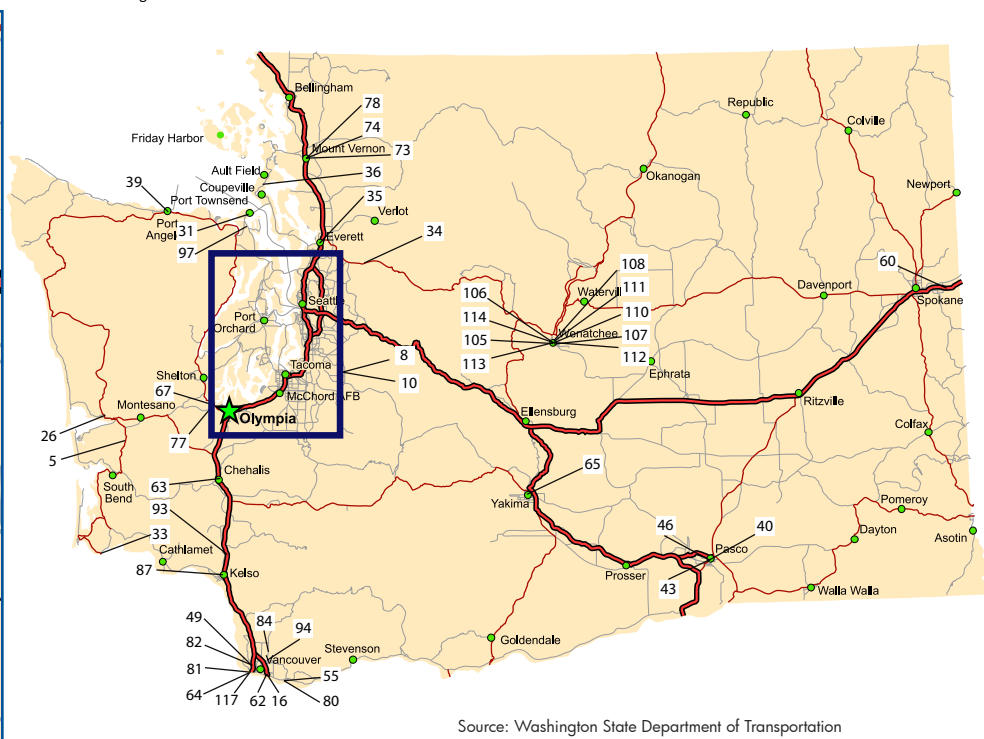


Bottlenecks

Relieving traffic congestion is a fundamental principle in transportation planning and bottlenecks are a major cause of this delay. When increased traffic volumes combine with narrow roadways, ramp and highway merges, or awkward intersections, a bottleneck forms. The second Tacoma Narrows Bridge is an example of how fixing these areas can relieve congestion and improve mobility. The following list includes 114 bottlenecks defined in the 2007-2026 Washington Transportation Plan and other notable traffic chokepoints.

