



CHALLENGE SEATTLE

Working together
for a better future



Transportation vision for 2035



The greater Seattle region is a major player in the global economy. We lead in many areas, such as technology, global health, commerce, aerospace and more; the companies and people that are powering the 21st century economy call our region home. Our unique blend of ingenuity has had a powerful influence on the world and we are still inventing every day. This, paired with our breathtaking natural beauty and a vibrant quality of life shaped by recreation, arts, music and culture, is powering our continued growth.

But with this success also comes real challenges. Today, our transportation system faces a crisis. As one of the fastest growing regions in the world, our aging infrastructure and disconnected systems are not keeping pace with demand. Over the next 20 years, our region will grow by nearly one million people. We must act now to support our growing population, and do so in a way that maintains our quality of life. We must all work together, embrace technology and set and achieve measurable goals to generate system-wide solutions as we build a world-class transportation system.



Technology is already changing our landscape in ways that didn't seem possible. With only a mobile phone, consumers today can locate and pay for parking, find faster routes, utilize car-sharing services or hire a driver. Ridesharing services, like Uber and Lyft, have the ability to dramatically reduce single-occupancy vehicle trips in our city. And new opportunities continue to emerge. Only a few years ago most believed that driverless cars were still decades away. Today, thanks to major leaps in technology as well as rapid innovation from companies like Ford, Tesla, Google, Audi, BMW and others, autonomous autos, buses and trucks will be a reality in

five to ten years. This technology will lead to fewer accidents, less emissions, lower costs and reduced congestion. Likewise, the advent of drones, once solely thought of as a military and hobbyist pursuit, will have the ability to move freight and people and will impact our transportation infrastructure. Embracing innovations like these is critical to overcoming the physical constraints our geography provides; with limited ability to expand roadway space, we must adopt alternative solutions to optimize our system.

Together, we have made significant progress in many key areas. Last year the Washington State Legislature passed a comprehensive statewide transportation package with funds for congestion relief and public transit. Seattle voters approved a critical transportation package to make key investments in our infrastructure. The City of Seattle is working to provide options other than cars, offering bike and pedestrian pathways that connect people to their communities. Regionally, the integration of Metro and Sound Transit, continued support for a light rail network and the ongoing work by The Northwest Seaport Alliance and the Port of Seattle to reduce both congestion and emissions through modernizing terminals are key steps in addressing growing needs.

BUT SEATTLE'S TRANSPORTATION SYSTEM IS USED BY ALL, AND OUR CURRENT CRISIS MUST BE SOLVED BY ALL.

We need to be bold. Considering the growth we face, this means not just preparing for tomorrow, but for the decades ahead. We must be ready for the opportunities of the future. Government needs to support public policies and private sector initiatives that create a receptive environment for innovation. In turn, the private sector needs to coordinate and collaborate with government leaders and support good risk taking that brings innovation. And the people who live and work in our region need to embrace emerging solutions and commit to being part of a better, more efficient transportation system. When we think with vision and act with determination together, we not only better serve the needs of our system's users, we outpace the competition and set a global standard.





ACTING ON OUR VISION

Challenge Seattle is comprised of 17 companies and philanthropies who are ready to be a good partner, assume our responsibility and to lead on this issue. We believe in this region and like you, we are committed to this place we call home, where we and our employees raise our families. We want to contribute to a better future.

FIRST, through this document we are sharing our vision for a comprehensive strategy and putting our collective experience and support behind tackling our region's challenges. We will take immediate action within our companies and collaborate with the public sector to activate other important strategies. We will monitor the progress of all of us against our goals and issue an annual report outlining what we have pursued, what we have achieved and what we have learned. We are committed to taking calculated risks, exploring new solutions and leveraging our business acumen in pursuit of a better transportation future. We may not always succeed, but we will always try.

SECOND, together with the University of Washington, we are creating a Mobility Innovation Center.

