TRANSPORTATION MATTERS
MOVING WASHINGTON FORWARD

ROGER MILLAR, SECRETARY OF TRANSPORTATION
PSRC Policy Board Meeting, Seattle, WA
February 14, 2019
Overview

• Transportation Matters
• WSDOT Overview
• Workforce Development
• Inclusion
• Practical Solutions
• The Next 10 Years
Transportation Matters

Economy

- Washington is one of the most trade-centric states in the nation
  - Gross business income for freight-dependent industry is $595 billion (2017)
  - 1 in 3 Washington jobs is directly or indirectly related to international trade
- Geography and commute patterns – our state’s unique geography restricts our transportation corridors
Transportation Matters

Quality of life
• Climate Change
• Affordable housing
• Public health
• Access to nature, recreation
Transportation Matters

Social equity – access to opportunity

- Percentage of family income spent on transportation highest for the least well off*
  - Upper third: 8.2%, Middle third: 11.2%, Lower third 15.7%**
- Approximately 20% of Washingtonians don’t hold a driver’s license
- Transit investments provide access to opportunity
- More than 85% of people who use transit – walk or ride a bike at the beginning or end of their trip
- **Active transportation** (biking, walking, skateboards, etc.) serves as fundamental, low-cost transportation for people who can’t afford a vehicle, can’t or don’t drive

** Data does not include use of public transportation or tolls
Future Trends

- Resilience
- Alternative Energy
- Technology
- Governance/Financing
WSDOT Overview

Our Vision
Washington travelers have a safe, sustainable and integrated multimodal transportation system.

Our Mission
We provide safe, reliable and cost-effective transportation options to improve communities and economic vitality for people and businesses.

Our values
Safety, Engagement, Innovation, Integrity, Leadership and Sustainability

Our Strategic Plan Goals
Inclusion, Practical Solutions and Workforce Development
Overview of the state’s connected, multimodal system

The state’s transportation network is a connected system that must serve many modes and users.

- 18,712 Highway lane miles
- 307 HOV lane miles
- 3,322 state-owned bridges
- 23 Ferries
- 24.7 million passengers per year
- 16 WSDOT-operated airports
- 125* miles dedicated bike lanes
- 400 miles of sidewalk within/adjacent to WSDOT right-of-way
- 333 miles Amtrak Cascades
- 800,000 annual passengers
- 298 miles WSDOT-owned shortline freight railroad

*Most sidewalks/bike lanes are controlled by locals
## Asset Management – All WSDOT

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<td><strong>Highways</strong></td>
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<td>$330</td>
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Key areas of responsibility – WSDOT Regions
Key areas of responsibility – Highway system
Key areas of responsibility – Ferry Routes

Photo credit: Alvin Kroon, arkppp@gmail.com
Key areas of responsibility – Rail lines/partners
Key areas of responsibility – Transit and Aviation
Key areas of responsibility – MPOs/RTPOs
Workforce Development

WSDOT Workforce
Total number of employees: 7,137
Eligible to retire within the next five years (does not include employees who might leave for better compensation):

• Maintenance 31% of 1,842 total
• Engineers 41% of 2,085 total
• Washington State Ferries –
  – Masters, Staff Masters 74% of 69 total
  – Licensed vessel engineers 50% of 108 total
Workforce Development

Compensation
- Evaluate our job classification system to maintain competitive compensation within government
- Advocate for increased compensation for job classifications meeting criteria in RCW 41.06

Recruitment and Retention Strategies
- Employer of choice
- Work hours and environment
- Infant at work
- Interns
- Apprentices
- DOC initiative
Inclusion
Projects and programs
• Outreach and engagement
• Cultural competency

Delivery
• WSDOT workforce
• Construction industry workforce
  – Apprenticeship program
  – Pre-Apprenticeship Support Services (PASS)
• DBE Community
  – Road map
  – Mentor protégé

Results
• More than 200 WSDOT employees completed Community Engagement Training
  – 280 managers, supervisors trained for retaining, hiring diverse workforce
• Projects completed in 2018 achieved 18.6% apprenticeship utilization rate, above the required 15%
  – For the 703,708 apprenticeship hours worked: 28% minority male, 12% white female, 4% minority female
• 86 companies, 30 mentors participating in Mentor-protégé program
• PASS program funding:
  – $1.5 M in 2017-19 biennium
  – Governor’s budget added $500,000 to the program in 2019-21
Practical Solutions