- | | | |
|---|---|--|
| <p>Key Description</p> <ol style="list-style-type: none"> 1. I-5 NB off ramp (EB direction) to Slesler Kinney SB 2. Martin Way Interchange NB off ramp terminal 3. 51st to West Lake Sammamish Parkway 4. Mounts-Old Nisqually Road Interchange to Gravelly Lake Drive 5. US 101 south of the community of Arctic 6. Pioneer Way to Kinman-Big Valley Roads 7. 94th Ave SE On-Ramp to End of WB Climbing Lane 8. Green River to Crest of Hill 9. SR 167 to SR 162 10. SE 383rd St. to Green River 11. I-90 at Front Street 12. Cooper Point Road SW (Mottman Interchange) to I-5 13. SR 410 to 96th Street East 14. Kinman/Big Valley Road to SR 104 15. I-5 at 272nd Street Interchange 16. SR 14 from I-205 to 164th Ave 17. I-5 at Snohomish County Line 18. Kinman/Big Valley Road to SR 104 19. Pacific Avenue Interchange to Martin Way Interchange 20. Fort Lewis to Thorne Lane 21. SR 164 to C Street 22. SR 516 to S. 277th Street 23. SR 161 to SR 167 24. 84th Ave. S. to S. 180th Street. 25. I-5 at Northgate 26. US 101 near Aberdeen Couplet/Levee Street (SR 109) 27. Jackson Avenue to Mills Hill Drive 28. Between Falls View Campground and Spencer Creek Road Vicinity 29. SR 510 to Clark Road SE (SR 507/Manke-Koeppen and SR 507) 30. Hwy 99 at I-5 Interchange 31. SR 20 between SR 19 and Old Fort Townsend Rd 32. Bainbridge Ferry Terminal to Suquamish Way 33. Golf Course Road to Race Street 34. City of Sultan 35. US 2 to SR 9 36. Swantown Rd. to Erie Street 37. 39th Avenue SW to SR 512 38. Intersection of SR 104 and SR 522 (Lake City Way) 39. Race Street to Brook Avenue | <ol style="list-style-type: none"> 40. MP 13.46 to 4th Ave. Interchange 41. SR 106 to SR 300 42. Burnett Road (Yelm WCL) to SR 507 43. MP 37.08 to Edison Street Interchange 44. SR 3 and SR 304 45. Eastgate to Sunset I/C 46. SR 240 to George Washington Way 47. SR 300 to Mason/Kitsap County Line Vicinity 48. Mason/Kitsap County Line Vicinity to Lake Flora Road Vicinity 49. SR 500 to Padden Pkwy 50. Dogwood to Auburn City Limits 51. Elgin Clifton Road to SR 16 52. SR 3 and SR 16 53. 181st Avenue East to 202nd Avenue East 54. SR 3 between Sunnyslope Road and SR 16/Gorst Spur 55. From NW 6th Ave to SR 500 56. SR 516 to SE 231st 57. Sahalee Way NE to 244th Ave NE 58. Hwy 99 at SR 104 Interchange 59. SR 522 to I-405 60. I-90, Sullivan Rd. Interchange to Harvard Rd. Interchange 61. SE 231st to 196th Ave SE 62. From SR 14 to Burton Rd 63. Mellen St. I/C to S. of Grand Mound I/C 64. I-5 bridge over Columbia River 65. US 12/16th Ave. Interchange 66. Martin Way Interchange SB off ramp terminal 67. US 101/SR Interchange - SB to EB Ramp (Increasing) 68. I-5 NB Off/On Ramp Terminal at Tumwater Boulevard 69. Pacific Avenue Interchange NB off ramp terminal 70. SB SR-167 at exit for 277th Street 71. SR-512 at Canyon Road Interchange 72. Marvin Road Interchange SB off ramp terminal (SR 510) 73. College Way @ I-5 ramp terminal 74. George Hopper I/C 75. SR-512 at Canyon Road Interchange 76. SR 512 at SR 7 (Pacific Ave) Interchange 77. US 101/SR8 Interchange - WB Ramp (Decreasing) 78. Cook Road I/C 79. I-5 at I-90 Interchange | <ol style="list-style-type: none"> 80. SR 14 intersections with SR 500 and 2nd 81. Intersection with St John's Blvd. 82. Ramp from SR 500 WB to I-205 SB 83. SR 509 at I-705 84. Intersection of SR 503 and Padden Pkwy. 85. SR 18 at SR 167 Interchange 86. I-5 at Lake City Way 87. From Talley Way to I-5 88. I-5 and SR 512 Interchange 89. SR 522 at Paradise Lake Road 90. I-5 SB off ramp to N 2nd Avenue and US 101 off ramp to N 2nd 91. Intersection of SR 3 and SR 300 92. SR 410 at SR 165 Intersection 93. Intersection of SR 411 and PH 10 Road 94. Intersection of SR 500 and SR 503 95. Intersection of SR 3 and SR 106 96. Noll Road to Poulsbo City Limits 97. Intersection of SR 19 and SR 116 98. SR 305/SR 307 Intersection 99. SR 303/Riddell Road to McWilliams Road 100. I-5 SB Off/On Ramp Terminal at Tumwater Boulevard 101. I-5 between US 101 and Henderson St. exit 102. I-5 between Trosper Road Interchange and Thurston/Pierce Co. Line 103. Mounts Road to 48th Street 104. Mounts Road to 48th Street 105. Miller Bay to Kingston Ferry 106. US 2/East Wenatchee - Cascade Ave Interchange 107. SR 28/Junction US 2/97 to 9th Street - Stage 3 108. SR 28/Junction US 2/97 to 9th Street - Stage 4 109. SR 28/Junction US 2/97 to 9th Street - Stage 5 110. SR 28/Junction US 2/97 to 9th Street - Stage 6 111. SR 28/Junction US 2/97 to 9th Street - Stage 7 112. SR 28/Grant Road Vicinity 113. West Approach - George Sellar Bridge 114. North Wenatchee Avenue - Study 115. 520 Bridge 116. Alaskan Way Viaduct 117. Columbia River Bridge |
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5 Principles of Responsible Transportation Policy



The Center for Transportation at Washington Policy Center researches and analyzes the best practices for relieving traffic congestion by recapturing a vision of a system based on freedom of movement. It provides policymakers, citizens and the media with access to current research on transportation issues through in-depth policy briefs, regular op-eds, issue forums and legislative testimony. It has been featured in numerous news outlets around the state and across the country, including The Wall Street Journal, Bloomberg News, and CNN.