This cross-sector center will allow us to apply our expertise in technology and innovation to finding transportation solutions. Housed at the University of Washington, the Center will be comprised of mobility experts who tackle specific challenges, bringing together the best talent and expertise from the business, government and education sectors. These teams will attack and solve regional mobility problems, develop new technologies, apply system-level thinking, bring new innovations to our regional transportation system and be a leader in online-to-offline (O2O) solutions for the mobility sector. They will use applied research and the very best practices from around the globe to address challenges. And they will generate real-world deliverables within a 6-9 month timeframe. The goal of the Center is to turn new ideas into reality. Our primary metric for this strategy will be the number of solutions generated and put into prototype or practice.

One of the first topics the Center will address is how to prepare for the intelligent highway. With driverless cars currently in test phase right here in our region, exploring intelligent and automated highways is an important first step to creating the world-class regional transportation system we need.

Applying technology-driven solutions to transportation is a proven strategy. Every day more than 100,000 people in our region use OneBusAway to plan their travel. Seattle-based start-up Convoy has developed a mobile app for connecting products with trucks for shipping, thus improving efficiency through load-sharing and real-time trip planning. The Mobility Innovation Center will work to apply a technology-first approach to tackling transportation challenges.



image courtesy Google

THIRD, as some of the region’s largest employers we’ve agreed to implement the best practices available to tackle transportation issues within our companies.

Today we are setting a goal of no more than 35% of employees commuting via single-occupancy vehicles (SOV) by 2035. This means that 2 out of 3 people will travel to work via public transit, bike, carpool, walk and means other than driving alone. Our organizations are already implementing trip-reduction programs, employee shuttle services and flexible work options, and we will continue to offer programs like this in service of our goal. We have compared our programs to those in other cities around the world and we are currently among the most impactful and innovative. But we cannot stand still. Setting this new goal affirms our commitment to stay at the leading edge. To ensure continuous improvement, we will revise our best practices every five years to make certain we are leading both nationally and internationally and never falling behind the competition. We will work with our partners, the Seattle Metropolitan Chamber of Commerce and the Washington Roundtable, to share practices and engage the broader business community in reducing SOV rates. We will share progress against this goal in our annual report, tracking non-drive-alone rates for major employers as well as the programs that are driving reduced SOV rates within companies.

Our regional transportation system is complex and far-reaching. It affects access in and out of downtown Seattle, and connects neighborhoods and communities across the region. We will start by looking at the city of Seattle for insights and solutions. Successes and other learnings will then be shared throughout the region. What works in Seattle can be leveraged elsewhere. Intelligent highway solutions that are adopted and managed in Seattle can then be implemented in other locations. We will tackle modern problems with modern tools. We will test and learn — and use what we’ve learned to raise the expectation for transportation everywhere. By working together and holding ourselves accountable to one another, we will make significant progress and truly create a better future.



MEASURING SUCCESS

To create a model that serves many users with many needs, we must embrace a user-focused transportation system that is technology-focused and forward-looking. It must meet four over-arching goals: reliability, safety, equity and environmental sustainability. It must be measurable and accountable. When we meet and exceed these goals, we will have succeeded.

FIRST, a system that reduces both travel times and the variability in travel times is critical. Employees need the ability to *reliably* plan their commutes; parents want the peace of mind that when they leave home or work they know how long it will take to arrive at their child’s school or day care; and freight operators must be assured that they have easy and fast access to the businesses and ports that fuel our economy. No longer can one accident shut down a highway for hours creating backups throughout the region. Citizens must have reliable options that provide congestion-free commutes even during the highest-peak travel periods of the day. Trucks must have reliable highway travel options to accommodate the expected growth in international trade.

SECOND, our roads should be safe with a goal of zero fatalities and serious injuries. Seattle is currently a leader in safety and we must continue to lead in this area. We support the city’s Vision Zero goal of reducing serious and fatal collisions to zero by 2035. National Highway Traffic Safety Administrator Mark Rosekind has said that the deployment of new auto technologies can reduce 94 percent of fatal crashes involving human error. We will test and prepare for these new technologies and their life-saving potential.