PROGRAM DELIVERY

NICKEL AND TPA

380 Projects Completed
91% On or Under Budget
87% On Time

Value of Investment
$9.7 Billion

CONNECTING WASHINGTON

15 Projects Completed
100% On or Under Budget
89% On Time
WSDOT Awards in 2018

- **American Association of Motor Vehicle Administrators**
  - *Excellence in Government Partnership*: US 12 Low Road Intersection Reconfiguration

- **American Council of Engineering Companies of Washington**
  - *Silver Award*: Tacoma Amtrak Cascades Station

- **American Public Works Association**
  - 2018 Project of the Year - $25M to $75M category: I-5 NW LaCenter Road Interchange

- **American Society of Civil Engineers**
  - *Outstanding Civil Engineering Achievement, Merit Award*: SR 520 Program

- **Associated General Contractors**
  - *Partnership for Excellence in Contract Administration – Western Wash. $3M - $10M*: SR 518 EB Off-ramp to Des Moines Memorial Drive
  - *Partnership for Excellence in Contract Administration – Western Wash. Greater than $10M*: I-5 NB S 260th St to Duwamish River Bridge
  - *Partnership for Excellence in Contract Administration Statewide Design-Build Less than $30M*: US 12 Wildcat Creek Bridge Replacement
  - *Partnership for Excellence in Contract Administration Statewide Design-Build Greater than $30M*: I-5 NB MLK Way to NE Ravenna Bridge

- **Conference of Minority Transportation Officials (COMTO)**
  - *Industry Leader Award*

- **International Federation of Civil Engineers**
  - *Outstanding Civil Engineering Achievement Merit Award*: SR 520 Program

- **International Road Federation**
  - *Award of Merit*: SR 520 Program
WSDOT Awards in 2018 (continued)

- **MarCom Awards (Association of Marketing and Communication Professionals)**
  - *Platinum Award*: “No Distractions” Work Zone Safety video
- **National Association of Minority Contractors**
  - *Agency Champion Award*
- **Pre-Cast/Prestressed Concrete Institute**
  - *Robert J. Lyman Award*: Alaskan Way Viaduct Replacement Program
- **Public Relations Society of America**
  - *Totem Award*: “Stay Back from the Tracks” campaign
- **Tabor 100**
  - *Crystal Eagle Award*: Office of Equal Opportunity Director Earl Key
- **TransComm (AASHTO Transportation Communication)**
  - *Graphic Design – Display; Social Media – Best Use of Social Media in a Campaign; Website/Technology*
- **Washington Asphalt Paving Association**
  - *Carl Minor Award - Best Overall WSDOT Paving Project; 1st Place Paving Project - West*: SR 20 & SR 525 Bob Galbreath Rd. to Holbrook Rd
  - *1st Place Paving Project – East; Smoothness Award – East*: US 2 Deer Rd to Colbert Corridor
  - *Smoothness Award – West; and Merit Award*: I-5 NB So. 260th to Duwamish River Bridge
  - *Merit Awards*: SR 150, SR 270, SR 304
- **Washington Aggregate & Concrete Association**
  - *Excellence in Concrete Construction*: I-5 Mill Plain to NE 18th
- **Woodwork**
  - *Wood Design Excellence*: Tacoma Amtrak Cascades Station
Connecting Washington projects in the Puget Sound region
Connecting Washington Investments

Multimodal - $1.3 billion, includes:

- Regional Mobility Grant program – supports local efforts to improve transit mobility - $200 million
- Transit-related grant projects – park and ride lots, transit facilities, new buses - $111 million
- Rural Mobility Grant program – public transportation improvements in small cities and rural areas - $110 million
- Commute Trip Reduction program – sustains a tax credit to businesses with employer-based commuter programs - $41 million

Active Transportation

- Safe Routes to School Grants – projects intended to increase walking and biking to school - $56 million
- Pedestrian and Safety Grants – projects that support statewide local agencies' efforts to improve conditions for people who walk or ride bicycle - $75 million
State of Good Repair

