CHAPTER 6: IMPLEMENTATION STRATEGY

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A framework based on the FMP vision and goals was used to prioritize the freight projects included in the plan.

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Funding strategies for freight improvements involve a combination of local, state, federal, and private partners and take a variety of innovative approaches.

Now that we have looked at the issues affecting freight mobility, established a freight network, and identified projects to improve system performance, we need to develop an approach that will facilitate the funding and execution of these projects. This chapter presents the FMP implementation strategy.

PRIORITIZATION FRAMEWORK

A key factor that governs how goods movement in Seattle will change in the short- and long-term includes determining what projects, both large and small, should be implemented first. Full implementation of the FMP will take many years given the expected funding availability, which makes it important to develop a prioritization framework.

The prioritization framework is a data-driven evaluation tool based on achieving the FMP's vision and goals, while simultaneously providing enough flexibility to pursue projects based on specific opportunities. It uses both quantitative and qualitative criteria. Quantitative criteria are associated with each of the 6 FMP goals of safety, mobility, economy, state of good repair, equity, and environment. Quantitative evaluation criteria are outlined in Table 6-1.

In addition, qualitative criteria are important in the prioritization process, as not all prioritization considerations can be quantified. Qualitative criteria include potential to leverage other funding, community interest, policy directive, geographic balance, or other factors, as appropriate. Table 6-2 shows qualitative evaluation criteria.

TABLE 6-1: QUANTITATIVE EVALUATION CRITERIA

Goal	Criteria Description	Data Source
Safety	Prioritize locations that directly contribute to reducing truck collisions in high-collision locations and that contribute to the city's Vision Zero efforts. Safety criteria will focus on truck-related collisions and locations that have a higher potential for interactions between people driving trucks and people walking, bicycling, or taking transit.	• Truck collision history • Transit, bicycle and pedestrian master plan priorities that overlap with the freight network
Mobility	To create an efficient connected freight network, mobility criteria will prioritize locations on the Washington State Freight and Goods Transportation System (FGTS) and within manufacturing/industrial centers, urban centers, and urban villages. It will also prioritize areas with high forecasted truck volumes, and locations on the draft freight network.	• WSDOT FGTS network • MIC, urban center, urban village boundaries • Average daily truck volumes • Draft freight network
Economy	Prioritize areas that have high concentrations of freight-related jobs and that provide direct and reliable freight connections to land uses that rely on the movement of goods.	• PSRC covered jobs data • MIC, urban center boundaries
State of Good Repair	Prioritize investments based on pavement condition and location on the regulatory networks.	• Pavement condition index • Heavy Haul network • Over-legal network
Equity	Prioritize investments in areas with high concentrations of low-income or minority populations to ensure appropriate measures can be taken to mitigate the impacts from freight.	• US Census Bureau
Environment	Prioritize projects that eliminate FMP bottleneck locations and/or reduce congestion on the freight network, thereby reducing idling and greenhouse gas emissions.	• FMP bottleneck analysis

TABLE 6-2: QUALITATIVE EVALUATION CRITERIA

Criteria	Description
Potential to leverage other funding	Initiating projects will help secure funding
Policy directive	Project specified by policy or City Council
Community interest	Local community or stakeholders have expressed interest in freight infrastructure improvements
Geographic balancing	Project improves the balance of funding spent among geographic sectors of the city

POTENTIAL FUNDING OPPORTUNITIES

Funding strategies for freight improvements are very different than for other transportation investments. The City of Seattle successfully makes the most of limited local dollars for transportation by leveraging those dollars with outside funding sources, such as grants and partnerships. However, most outside funds can only be used to create new facilities, add new travel capacity, or provide enhanced services.

In contrast, the City's greatest freight needs are to improve the condition and operations of existing facilities, not add new capacity or services. Although there are important outside partners that assist in making much-needed investments, most freight-supportive projects require direct city funding.

Fortunately, new funding opportunities are coming available just as the City moves into implementation of the Freight Master Plan. These opportunities are occurring at the local, state, and federal levels. There are also new initiatives in public-private partnerships that can mutually serve public transportation efficiency and economic prosperity.

Local

In addition to traditional City of Seattle transportation funds, the recent Levy to Move Seattle package includes funding for freight projects that, together with other modes of transportation, creates an integrated 10-year transportation network. Specific levy-funded freight investments are identified in Table 6-3.

