing the results. SDOT designed and installed 92 miles of bike lanes and sharrows by the end of 2009, and the last bicycle count reflects those improvements with a 15 percent increase in bicycling between 2007 and 2009.



**BICYCLE MASTER PLAN**  
working from A PLAN

In 2009, SDOT completed a Pedestrian Master Plan. The plan addresses four key goals: to reduce the number and severity of vehicle collisions involving pedestrians; to make Seattle more walkable for all; to develop a pedestrian environment that sustains healthy communities and supports a vibrant economy; and to raise awareness of the important role of walking in promoting health and preventing disease.

With these goals in mind, the plan focuses our efforts where they are needed most. One of the first steps in developing the plan was to identify where people walk. For example, colleges and transit stations attract large numbers of pedestrians, elementary schools and grocery stores are medium attractors, and local bus stops have lower pedestrian demand.

Second, we developed criteria to help ensure that SDOT is providing equitable service to all Seattle residents, especially those who most need to walk for transportation or for their health. The criteria include high numbers of people with lower incomes and lower auto ownership, high numbers of people with disabilities, high rates of obesity and diabetes, and low rates of physical activity.

Third, based on a combination of street classifications and land use, we looked at how corridors function. It's great to be able to walk, but if walking doesn't get you where you need to go, you're less likely to do it. We weighted three categories of streets, with the greatest values given to regional and commercial streets that have traditionally prioritized autos and that have high transit use. These streets need more pedestrian improvements to help walkers get to transit and major destinations. Residential and industrial streets were assigned lower values.

In the end, we evaluated every street and every intersection in the city and prioritized project areas based on the criteria mentioned. The plan also includes a list of policy and program implementation actions, such as exploring changes to the Land Use Code that require developers to repair the sidewalk past their frontage to the nearest intersection.



*"It's exciting that this plan is the first of its kind to incorporate health and equity in a meaningful way in project selection. Working on the Pedestrian Master Plan was a great experience, involving people from all around Seattle. We can all be really proud of the final results."*

Barbara Gray, Project Manager  
Seattle Pedestrian Master Plan



**PEDESTRIAN MASTER PLAN**  
working from A PLAN

Multiple agencies operate transit in Seattle using diesel and electric buses, as well as light rail, streetcars, and a water taxi. In 2005, SDOT published Seattle's first Transit Plan, with the goal of providing convenient, reliable transit service running every 15 minutes or better, 18 hours per day, every day.

The Transit Plan is being updated to include service and capital investment priorities for Seattle and more explicitly define the links between transit, growth and land use. The most appropriate type of transit service - bus, electric bus, streetcar, light rail - will be assigned to high ridership corridors. Light rail to Ballard and West Seattle, and Rapid Ride Bus Rapid Transit will also be recognized in the new plan. Electric transit expansion and improvement opportunities will be identified to fight global warming and increase ridership.

Three transportation hubs are being further developed in Seattle to knit together different transportation modes making for easier passenger transfers: King Street Station, Washington State Ferries' Colman Dock, and Westlake Hub.

In 2009, SDOT's Transit Program built traffic signal queue jumps for transit in Greenwood and Wallingford, and designed improvements in the Rainier and Jackson corridors and Third Avenue in Belltown. The department secured \$1.55 million in state and federal grants for these projects and added to bus service routes through a partnership with Metro Transit.

Transit improvements expected in 2010 will include selection of a preferred First Hill Streetcar alignment while design continues on the Ballard to U-District transit corridor. A partnership with Metro Transit will add more night and weekend bus service; and we will also lay the foundation for maintenance and expansion of Metro's electric bus system to further capitalize on its zero-emissions and quiet operations. Transit enhancements will also be built in Belltown and around the Westlake Transportation hub.



Parking management is an important ingredient in creating a livable, walkable, and accessible city.

### e-Park

In 2009, SDOT parking staff began laying the groundwork for e-Park, the city's effort to use advanced way-finding technology and marketing to address upcoming changes in downtown on-street parking. E-Park aims to provide easy access to off-street, short-term parking to help keep downtown moving at a time when major construction will take place on the Alaskan Way Viaduct and seawall. Garage agreements are in place, a marketing plan and logo have been developed, and e-Park is set to launch in the third quarter of 2010.