Maintenance and preservation needs

- Big assets/liabilities
  - Interstate/major highway bridges and pavement
  - Washington State Ferries vessels and docks
  - Amtrak Cascades
  - Palouse River and Coulee City (PCC) Rail System
State of Good Repair

Programmatic responses

- Pavement
- Structures
- Drainage systems
- Intelligent Transportation Systems (ITS)
- Unstable Slopes
- Facilities
- Fleet
State of Good Repair

Right-of-way management

- Vegetation
- Trash
- Encampments
- Rest areas
Safety

Target Zero
- Distracted driving
- Impaired driving

Programs
- Infrastructure investment
- Incident response
- Positive Train Control
- Electronic enforcement
- Active Transportation
**TSMO within WSDOT**

Transportation Systems Management & Operations (TSMO)

*Managing safety and capacity as an asset*

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**PLANNING, PARTNERING, AND POLICY DEVELOPMENT**
- Land Use Planning
- Utilization of Regional Trails, Sidewalks, and Roadway Network
- Policy Implementation
- Agreement Development
- Data Sharing
- System and Corridor Planning
  - Multi-Modal
  - Corridor Sketch Maintenance
  - Joint Planning
  - State Facility Action Plan
- Integrated Scoping
- Community Engagement

**ITS IMPROVEMENTS**
- Road Weather Information Systems
- Ramp Metering
- Traffic Incident Management/IRT
- Wrong-way Driver Notifications
- Regionwide Communications
- Work Zone Management
- Adaptive Signals
- Intersection Conflict and Trail Crossing Warning Systems
- Weigh in Motion
- Online Truck Permitting

**TRAVEL DEMAND MANAGEMENT**
- Multi-Modal Development
  - Transit
  - Ferries
  - Bicycle
  - Freight
  - Pedestrian
  - Rail
- Commute Trip Reduction
- Managed Lanes
  - High Occupancy Vehicle
  - TOLLED
  - Multi-Modal Shoulder Driving
- High Occupancy Tolling/Express Toll Lanes
- Land Use Development
- Integrated Multi-Modal Traveler Information and Fare Collection Systems

**COOPERATIVE AUTOMATED TRANSPORTATION**
- Traffic Signal Communications to Vehicles
- Truck Platooning
- Autonomous Truck Mounted Attenuators
- Work Zone Warning and Management
- Tolling Vehicle Occupancy Detection
- Rest Area Truck Parking Applications
- Winter Operations and Rural Traveler Information
- Pedestrian in Crosswalk Warning

**TRADITIONAL TRAFFIC OPERATIONS**
- Access Management
- Signal Operations/Optimization
- Safety Analysis/Countermeasures
- Signage & Striping
- Speed Management
- Minor Geometric Modifications
  - Channelization
  - Pedestrian Island
  - Compact Roundabouts
- Multi-Modal System Enhancement
- At-Grade Rail Crossings

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**CORRIDOR AND SYSTEM MANAGEMENT**
Do our old standards meet today’s demands?

The 20th century way

How many people can this street serve per hour?

Up to 29,600

Source: NACTO Transit Street Design Guide
A new way to look at our transportation system

If we manage the asphalt and concrete, we can move more people

How many people can this street serve per hour?

Up to 77,000

Source: NACTO Transit Street Design Guide
I-5 and I-405 peak hour performance comparison

I-5 (Northbound at NE 130th St)
Daily Volume: 105,000

I-405 (Northbound at NE 85th St)
Daily Volume: 107,000

Tuesday, July 12, 2017 4:50 p.m.

Tuesday, July 25, 2017 4:30 p.m.
I-405 section with dual express toll lanes moves more vehicles than five-lane I-5 sections with similar daily traffic volumes.