THIRD, households should be able to reduce the percent of income spent on their personal transportation-related expenses. Low-income families are disproportionately impacted by transportation costs. Too often the communities where they can afford to live are not well served by public transportation, making it necessary to own cars — the most expensive transportation mode — to get to and from work. That proportion of expenses should be tracked as an indicator of our system’s equity. A system that is both accessible and affordable is critical to our long-term success and to our region’s future.

FINALLY, our system must lead in environmental sustainability, reducing carbon emissions for both passenger and freight transportation. Transportation is the second highest contributor to greenhouse gas emissions in the US. Through new technologies that can reduce cars on the road, to trip reduction efforts, to alternative transportation options that get people out of their cars, protection of our environment must be our legacy.

As we work to build the transportation system of the future, at our core we must remember that transportation customers should be placed at the center of our transportation planning, implementation and management.

THE SYSTEM MUST BE DESIGNED TO MEET THE NEEDS OF ITS USERS TODAY — AND BE ABLE TO ADAPT TO MEET THE CHANGING NEEDS OF USERS IN THE FUTURE.

Creating this kind of world-class regional transportation system requires more than addressing our current problems one by one and creating incremental improvement. We must take a bold, comprehensive, user-first approach, maximizing our use of new and innovative technologies to serve the needs of the region.



Overall Metrics

Reliability: average travel time and variability on key commuting routes

Safety: number of fatalities and serious accidents

Equity: proportion of income of residents/families spending on their transportation needs

Environmental: CO₂ reductions based on vehicles

Business: percent of single-occupancy vehicle transit by employees of major employers



Collaborative strategies

As Challenge Seattle, we are committed to acting in areas where we can provide expertise, insight and resources. We are committed to thinking creatively about solving our transportation challenges. And we are committed to taking action. While we move forward with employee-focused programs and the creation of the Mobility Innovation Center, we will be a partner to bring about other critical impacts in transportation.

We have identified six strategies for improving the function of our current transportation system and creating a more integrated, efficient, user-centric model. Taking action against each of these strategies will impact our transportation system and our region in tangible ways. It will also require a never-before seen level of collaboration. We are up to the challenge and look forward to working together to implement these strategies for our region.

- 1** Create an I-5 Corridor for the 21st Century
- 2** Provide a Transportation System by Integrating Planning and Operations
- 3** Manage the System with All Users in Mind
- 4** Proactively Maintain Transportation Assets
- 5** Establish a Sustainable Funding Model
- 6** Integrate Land-Use and Transportation Planning

1 Create an I-5 Corridor for the 21st Century



With bold action, the region can transform I-5 into an efficiently functioning 21st Century corridor for commuters, families and commercial traffic. The overall health of our economy and our community can only be enhanced as travelers find it easier to move north-south on I-5 and other roadways.



Day after day, we see the impact of our current transportation network's vulnerabilities to disruption on I-5. These failures are approaching a crisis level. While the recently enacted state transportation funding package is valuable in many areas, it included no money to address problems with this critically important section of I-5.



We must develop solutions to improve the physical infrastructure in the north-south corridor, as well as deploying new technologies to make the corridor function more intelligently. We have physical constraints that limit our ability to add significantly more capacity to I-5. We need to look for creative ways to help reduce traffic on I-5; work to develop multi-modal options for commuters; address known choke-points with targeted improvements, active traffic management and improved incident response; ensure sustainable levels of maintenance; and prioritize transportation capacity for commercial vehicle traffic that has few or no practical alternatives beyond I-5.

The Internet of Things allows us to create connections and share data like never before. Turning the I-5 corridor into a truly intelligent highway, through the use of technology like sensors, monitors and data visualization will allow us to move more efficiently through the region. Implementing these solutions will facilitate movement today and prepare us for the autonomous vehicles and emerging technologies of the future.