### RPZ Policy Review

Since the city's restricted parking zone program (RPZ) was last reviewed in 1994, Seattle has changed dramatically with increased population growth, neighborhood development and major transit improvements. After a two-year long effort working with community and business stakeholders, SDOT developed and adopted changes to the RPZ program in 2009. Changes to permit limits, fees, and public outreach processes will help limit parking impacts, reduce traffic congestion, and engage communities

equitably. Expect system improvements like online permitting, an address eligibility search tool and more in 2010.

### Community Parking Program

The Community Parking Program engages neighborhoods throughout Seattle to improve on-street parking management in neighborhood business districts and nearby residential areas. It strives to make improvements that balance competing parking needs and support transit, biking, walking and other alternatives.

SDOT spends about a year working with community members to identify on-street parking challenges and opportunities. Walking tours, community meetings, door-to-door outreach and a Facebook page are a few ways to connect with a neighborhood. We study parking, develop recommendations, collaborate on solutions and then implement changes. Communities vary, so parking plans vary to meet their needs. Resulting plans may incorporate new time-limit signs, load zones, pay stations, or bike and scooter/motorcycle parking.

In 2009, we implemented plans in Fremont, Pike/Pine and Upper Queen Anne. To prioritize residential and business parking needs over anticipated commuter parking uses, we also installed RPZs in the five new light rail station areas in Southeast Seattle. In 2010, we'll launch projects in two new neighborhoods.



*"To me, serving the community means regularly looking for and including public opinion on the city's projects and programs. The community input we receive regarding our parking projects is always helpful to us as we make plans to improve how parking is managed in the future."*

Danté Taylor, Project Manager  
West Seattle Junction Community Parking

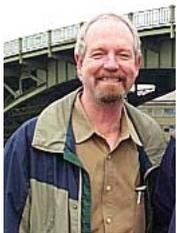


SDOT recognizes the importance to our economy of maintaining freight mobility. Seattle's industrial sector employs 90,400 people, about 20 percent of Seattle's jobs, and these jobs pay an average of \$55,000 a year. The roads, ports, and other infrastructure in place to serve industrial needs represent a significant public investment. Freight mobility issues are particularly important to Seattle's two designated manufacturing and industrial centers – the Greater Duwamish Manufacturing Industrial Center and the Ballard/Interbay/Northend Manufacturing Industrial Center. With the support of the manufacturing and industrial community, the Port of Seattle and State Freight Mobility Strategic Investment Board, we are implementing a plan to improve truck mobility.

Using a combination of approaches, the plan removes choke points, improves streets and enhances connections between the port, industrial businesses and state highways. We are adding Intelligent Transportation Systems (ITS) technology to provide information that aids freight in reducing travel time and avoiding incidents. Turning movements at

intersections are being improved so trucks can use routes that are currently difficult or congested. Also, signals and left turn capabilities are being upgraded to reduce wait times at intersections while driver confusion is being minimized through better signage on truck routes. Additionally, commercial vehicle enforcement officers are being dedicated strictly for resolving real-time truck problems. Furthermore, using our permit process we are ensuring safe movement of oversized vehicles through Seattle. The SDOT Freight Mobility Advisory Committee, co-sponsored by the industrial community, reviews projects and advises on freight mobility needs.

SDOT is continuing to ensure freight movement is considered in the design and implementation of major projects including Two-way Mercer East, the Alaskan Way Viaduct Replacement Project (Holgate to King Street Replacement, Central Waterfront and the Bored Tunnel North and South Portals); the Spokane Street Viaduct; construction detour routes in the SODO area; multiple bridge upgrades; and in the Puget Sound Regional Council's development of the Transportation Vision 2040 plan.



*“Seattle residents, businesses and visitors depend on affordable and efficient truck movement to keep the grocery shelves stocked, provide construction services and support manufacturing, Port shipping and fishing industries that create jobs. SDOT's freight program maintains the focus on moving goods and services on Seattle streets.”*

Ron Borowski, Program Manager  
Freight Mobility Strategic Action Plan



# FREIGHT MOBILITY STRATEGIC ACTION PLAN

working from A PLAN

In 2007 SDOT, together with nine other city departments, developed Seattle's first strategic plan for managing the urban forest. The Urban Forest Management Plan (UFMP) set forth the bold goal of achieving 30 percent tree canopy cover in 30 years to increase the environmental, social, and plan economic benefits trees bring to Seattle residents. The plan lays out targets and a broad range of actions to be implemented over time to preserve, maintain, and plant trees in addition to restoring the public forested areas remaining in the city.