Vehicle volumes:
- GP
- HOV
- ETL

~35% more volume
Comparison of volumes moved in five-lane sections of I-405 and I-5 with similar daily traffic

Transportation System Management and Operations

Current investments
- Transportation Management Centers (TMCs)
- Ramp meters
- Express Toll Lane / High Occupancy Toll (HOT)
- High Occupancy Vehicle (HOV)
- Active Traffic Management
- Traffic Cameras
- Variable Message Signs (VMS)
- WSF Reservation System

Proposed Investments
- Safety and System Operations
- Cooperative Automated Transportation
Transportation Demand Management

- Commute Trip Reduction
- Mode Shift
- Off system investment
- Land Use
Capacity

Smart capacity investment – Highway examples

• North Spokane Corridor
• Puget Sound Gateway
Capacity

**Washington State Ferries**

- Need to increase fleet size to maintain reliable service, allow for maintenance and repair of existing vessels
- Demand is increasing:
  - Ridership expected to grow more than 30% – from 24.7 million riders in 2018 to approximately 32.5 million in 2040
  - Walk on passenger ridership expected to increase by 45%, vehicle ridership by 21%
Capacity

**Amtrak Cascades**
- Over a year since derailment near DuPont
- Will return to Point Defiance Bypass in 2019, following release of NTSB recommendations
  - Outreach to communities started, more planned
  - Four daily round trips planned to start
  - Grow service to six round trips daily

**Ultra-High Speed Ground Transportation Study**
- **Business Case Analysis**
  - Looking at high-speed connections between Portland and Vancouver, BC, with possible travel times of about an hour between each city
  - Study to be completed July 2019: looks at alignments, station stops, potential ridership, costs, financing options, governance
- Next steps
Capacity

Active Transportation

• Washington travelers walked or biked an estimated 1.16 billion miles in 2017
• 2017 Annual Bicyclist & Pedestrian Count tallied 560,768 active transportation users
• At 53 permanent counters around the state: 1.3 million trips counted in 2017
  – 20 more permanent counters planned for 2019
• More than 300,000 people crossed Lake Washington via SR 520 Trail in 2018
• Record number of Pedestrian and Bicycle Program and Safe Routes to School grant requests received in 2018:
  – 255 applications totaling $187.4 million
  – Anticipate $41 million available in 2019-21 from all funding sources, including federal and state
• Factoring active transportation into projects and program earlier in the process for cost-effective connections
Cost to Washington’s economy

- **Congestion***: $3.2B Costs, $900M Spending
- **State of Good Repair**: $3.8B Costs, $400M Spending
- **Safety**: $8.4B Costs, $50M Spending

*Congestion cost source: Texas Transportation Institute's 2015 Urban Mobility Scorecard; based on value of travel delay and excess fuel consumption for the area from Everett to Tacoma.

**State of Good Repair source: ASCE 2017 Infrastructure Report Card; estimated at $656 for every Washington driver.

***Safety source: Based on 2013 National Highway Traffic Safety Administration values for preventing fatal and serious injuries. Economic cost components include: medical care, emergency services, market productivity, household productivity, legal costs, insurance administrative costs, workplace costs, property damage and congestion.
The Next 10 Years

Easter Parades in New York City

Year 1900: One Motor Vehicle  Year 1913: One Horse & Carriage
Response to Future Trends

Resilience

- $3.1 billion fish passage obligation
- $6.9 billion system preservation need
  - Highways and bridges
  - Ferries
  - Train sets
  - Facilities and equipment
- $1.5 billion bridge retrofit need
- $1 billion safety and system operation program

Significant projects

- I-5 Columbia River Bridge
- US 2 Trestle
- SR 18
- Complete I-405/SR-167 Master Plan
- I-5 System Partnership

None of this is funded
Response to Future Trends

Alternative energy

• EV charging stations
• Ferry conversion, new vessels
• Fleet conversion
• Clean transit – 278 electric buses in Washington
  – WSDOT working with local partners to obtain federal grants to replace diesel with alternative fuel vehicles
• E-bikes, E-scooters

Technology

• Cooperative Automated Transportation
• Mobility on Demand
• Transportation System Management and Operations
Response to Future Trends

Governance/Financing

Federal Tax Rate if Grown with Inflation since FY 1994 (Cents per gallon)

Inflation based on implicit price deflector index (IPD-PC) Nov. 2018 forecast

Current Federal Tax Rate (cents per gallon)

Current assumes no future federal tax rate increases
Response to Future Trends

Governance/Financing
- [Growth Management Act](#) and State Transportation Facilities

1999 plans for infrastructure build-out
Response to Future Trends

Future of the funding
• Road User Charge
• Congestion pricing
• Tolling
• Other?
Available Funding

Where Does the 49.4¢ State Gas Tax Go?