Getting where you're going quickly and reliably is the best indicator of a modernized I-5 corridor. Therefore, one primary performance metric will be WSDOT average and reliable travel times along key routes during peak hours. For example, the average travel time for morning commuters departing Federal Way for Seattle at 7:15am is 52 minutes. But the reliable travel time — the time commuters should budget to make sure they reach Seattle on time 19 out of 20 weekdays — is 76 minutes. In this example our objective would be to reduce both the 52-minute average and the buffer of 24 additional minutes required to ensure on-time arrival.

EXAMPLE

Other areas are making significant improvements in how they manage key travel corridors, and we should learn from their efforts. For instance, SanDAG in San Diego operates as an integrated corridor management system that includes highways, toll roads, arterials and public transit to maximize capacity and throughput in the metro area. In Hong Kong, integrated road management, lane management, adjustable speed limits, dynamic tolling, real-time communication with vehicles and automatic incident detection on Route 8 reduces congestion and improves traffic flow.



2 Provide a Transportation System by Integrating Planning and Operations



Integrated management is required to optimize the performance of our transportation system as a whole. Building a framework that allows those managing our transportation systems, including bus, rail, ferry, bikes, freight, automobiles and commercial vehicles of all types, to work together, using comprehensive data and analytics, will yield the best plans for all of the users of the transportation system.



Currently, transportation agencies operate their systems fundamentally independent of one another. While there are ongoing efforts to improve, there is a need for more collaboration. Our transportation system does not operate at its best without all the pieces working to maximize the combined performance of a single, integrated system and services.



Bringing data, information and transportation decision-makers together is the first step toward a unified system that allows users to travel reliably and predictably. Using real-time data-gathering technologies and advanced data analytics to plan and schedule system components will optimize performance of the system. Shared resources and collaborative planning will help optimize the effectiveness of existing services and prioritize the region's investment of limited resources to maximize the beneficial impact of system upgrades. It would coordinate effective “last mile” planning — identifying how transit riders move from the nearest stop to their ultimate destinations — by considering the entire range of options and identifying the best among them. It would take common maintenance into account, as well as unscheduled disruptors, and provide users and system operators the information needed for accurate planning. A great place to begin this integration process would be with the creation of a central operations center for ongoing data-gathering and communication between agencies. The center would aid the disparate system owners in coordination of traffic incident responses to accelerate removal of blocking accidents and minimize their impact on the rest of the system or coordinating schedules for common maintenance, to minimize overall impact to the traveling public or creating to-the-minute route planning guides. Collaborative planning could also work on how to integrate autonomous vehicles and innovative ridesharing into future plans.

EXAMPLE

Other regions have already come to this conclusion. Los Angeles Metro system operates a regional integrated intelligent transportation system (RIITS) that allows real-time information exchange and coordination among Metro, Caltrans, the LA Department of Transportation, California Highway Patrol, and surrounding transit agencies. Similarly, Houston's Transtar unifies a variety of transportation management and emergency service provider agencies into a single operating entity with a centralized operations center. Seoul's Transport Operation and Information System (TOPIS) connects public and private traffic information systems to improve connectivity between different transit modes. Its integrated traffic control center incorporates real-time information from the Bus Management System, Transport Card System, taxis, police, unmanned surveillance systems and various other sources to manage congestion and provide real-time information to travelers via mobile phones, road display signs and other means of communication.



Our goal in this strategy is to improve the coordination across various agencies and organizations to ensure a more unified approach in the region. We will track the percentage of regional agencies and organizations with shared operations and service planning based on the following criteria: common data and metrics, shared system operations, collaborative incidence response and shared route and service planning.

3 Manage the System with All Users in Mind



As a society, we have access to more information than ever before. Rather than overwhelming people with information and choices and options, we need to streamline the system. Our system should use real-time data and leading-edge technologies to equip users to make transit decisions quickly and easily and allow agencies to optimize travel.



Without an integrated system, individual users must tap into multiple sources of information and multiple types of payment across multiple modes to move around the region. Streamlining systems will make for a seamless user experience and broader adoption of new solutions.