The poll results were taken from Washington Policy Center's recent statewide poll asking voters about the importance of traffic relief across Washington State. Voters continue to show strong support for making traffic relief a high priority. Two-thirds of respondents feel the state's role in relieving traffic congestion is important, but also believe the state is performing poorly at actually doing anything about it. The poll was conducted by Moore Information as a telephone survey to 500 voters across Washington State, on January 14-15, 2009. The sampling error is plus or minus 4% at the 95% confidence level.

To learn more about the developing trends in transportation policy and congestion relief, visit us online at:

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WASHINGTON
POLICY CENTER
for transportation

Five Principles of Responsible Transportation Policy

Washington Policy Center encourages five principles of responsible transportation policy to help guide policymakers in returning to a system that improves people's freedom of movement.

1. Tie spending to performance measures, like traffic relief and economic development

Traffic relief is the most basic goal in any transportation policy, yet it does not exist as a priority in Washington State.

In all cases, mobility should mean traffic relief, but instead state officials define it as a strategy to move people, rather than to improve traffic flows. This means spending shifts from actually fixing congestion to providing alternatives to congestion.

This strategy is more expensive, less efficient and ironically, will always lead to greater congestion.

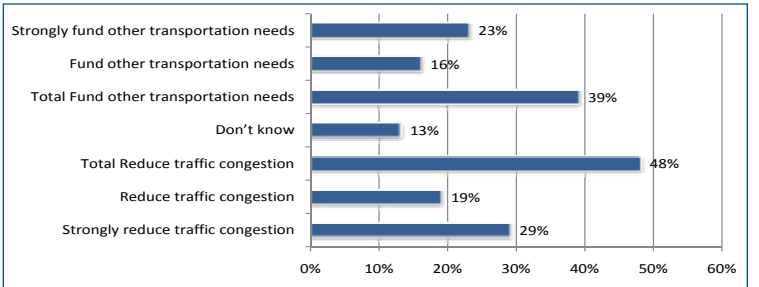
According to the Federal Highway Administration, private passenger vehicles represent about 85% of all forms of transportation in the Seattle region. This means all other modes including transit, walking, biking and telecommuting, serves only 15% of travelers.

Adopting a policy that disproportionately ties spending to only 15% of the market will always lead to greater congestion, because the system that supports the remaining 85% is left to languish.

In business, measuring performance is a way of life. It is viewed as an indispensable tool that shapes decisions on resource distribution. In the public sector, however, performance measures are treated more like an inconvenience. This is especially true in transportation policy.

Across the country, transportation spending decisions are too often tied to political agendas and the wishes of influential constituencies, not objective measures of public need, such as safety, economic development and traffic relief.

Washington policymakers should strengthen the link between spending and traffic relief by adopting strict performance-based measures.



When spending your transportation tax dollars, do you think state government's first priority should be to reduce traffic congestion, or to fund other transportation needs?*

2. Respect people's freedom of mobility

Government policies in transportation should be responsive to the market and improve the freedom of citizens to live and work where they choose. Government serves society, not the other way around.

Manipulating transportation policies to force a particular behavior coerces people to abandon their individual liberties in favor of a socialistic benefit where supposedly, a greater collective good is created.

These measures always fail because of what Milton Friedman called, "one of the strongest and most creative forces known to man," rational self interest; or people's desire to do what they believe is best for their own lives.

Instead, proponents of social change should work in the marketplace of ideas to persuade others to share their vision and work towards it. They should not use the power of government to force through their own ideas, but should seek to change policy, if that is needed, once reform is broadly supported by the public. Policymakers should respect people's choices and allow for a greater freedom of their mobility by actively working to reduce traffic congestion.

3. Deploy resources based on market demand

Transportation resources should be distributed based on market demand rather than the current system of building infrastructure that is somehow meant to attract demand.

In economics, supply is a function of demand. This means a willingness to use a service must exist before a supply of that service is created. Boeing executives do not make 300 airplanes knowing they will only sell 100. Likewise, governments should not spend a disproportionate amount of taxes in low demand sectors, where the willingness to use the service does not justify the spending.

European transit systems provide a good contrasting example of how these economic concepts apply. In Switzerland, transit is successful, not because of the amount of service or infrastructure, but because the country has certain demographic and economic characteristics that induce demand.