2018:
- 17.9¢ (37%)
- 8.0¢ (16%)
- 11.5¢ (23%)
- 12.0¢ (24%)

Where Will the 49.4¢ State Gas Tax Go?

2029:
- 26.5¢ (52%)
- 8.0¢ (16%)
- 2.9¢ (8%)
- 12.0¢ (24%)

* Includes operations, maintenance, preservation and safety improvements.
** Includes funding for projects specified in the 2003 Nickel, 2005 Transportation Partnership, and 2015 Connecting Washington acts, as well as funding to pay off bonds funded by pre-2003 fuel tax.
Total Transportation Revenues - Current and Grown at Inflation ($millions)

Source: Transportation Revenue Forecast Council, June 2018 quarterly forecast
Practical Solutions – Aligning our investments with our values

Integrated Multimodal Investment Strategy

- 20-year strategy developed over next five years
- Ensure legislative policy goals shape investment decisions through a transparent performance framework, aligned with regional and local partners
- Improve project quality and most effective use of limited funds
- Provide priority basis and long-term vision for the state transportation system serving people, goods, and services
Practical Solutions – Aligning our investments with our values

Metropolitan Planning Organization/Regional Transportation Planning Organization (MPO/RTPO) partnership for strategy development

- Greater consistency between state and regional plans
- Shared priorities for investment
- Clear, consistent, repeatable processes for state input into regional plans
- Share data and plans for state facilities with local significance
- Other partners
  - Federal agencies
  - Tribal governments
  - Other state agencies
  - Business community
  - Labor community
  - Freight community
  - Development community
  - Environmental community
  - Other interests: Accessibility, walking, bicycling and more
Conclusion

- Transportation matters
- WSDOT delivers
- Workforce is a huge issue
- Inclusion makes us better
- Delivering today’s programs
- Moving Washington forward in a congested world
Questions?

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Appendices

- WSDOT Maintenance and Highway Construction Program – “Cascades” chart
- “Solving Congestion”
- Highlights – 2018 accomplishments
- WSDOT Aviation Division
WSDOT Highway Maintenance and Construction Programs with Revenue Packages
2019 Governor’s Supplemental Budget Request
19GOV001 (Excludes sub-programs I6 and I7)
“Solving” Congestion

If we could add enough lanes to build our way out of congestion — what would that look like?

Total additional interstate miles needed to drive posted speed limit at all times:

- 451 lane miles at an estimated cost of $115 billion
- Depending on timing and percent bonded, would require a $2.20 to $2.50 gas tax increase

Greater Puget Sound area
(Olympia to Marysville/Seattle to Issaquah)
- 385 new lane miles
- Maximum of four additional lanes in each direction in select locations within the Central Puget Sound

Vancouver area
- 38 new lane miles

Spokane area
- 28 new lane miles
“Solving” Congestion Assumptions

High-level analysis for the interstate system:

- Assumes no induced demand
- No growth in demand
- Does not address increased capacity needed for unrestricted travel on non-interstate connections (other state routes or local roads)
- May not address costs or timing of full environmental impacts
- No additional transit or alternative modal options
- Current year costs
2018 Highlights of Accomplishments

Eastern Region – Headquartered in Spokane

- Completed repairs on the Danekas Road bridge over Interstate 90 in Ritzville, one week ahead of schedule
  - Bridge damaged by over height load
- Built three new roundabouts on US 395 at Deer Park
- Continuing public engagement for North Spokane Corridor – seeking input to identify public places along corridor and Children of the Sun trail

North Central Region – Headquartered in Wenatchee

- US 97 Blewett Pass culverts
  - Replaced two undersized culverts prone to clogging and roadway washouts
  - Replaced a culvert on Swauk Creek that was a barrier to fish
- SR 26 Bridge deck replacement near Othello
  - Key route to WSU closed for nine weeks to replace rapidly deteriorating bridge deck
2018 Highlights of Accomplishments