Transportation system information should be presented in a coordinated fashion so that all users – whether an individual consumer, a service provider coming to your door, a delivery truck carrying products to your local market, or a semi-truck and trailer transporting products from Sea-Tac or the waterfront – have a single, uniform source for real-time data, allowing them to quickly and intuitively identify the optimal route for moving around Seattle. Once a route and travel method have been chosen, travelers should not need to use different cards and payment methods, depending on whether traveling as passengers or driving a car; or riding ferries, buses or light rail to complete their journeys. Payment systems should be coordinated so that all users can pay and access their accounts easily, using either a single card or their mobile devices. In this region, we developed the ORCA card to bring together multiple transit options on one system; now is the time to take that approach further. We must bring together all of our transit options and we must take advantage of new technologies to simplify payment. We must build a new model that is not static, but able to adapt to the new systems, modes and technologies of the future without requiring an overhaul.



To help ensure we are moving toward an optimized system from a user perspective, it is critical that we make the experience as seamless as possible for consumers. We will measure the number of integrated payment methods as one key indicator. Real-time, reliable transportation information should also be available to all system users. Thus, we will also track the prevalence of mobile applications with real-time traveler information as another metric.

EXAMPLE

The proliferation of real-time traffic apps like Inrix and Waze provide information, but we must now integrate the data into a user-centric solution. In Chicago, the new Ventra app (developed by Chicago Transit Authority, the Metra commuter railroad system, and the Pace suburban bus system) provides route planning and payment for all transit systems. Users can manage their payments; view their travel history; and get real-time arrival and departure information for all three transit systems.

Similarly, London's Oyster Card provides users with a smart-card that can be used to travel on busses, the tube, trams, light rail, the London Overground rail system, and even most National Rail services, and the Bay Area's Clipper Card is an all-in-one payment system for bus, metro, ferry, train and even some urban parking garages.



4 Proactively Maintain Transportation Assets



In the same way that technology companies plan for “uptime” of their networks, we must plan for optimal “uptime” of our transportation system. This means ongoing vigilance to identify potential weak spots and quick action to address areas of concern before they become an issue.



Maintaining any asset requires periodic investments to maintain the safety and structural soundness of the asset. Lack of coordination within our transportation system impacts resource allocation and scheduling for pursuing needed maintenance with minimal disruption.



We must ensure that timely and prudent maintenance remains a top priority, and does not fall victim to the budgetary axe whenever resources become constrained. Predictability and systemization are the right way to go; continuing to rely on the uncertain public sector budgeting and appropriation process is not. Regular investments in maintenance can maximize the useful life and minimize the life-cycle costs of our roads, bridges, transit vehicles, and ferries. There are numerous examples across the nation of urban road and rail networks falling into critical disrepair due to inadequate budgeting and commitment to routine but necessary maintenance. Regular upgrades also can improve functionality by creating new opportunities for improving the user experience or enhancing multi-modal capacity. As the Internet of Things continues to be built out, there are exciting opportunities for technology to help deliver robust life-cycle cost information, and to identify opportunities for smarter services and more timely and cost-effective repairs. These practices are increasingly routine in the manufacturing and industrial environment, and these tools can definitely be deployed in regard to our transportation infrastructure.



As we push for exciting new strategies, we cannot overlook the existing assets in our system. Maintaining those existing assets is a critical step to keeping travelers safe and limiting disruptions to the system. We will track our region’s performance using existing metrics on the percentage of transportation infrastructure that is in satisfactory or good condition. For example, the City of Seattle reported in 2015 that only 46% of its arterial streets were in good or satisfactory condition.

EXAMPLE

The Bay Area's BART system is one good example of a comprehensive approach to system maintenance. With assets that are, on average, significantly older than other transit systems around the country, BART has launched a comprehensive asset management system to help it maximize its limited resources in dealing with its aging infrastructure. However, the goal should be to have funds available and a system in place so that assets are appropriately maintained and the need for catch-up efforts is minimized.