In other words, there is an existing market with a customer base and Swiss policymakers respond with proportional infrastructure investments. As a result, mode share, ridership and fare box recovery are high.

In the United States, transit resources are distributed in just the opposite way.

Under the "build it, and they will come" theory, policymakers think that increasing the supply of transit will somehow create more public demand. This speculative model fails because most U.S. cities do not possess the economic or demographic characteristics that create enough voluntary consumers for public transit.

Using the economic principles of supply and demand shows that building excess transit capacity before there is an equal amount of willingness to use it leads to an underperforming system. As a result, mode share, ridership and fare box recovery are low.

When prioritizing transportation projects, policymakers should use consumer demand to drive investments, not the other way around.

4. Improve freight mobility

Freight mobility plays a significant role in transportation policy but ironically, the state's investment strategy is an obstacle for improving the movement of goods.

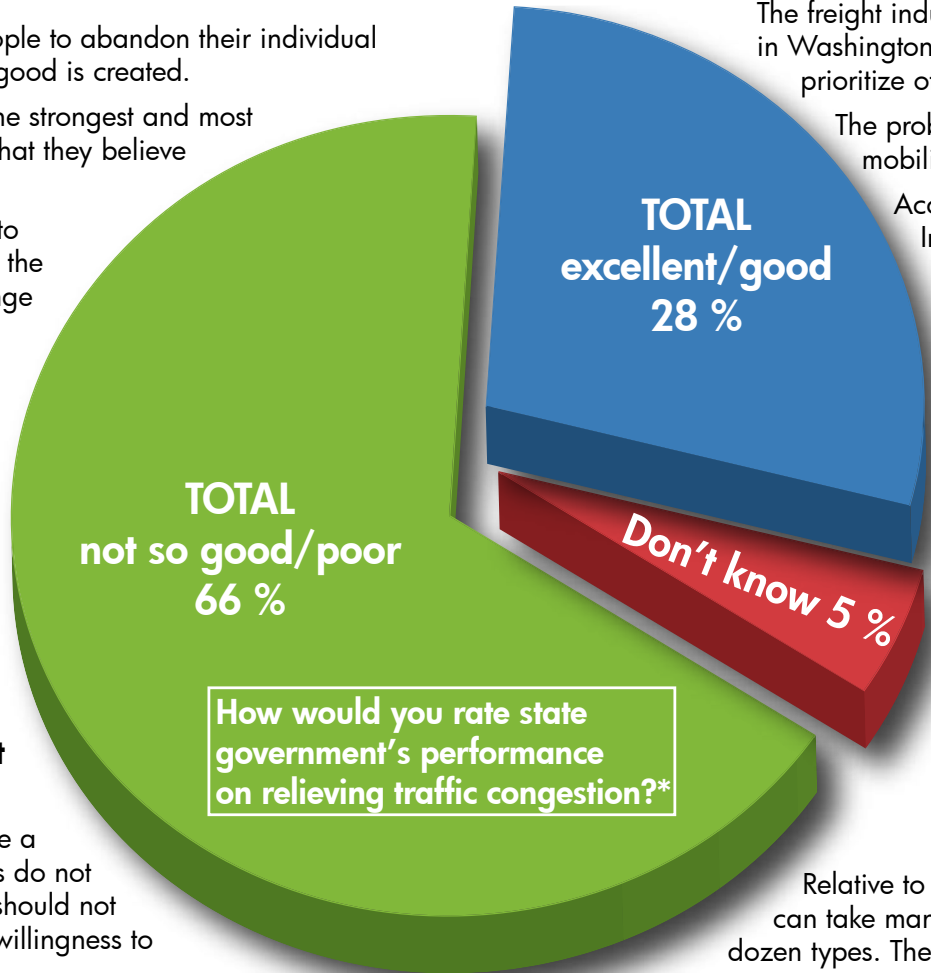
The freight industry pays about 25% of the revenues the state receives from fuel taxes, vehicle registration and weight fees in Washington. Yet, very little goes to pay for freight-specific infrastructure. The industry is forced to rely on projects that prioritize other transportation areas. The theory is, "what's good for one mode is good for all modes."

The problem is that spending is based on other agendas, rather than congestion relief, and not surprisingly, freight mobility suffers.

According to the Federal Highway Administration, it costs the freight industry \$32 for every hour of traffic delay. In 2004, that amounted to about \$7.8 billion nationally. That means the cost of getting goods to market includes nearly \$8 billion directly attributed to traffic congestion.

Policymakers must acknowledge that congestion relief is possible and look for cost-effective solutions that measurably reduce delay.