By using levy funding together with traditional City transportation funding, we can make significant progress on both signature projects and system-wide freight needs. Once the levy expires, additional local funding will need to be identified in future years to complete the vision of this 20-year plan.

As examples, Move Seattle includes earmarks for the S Lander St Grade Separation for freight reliability and for E Marginal Way to develop Seattle's Heavy Haul network serving Port of Seattle operations. The Levy also greatly enhances the Freight Spot Improvements Program, which strategically targets key locations that together significantly enhance freight safety and mobility.

The Port of Seattle has also committed to contribute between $10 million and $20 million through 2035 for future roadway repair and construction projects located on Seattle's Heavy Haul network to benefit the movement of cargo within the Seattle harbor. The funds will go towards improvements of roadways that connect the Port's shipping terminals, rail yards, warehouse, and trans-load centers as part of the Heavy Haul network.

TABLE 6-3: LEVY TO MOVE SEATTLE FREIGHT-SUPPORTIVE INVESTMENTS

Project	Levy Investment
Spot Improvements: Fund a targeted spot improvement program to help freight movement	$14M
Heavy Haul Network: Build the East Marginal Way corridor, a key route in Seattle's Heavy Haul Network	$5M
Partnership Improvements: Provide local money to design and build the Lander Street Overpass	$20M
Intelligent Transportation System Improvements: Implement Next Generation ITS Improvements to help all travelers move more reliably around the city and provide improved information for travelers	$17M
Traffic Signal Timing Improvements: Optimize traffic signal timing on 5 corridors throughout the city each year to improve traffic flow and serve people in cars and trucks, on bicycles, transit, and foot	$13M
Bridge Replacement: Plan and design high priority bridge replacements to begin construction after 2024. Of the funds identified in this element, up to $10M of total funding (local, levy, leverage) may be used for implementing near-term pedestrian and bicycle safety projects on bridges being studied for replacement (in addition to funding provided for pedestrian and bicycle safety projects in other elements).	$15M
Paving Spot Improvements: Repave 65 targeted locations every year, totaling about 70 lane-miles of arterial street, with a repair and maintenance program run by City crews	$15M
Arterial Roadway Maintenance: Repave up to 180 lane-miles of arterial streets, maintaining and modernizing 35% of Seattle's busiest streets carrying the most people and goods (also funded through the 7 enhanced transit corridors, below)	$235M
Transportation Operations: Maintain and improve the City's system of traffic signals, signs and markings.	$37M
Safety Corridors: Complete 12 – 15 corridor safety projects, improving safety for all travelers on our highest-crash streets	$23M

State

The State of Washington recognizes and supports freight mobility and safety, which contributes substantially to the state's overall economic vitality. Washington serves as a key export engine for the United States using rail, roadway, and marine freight systems.

Recently, the state has become a recognized leader in freight policy by adopting the Washington State Freight Mobility Plan. The Plan identifies key multimodal freight facility networks and collaborates with the City of Seattle, Port of Seattle, and other agencies to focus freight investments in projects that best serve statewide needs.

State funds dedicated to support local freight needs are administered by the Freight Mobility Strategic Investment Board (FMSIB). FMSIB has long been a partner with Seattle in key investments, and will see its role greatly expanded as it administers new federal funds available for local freight projects.

Federal

In December 2015 a new federal transportation funding bill was signed into law called the Fixing America's Surface Transportation (FAST) Act. For the first time in federal transportation policy, the FAST Act recognizes and establishes dedicated funds for freight needs nationwide. The State of Washington is slated to receive $110 million over 5 years to distribute through FMSIB to local agencies. The Act also sets aside $4.5 billion in competitive grants for freight projects of regional and national significance. While some of the latter funds are reserved for specific facilities, the City of Seattle is eligible to compete for much of the available funding.

Private Partnerships

In recent years public agencies and private entities have worked to become frequent partners in implementing critical transportation facilities and services. In addition to operational relationships with railroads and the Port of Seattle, new technologies and transformative travel options are making major partnerships for freight mobility both practical and mutually beneficial.

Other Implementation Strategies

Lastly, other transportation investments that are not specifically driven by freight needs can still benefit freight mobility and safety. The City of Seattle takes an integrated approach to developing projects that serve freight as well as transit, bicycle, pedestrian, and general traffic needs. By taking this approach, Seattle will save money by building transportation improvements together, and limits the amount of time that projects impact neighborhoods.

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