5

Establish a Sustainable Funding Model



In order to enhance our existing infrastructure and accomplish our vision for a world-leading, technologically-driven 21st Century regional transportation system, funding for maintenance and operations needs to be consistent and predictable. With a sustainable funding model in place, the region can undertake appropriate planning and investments to maximize safety, efficiency, user convenience, and the long-term health of the system.



Seattle areas transportation resources are currently funded in a variety of ways; however there is great variability in the frequency and amount of funding for the system as a whole as well as for the individual pieces.



As a region, we should evaluate whether we need to change the way we look at transportation funding. Our transportation system is a public asset in which every resident depends on it, even if only indirectly. The food they consume, schools they attend, the medicines they take, the mail they receive, the emergency services that support them — all depend on companies and service providers being able to utilize the public asset that is our transportation system.

At the same time, some residents place far more demand on our transportation system than others. Those commuting daily in single-occupancy vehicles place a greater burden on the system than those who travel infrequently, or travel via bike, or on foot, or on public transit. Should our transportation system be viewed as a public utility, like water and electricity service? Should we be charged similarly to the way we are for those utilities? With utilities, we pay a base fee for being part of the utilities network, then pay fees for our individual consumption. Applying this model to transportation allows us to support the needs of the overall system with balance for more frequent users.

How can the useful life of our roads, bridges, transit vehicles, and ferries be maximized — and total life-cycle costs minimized — through provision for proactive maintenance? What is the right balance between preservation of existing transportation assets and investments in new capacity?

When it comes time to invest in new transportation programs or assets, funding should be prioritized toward those projects, programs, and policies that break down jurisdictional or organizational boundaries or allow the regional system as a whole to function more effectively and predictably. New mechanisms can be created to ensure that transportation funding is directed where the region will receive the highest return, not spread thinly across so many projects and agencies that the impact becomes watered down and provides only negligible returns.

EXAMPLE

No region, especially none growing as quickly as Seattle, has discovered the magic bullet for adequate and sustainable transportation funding for transportation. The key is to find the right mix of tools, given the region's needs and potential funding mechanisms. Some areas have seen some successes which Seattle should investigate more closely. For instance, the North Virginia Transportation Authority, the TransLink network in British Columbia, the Bay Area's Metropolitan Transportation Commission, and the Self-Help Counties Coalition serving more than 80 percent of California's population all provide examples of how other regions are diversifying their transportation funding sources and maximizing their transportation dollars.



Many of the other strategies outlined in this document — and transportation investments broadly — require ongoing funding. These come from many sources: appropriations at the state and federal level, voter-approved levies, gas taxes, sales taxes, user fees, and more. Sustainability from a funding standpoint means that the revenue from all of these sources combined is stable and predictable. We will measure stability in terms of the year-over-year volatility in total funding and the proportion of funding coming from predictable sources.

6

Integrate Land-Use and Transportation Planning



In the Seattle area, our growth is undeniable. By planning ahead, we can continue to grow in ways that are sustainable and desirable, so that our communities thrive. An intentional approach to land-use and transportation planning will ensure that as we grow, our residents are able to move around the region and access not only the employment opportunities, but the lifestyle and cultural activities that define us as a region.



Historically in our region, transportation planning has reacted to development patterns, struggling to respond to where growth occurs. If housing costs in Seattle's neighborhoods drive more working families to consider more affordable housing options throughout the rest of the region, that trend will place a significant burden on those who cannot afford to live close to key employment centers. Without adequate transportation facilities and services, many of our employees and neighbors will have no choice but to spend more and more of their income and time in order to get to work, school or recreation.



Land use and transportation agencies must coordinate their planning and policy development efforts more closely to ensure that workers at all income levels can reach key regional employment centers affordably and efficiently. Additionally, efforts should be made to make it easier for developers to make the transportation investments that are necessary to fully support their projects.



At its core, integrated land-use and transportation planning is about accessibility, and ensuring that residents have consistent and reliable options for transportation at their disposal. We will measure this by using the Walk, Bike and Transit scores reported by walkscore.com.