- Policymakers should:
- Create a freight investment account to fund freight specific projects by rededicating existing revenues
 - Increase heavy rail capacity to allow medium and long range freight more choice to shift from roads to rail
 - Create freight-only lanes/corridors to support local freight distribution



How would you rate state government's performance on relieving traffic congestion?*

5. Utilize public/private partnerships

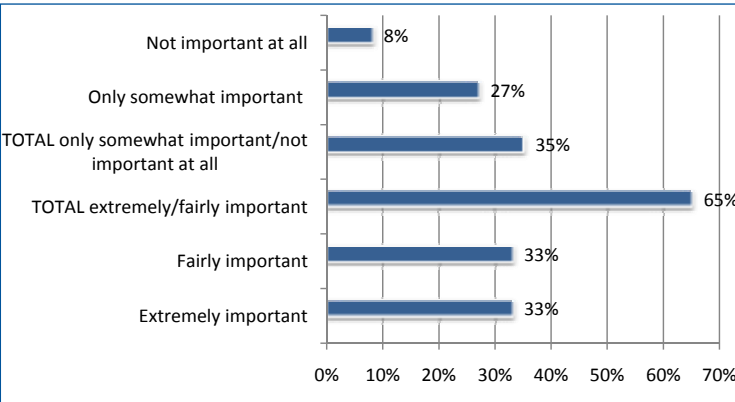
Using the Public/Private Partnership (PPP) concept, policymakers can find effective ways to fund new projects, and to maintain current transportation infrastructure.

Relative to the rest of the United States, Washington has been slow to fully embrace the PPP strategy. These partnerships can take many forms and, according to the National Council for Public-Private Partnerships, there are generally about a dozen types. They range between mostly private to mostly public and several types incorporate a balance of both characteristics.

There are many benefits associated with a PPP. They include leveraging private dollars for public use, shifting risk from taxpayers to the private sector, and lowering overall project costs.

Other factors like public oversight, asset ownership, long term maintenance, liability and labor, will dictate which PPP is a better fit. In Washington, these issues have been treated as obstacles and prevented partnerships from forming. Yet, other states have solved these problems and have adopted several types of partnerships. Undoubtedly, these concerns are important, but they should not deter the benefits of a Public/Private Partnership.

Partnering with the private sector is one way to increase financial resources and get roads built. Otherwise, funding problems become insurmountable, roads are not built and our system continues to deteriorate. Public/Private Partnerships have a proven track record across the United States and should be embraced by public officials in Washington.



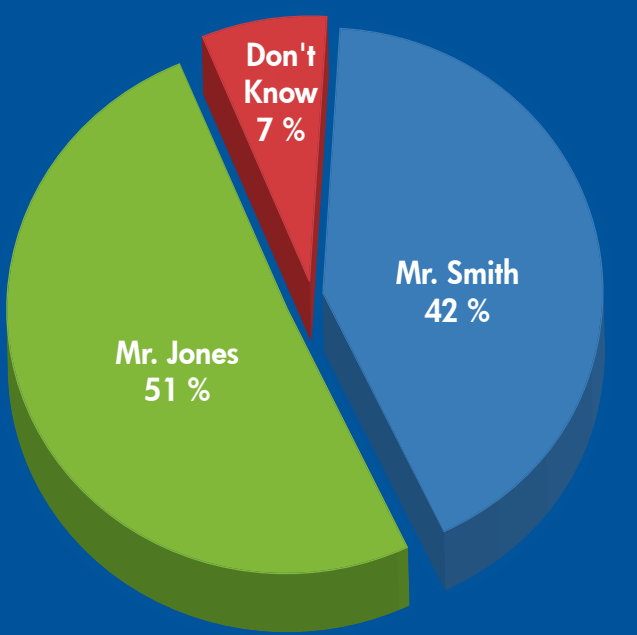
As you think about the government's role in transportation, how important to you personally is reducing traffic congestion?*

Do you agree more with Mr. Jones or Mr. Smith?*

To understand how people feel about government's role in transportation, respondents were asked to consider the following scenarios:

Mr. Jones believes state government should focus on fixing traffic congestion chokepoints. Congestion relief will help commuters get to work, help businesses move their products and help the environment because shorter commutes mean less air pollution.

Mr. Smith believes state government should try to get people out of their cars and that we need to focus tax dollars on public transportation, not building more highways. He says trying to fix traffic congestion with road improvements will result in more people driving more cars, more damage to the environment and more congestion.



*Source: 2009 Washington Policy Center Traffic Congestion Poll

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