
From: Dye, Dave
Sent: Thursday, March 12, 2009 12:54 PM
To: Smith, Helena Kennedy; Stone, Craig; Hopkins, David A.; Paananen, Ron
Subject: FW: New Tolling Organization at WSDOT

The deed is done -- congratulations and condolences...looking forward to bringing this all together...thanks for your help!

-dave

From: Hicks, Elissa **On Behalf Of** Auyoung, Dillon
Sent: Thursday, March 12, 2009 12:46 PM
To: Haugen, Sen. Mary Margaret; Rep. Judy Clibborn (clibborn.judy@leg.wa.gov)
Cc: Dye, Dave; Ziegler, Jennifer; Hammond, Paula; Stone, Craig; Hopkins, David A.; Reinmuth, Steve; Auyoung, Dillon; Leiste, Willy; Lenzi, Jerry C; Balasbas, Jay; Berntsen, Teresa; Fleckenstein, Mary; Leathers, Kathryn; Long, Jerry; Matteson, Mark; Munnecke, David; Parker, Christie; Redfield, Beth; Richards, Jim; Baumgardt, Janice; Cecil, Amanda; Dory Nicpon; Gamble, Hayley; Malkin, Wendy; Margaret Shepherd; Simpson, Kelly; Steve Breaux; Tom Goff (goff.tom@leg.wa.gov); Ward, David; Zukowski, Natalie
Subject: New Tolling Organization at WSDOT

Good Morning Chair Haugen and Chair Clibborn:

As we discussed previously, Secretary Hammond and I have been working on ways to improve WSDOT's organization and staffing for our support of tolling policy development, strategic toll planning, tolling financial plan development, and toll operations. It has become clear that tolling has become, and will continue to be a significant part of the Department's business functions in the years ahead. Building off the lessons learned in the start up and operations of tolling on the Tacoma Narrows Bridge along with the SR 167 HOT lanes, we have identified a number of opportunities for improvement as we anticipate more work relating to tolling development and implementation for SR 520, the SR 99 Alaskan Way bored tunnel, and other routes across the state, including but not limited to the I-5 Columbia River Crossing and express toll lanes on I-405.

Recently, our staff completed an assessment of different organizational models for how to better support tolling development and operations in WSDOT. Options considered included:

- Keeping our current "virtual tolling organization" comprised of individuals from our traffic division, urban corridors office, strategic planning and programming, and toll operations group in Gig Harbor.
- Blending the toll functions into our urban corridors office in Seattle
- Creating a new, small toll HQ division

All options evaluated relied on using existing positions and did not result in workforce or management team expansion. After carefully evaluating the options, we have elected to create a new, small toll division in Headquarters, place-based in Seattle. We have asked Craig Stone, our current urban corridors administrator, to head up this new team. Craig, with direct support from David Hopkins and Helena Kennedy Smith, will provide leadership as we transition in the next few months to a stronger toll division. To ensure that we carefully coordinate both internally and externally on the myriad of toll policy and operating issues, Craig will report directly to the Office of the Secretary. This re-organization also allows us to place under common leadership the toll functions of planning, engineering and operations to realize efficiencies and cost avoidance over time as the toll network grows. This consolidation will necessitate the relocation of the Toll Operations Office from Gig Harbor to Seattle in anticipation of the increasing work effort that will be required with our future toll projects in the Puget Sound Region.

To assist during this transition, the day to day operations of the Urban Corridors Office will be led by Ron

Paananen, deputy urban corridors office administrator. Ron will sheppard the design, environmental and construction projects assigned to UCO, focusing primarily on delivery of the Alaskan Way bored tunnel, the SR 520 project, and I-405 corridor improvements.

Additional refinements to this organizational alignment will be made as more information regarding our 2009-2011 budget and other legislation is finalized. We will keep you updated as that occurs. We look forward to working with you to make this transition seamless and productive.

If you have any questions, please feel free to give me a call at 360-705-7054. Craig and I will be happy to come meet with you to discuss these changes or with any of your members if you would like a briefing. Thank you again for all of your support.

-David Dye
Deputy Secretary, WSDOT