A high resolution satellite study conducted in spring 2009 revealed that after decades of tree loss, canopy cover increased slightly between 2002 and 2007 from 22.5 to 22.9 percent. While this is encouraging, the findings also show that we need to more than double the pace of canopy gain in order to meet the 30 percent goal by 2037. The study not only helps us develop our priorities, but also identifies neighborhoods where tree cover is low and areas where there is significant potential for tree planting.

In 2009, SDOT's Urban Forestry team planted 818 Bridging the Gap trees, plus more than 300 trees for capital improvement projects, and required another 450 trees for private development projects. Additionally, SDOT maintained 3,767 trees to exceed the year's goals. The department also implemented projects utilizing new technology that allows trees and paved surfaces to coexist in a sustainable manner for the long term. Working with the Escala Condominium development on Fourth Avenue and Virginia Street, the department oversaw the installation of the city's first Silva Cell system engineered to grow trees to maturity, support and protect sidewalks and manage stormwater to maximize the value of limited right of way space.

In 2010, the department plans to continue its rigorous planting and maintenance schedule, and has put Ground Penetrating Radar to the test to identify tree root growth below downtown concrete sidewalks. Additionally, Urban Forestry Traffic Operations is finalizing new standard plans for tree pit design and tree planting to resolve issues arising from conflicts between trees and sidewalks to create walkable spaces that enhance the pedestrian experience and encourage economic vitality.



**URBAN FORESTRY MANAGEMENT PLAN**  
working from A PLAN



Taking you

# BEHIND THE SCENES

The city of Seattle established the important goals of reducing our impact on the environment to meet the Kyoto Protocol and eradicating race and social injustice. SDOT is strongly embracing both efforts through two active internal programs – the Race and Social Justice Initiative and the Environmental Management Program known as GreenDOT. While these two programs must first be firmly established internally, their impact can greatly improve our transportation services and the way they are provided throughout the city.



SDOT is committed to reducing the impact of its operations on the environment through GreenDOT. The program will provide the structure and accountability to improve the department's environmental performance per the international standard for Environmental Management Systems, ISO 14001. The system moves SDOT beyond regulatory compliance to the next level of pollution prevention, conservation of resources, and continual evaluation and improvement.

In 2009, GreenDOT adopted and implemented best management practices for its field activities to prevent water pollution; promote reduced fuel use by more than 11 percent – decreasing pollution by 278 tons and saving \$70,000; reduced use of chemical products by 41 percent; calculated a baseline carbon footprint for its operations; and trained all employees on SDOT's environmental policy and procedures.

In 2010, GreenDOT will revise paving program specifications and techniques to reduce greenhouse gas emissions; establish a fuel use policy and a fuel efficient vehicle purchasing program; design green stormwater infrastructure per the city's new drainage code; extend chemical controls to office products and equipment; establish consistent department-wide recycling programs; restrict contamination in the street right-of-way through updated policies, procedures and data management; and increase compliance through inspections of contractors and permit holders.



## Race and Social Justice Initiative

The Race and Social Justice Initiative (RSJI) is a citywide effort to end institutionalized racism and race-based disparities in our communities and city government. SDOT's RSJ Change Team, staffed with representatives from all divisions, is charged with advancing a work plan to address these issues.

In 2009, SDOT trained 113 employees in RSJ principles and focused on internal communications with a quarterly newsletter and monthly Lunch and Learn sessions. Materials were developed describing SDOT's basic services in six languages, and a dedicated phone line was established for individuals speaking those languages to talk with staff through an on-call interpreter.

The 2010 plan supports additional internal communication defined and training upward mobility skills development and advancing contract and procurement opportunities for women and minority owned businesses. In addition, it incorporates providing more translation and interpretation services as well as the development of performance measures to make SDOT's outreach more inclusive.

### Institutional racism defined:

Organizational programs, policies or procedures that work to the benefit of white people and to the detriment of people of color, usually unintentionally or inadvertently e.g., job requirements that put undue emphasis on college degrees over work experience may eliminate qualified candidates of color, who face institutional barriers to higher education.

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