EXAMPLE

Bellevue's Spring District is a good example of how a developer (Wright-Runstad), a municipality (City of Bellevue) and a transit agency (Sound Transit) coordinated their efforts to integrate transportation services into a new community. But this project took extraordinary efforts on the part of all three parties. It's far preferable to create this integration structurally. Portland's Metropolitan Planning Organization has responsibility for both land use and transportation planning and funding in the area, ensuring such coordination. Similarly, the Bay Area's 2040 plan integrates land use and transportation planning across multiple agencies. Whether structurally or operationally, local land use and transportation agencies in the Seattle area must move in this direction.





Conclusion

We have the people, businesses and political leadership to build a transportation system that works. As home to the those who developed the technology that powers the modern economy — from Microsoft unleashing the power of computing to the public, to Amazon redefining global commerce with the shipment of their first book, Starbucks re-inventing how we drink (and pay for) coffee and Alaska Airlines outpacing the competition with the first digital boarding pass — we’ve proven that we think big and we think bold. We are home to Nordstrom which began as a small shoe store and Costco which began as one warehouse near downtown Seattle. To outfit people to climb mountains, get into nature and explore our natural beauty a co-op named REI was formed. The groundbreaking work of PATH and the Bill & Melinda Gates Foundation is changing the face of global health, life sciences and philanthropy the world over. After being turned away from a plane ride at an air show, Bill Boeing came home to redefine modern aviation. And Expedia harnessed the internet to change the way we travel. We are the city that drew the Space Needle on the back of a napkin and turned it into an international symbol. And we’re still inventing everyday.



For more than 150 years, our region has been defined by our unique ability to work together and overcome immense challenges. Our history shows we've accomplished great things before and we can do so again. Together everyone in our community worked to clean up Lake Washington and preserve a natural treasure. During an economic downturn we rallied behind Forward Thrust to all join in adding a needed boost to our economy. As we again face what seems an insurmountable challenge in addressing transportation and building a system that works, we have the opportunity to join together and build a better future for the next generation and beyond.



Acknowledgments

Challenge Seattle has been aided immeasurably by a team of transportation experts recruited to provide insights into the region's current challenges, strategies for addressing those challenges and examples of best practices from across the country and around the globe. We thank them for their commitment to this effort. These experts and those supporting their work include:

- Rita Brogan, PRR Inc.
- David Fisher, David M. Fisher Consulting
- Mike Groesch, former staff coordinator for the Washington State Senate Transportation Committee
- Amy Grotefendt, Principal, EnviroIssues
- Paula Hammond, National Transportation Market Leader for WSP|Parsons Brinckerhoff and former Secretary of Transportation of Washington State
- Marni Heffron, Principal and President, Heffron Transportation Inc.
- Bree Moore, Bill & Melinda Gates Foundation
- Goran Sparrman, Seattle Area Manager at Parsons Corporation and former Deputy Director of Seattle Department of Transportation
- Boston Consulting Group
- Porter Novelli



About Challenge Seattle

Challenge Seattle is a private sector initiative led by many of the region's CEOs working to address issues that our region faces, which will determine the future, for our economy and for our families. Challenge Seattle is led by Chris Gregoire and comprised of several of the region's most prominent businesses including Alaska Airlines, Amazon, Bill and Melinda Gates Foundation, Boeing, Chateau St Michelle, Costco, Expedia, JP Morgan Chase, Madrona Venture Partners, Microsoft, Nordstrom, PATH, Puget Sound Energy, REI, Starbucks, Weyerhaeuser and Zillow.

The initiative was created to ensure that our region thrives as one of the most innovative, vibrant and globally competitive regions in the world, by recognizing the uniqueness of our people, our culture and our pioneering companies.

Challenge Seattle has four goals:

- Providing our children the opportunity through education to compete for the jobs of the future right here in Washington State;
- Developing world-leading infrastructure that drives our future growth and vitality and improves quality of life;
- Creating and maintaining good jobs while preserving our values; and
- Telling the Seattle story here and around the world.