Northwest Region – Headquartered in Seattle

• Replaced concrete panels and 37 expansion joints on northbound I-5 from MLK to Ravenna in Seattle as part of #Revive I-5
• Installed a 60 foot buried bridge on SR 92 at the Little Pilchuck Creek near Lake Stevens, opening up 30 miles of habitat for fish
• Built new roundabouts on SR 20 at Sharpes Corner and the SR 20 Spur in Anacortes, including a bike and pedestrian trail

Olympic Region – Headquartered in Tumwater

• Down to final two of 17 Tacoma/Pierce County HOV Program projects:
  – Built new northbound bridge over Puyallup River, widened I-5 for HOV, rebuilt McKinley Ave. bridge and replaced concrete
  – Final project, Southbound HOV starts in February 2019
• Started work on JBLM I-5 congestion relief; opened new auxiliary lane northbound
2018 Highlights of Accomplishments

South Central Region – Headquartered in Yakima

- **I-90 Snoqualmie Pass East**
  - Finishing Hyak to Keechelus Dam and Keechelus Dam to Stampede Pass projects: widened I-90 from 4 to 6 lanes, rebuilt and added new bridges, improved habitat connections

- Replaced 82-year-old Wildcat Creek Bridge on US 12 near Naches

Southwest Region – Headquartered in Vancouver

- **I-5 Chamber Way bridge** – replaced the damaged 1958 bridge with a wider, taller overpass; improves access for people who walk and bike

- I-5 resurfaced from E. Fork Lewis River bridge to Kelso

- Improved safety on SR 500 at intersections with NE Falk/NE 42nd Ave. and NE 54th Ave/NE Stapleton
2018 Highlights of Accomplishments

Alaskan Way Viaduct Replacement program

• Completed tunnel roadway and extensive testing of 90 tunnel systems
• Finished weather-sensitive paving work needed for tunnel opening
• Conducted SR 99 tunnel full-scale exercise, involving 23 agencies and partners, to prepare for tunnel emergency response
• Awarded contract to Kiewit Infrastructure West to remove the viaduct after tunnel opens
  – Moved Alaskan Way out from below the viaduct, expanded street to two lanes each direction, created 250 new parking spots
2018 Highlights of Accomplishments

SR 520 Corridor
• Selected design-build contractor for next phase of reconstruction: Montlake Project
  – Includes West Approach Bridge, Montlake Boulevard interchange and lid, “land bridge” over SR 520 for people who walk and bike
• Counted more than 284,000 people crossing Lake Washington on the SR 520 Trail (as of November 2018)
• Completed the 22-acre wetland restoration project at Union Bay Natural Area

Interstate 405 / SR 167 Direct Connector
• Building a new flyover ramp, connecting the SR 167 HOT lane to the HOV lanes on I-405 in Renton
  – Installed a new culvert under SR 167 to improve fish passage through the area
  – Project is at 90 percent completion
2018 Highlights of Accomplishments

Washington State Ferries
- Began construction to replace the seismically vulnerable Colman Dock
  - Moved entrance for all vehicles south to neighboring pier
  - Began demo on part of terminal and replacing dock for new terminal building
- Poured foundation for new Mukilteo Multimodal Terminal building
- Welcomed new M/V Suquamish to the fleet

Passenger Rail
- Completed final testing of positive train control (PTC) on the entire Amtrak Cascades corridor in Washington
  - All three elements of PTC are operational:
  - Onboard equipment on trains
  - Wayside equipment along tracks
  - Back-office computer system administered by BNSF
- PTC system activated on Amtrak Cascades corridor fall 2018
WSDOT Aviation Division

- Major areas of responsibility for Aviation Division:
  - Advancement of Aeronautics
  - Aircraft Registration
  - Airport Aid Grants Program
  - Airport Land Use Planning and Support
  - Aviation Emergency Services
  - Aviation System Planning
  - Management of WA State Airports (16)
  - Addressing Emerging Aviation Issues (Unmanned/Autonomous Aircraft Systems, Urban Air Mobility, Electric Aircraft)

- Registered aircraft in Washington state – 6,596 (2018)

- 134 public use airports
  - Airport-related activities contributes $51 billion in total annual economic impact (source: 2012 Aviation Economic Impact Study, 2019 update study underway)

- 16 WSDOT operated airports