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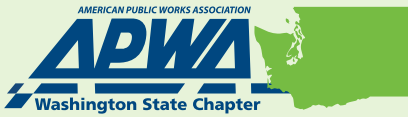
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Lauren Behm, 2023 Chapter President



# Sharing My Appreciation

A friend recently posted about her growing children that, “the days are long, but the years are short.” I have heard this quote before, but it struck in a more profound way this time. As I near the end of my time as President, I can’t believe it has been five years since I joined the Executive Board. Our Board of Directors and Chapter members have worked so hard during that time to make APWA – and specifically the Washington Chapter – the organization of choice for public works. In the last five years, we have:

- Survived a global pandemic
- Hosted our first virtual conference

- Wrote a new strategic plan for the Chapter
- Raised thousands of dollars for the Chapter Scholarship Fund
- Introduced dozens of students to public works
- Started an Emerging Professionals educational track at our spring conferences and an Operations & Maintenance educational track at our fall conferences
- Successfully launched a mentorship program
- Grown our ROAdeo contestant participation back to pre-COVID levels

- Initiated the *#iampublicworks* hashtag and presented the first Golden Hardhat Award
  - Advocated for our industry with the State and National Legislatures
  - Learned how great we all look in costumes
  - And so much more!
- Personally, in the last five years, I have transitioned from my public sector career back to consulting, earned my master’s degree in public administration, and watched my daughter grow from a sweet one-year-old to a smart and sassy six-year-old.

With the recent loss of our dear friend, Ruta Jones, I am reminded that life truly is short and that we need to take every opportunity to share love and appreciation with the people we care about.

I will take this opportunity to share my appreciation for all of you. APWA is filled with the most passionate, resilient, dedicated, people! If I hadn’t joined APWA back in 2006, I may not have stayed in the public works field. My APWA friends have inspired and supported me through many challenges. To Tom Skillings – thank you for getting me involved in APWA. To Toby Rickman – thank you for being my mentor and giving me so many opportunities. To Justin Matthews, Jordan Ottow, and Tyler Christian – thank you for carrying the torch and making the Scholarship Program and Student Outreach Network so amazing in Washington State. To Linda Ayala and Darci Bell – thank you for planning amazing conferences that I will never forget. To Donald Huling – thank you for being yourself and encouraging me to do the same. To Tina Nelson – thank you for believing in me. To all of you – thank you for trusting me to serve your Chapter as President. I appreciate all of you for your contributions to APWA, to public works, and to each other. Thank you!

Mic drop – ▀

Lauren Behm, MPA, APWA-WA President, Landau Associates

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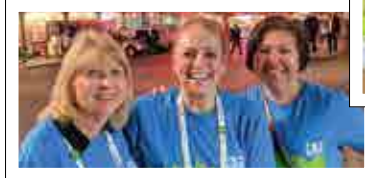
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# Remembering Ruta Jones

Ruta Lee Jones, 64, of East Wenatchee, April 1, 1959 – October 22, 2023



We are saddened to announce the passing of our dear friend Ruta Jones of East Wenatchee. Ruta was the co-chair of the East Side Fall Conference for over two decades and recently retired from the City of Wenatchee after 40 years of service. She attended Central Washington University where she majored in Business Administration. She was a pillar of the Chapter and part of our APWA family. Her chipper smile, dedication, organization, and wonderful spirit will be sorely missed. ▀



# New and Returning Members

July 1, 2023 through November 10, 2023

**Laura Belt**, Engineer Supervisor, King County

**Chris Boring**, Principal, Banack Construction Company

**Diana Brown**, Program Manager, OAC

**Curtis Butterfield**, Office Manager/Project Manager, Keller Associates

**Heath Defoor**, Regional Vice President, Fenagh Engineering and Testing

**Brian Dempsey**, Assistant Public Works Director/Engineer, City of Burlington

**Christina Douglas**, Director of Client Services, Fenagh Engineering and Testing

**Derica Escamilla**, Client Development Manager, Terracon Consultants

**Heath Henderson**, Engineering Director, Clark Regional Wastewater District

**Gregg Herkenrath**, OAC

**Chris Hoffman**, Principal, Consor

**Sylvester Hsu**, Client Director – Washington, Black & Veatch

**Doug Johnson**, Retired, STEPP MFG

**Stephannie Karlsson**, Deputy Director – Permitting, Sound Transit

**Kevin Loeb**, Engineering Geologist, Haley & Aldrich

**Nick Moore**, Town Planner, City of Eatonville

**Anna Pennington**, Industrial Waste Inspector, City of Everett

**James Peters**, President / Senior ITS-TSMO Planner & Engineer, Traffic Jim

**Ryan Phelan**, Engineering & Construction Manager, Midway Sewer District

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# BY THE NUMBERS RECAP

FALL CONFERENCE

APWA WA ★ 2023



## WA CHAPTER FALL 2023 CONFERENCE

The Fall Conference was held from October 3–5 in Wenatchee, WA. The conference had fantastic attendance for the educational sessions, golf tournament, and Equipment ROADeo. This Fall Conference saw the return of the Operations & Maintenance educational track. Also, for the first time we hosted an event for our newly launched Mentorship Program.

### CONFERENCE NUMBERS

- **475** attendees descended on Wenatchee (up 50 from 2022)
- **83** exhibitors
- **45** educational sessions with **81** speakers
- **77** ROADeo competitors (almost double 2022)
- **\$4,490** raised for scholarships (golf, lunch donations, raffle by Scholarship Committee, exhibitors and attendee registration add-ons)

### AWARD WINNERS

- **9** Night of Excellence awards were given out on Thursday to recognize their efforts to improve public works and their local communities
- **4** ROADeo event winners and **1** grand prize winner

We will be highlighting the winners on Facebook (@APWAWashington) and LinkedIn (APWA Washington Chapter); follow us to get the inside scoop, news, info, and conference photos.

### GOLF WINNERS

\$2,100 was raised for scholarships by the golf tournament (Dan Ireland, Chair) and \$17,500 was awarded to four scholarships to students entering public works fields (Justin Matthews, Chair).

- **88** golfers got their golf on in support of scholarships (close to double from 2022)
- **4** golf winners took home prizes: Doug McCormick, Shane Millar, Jason Cox, and Dennis Griffith

### CONTEST WINNERS

The Washington Chapter brings the spirit when it comes to contests of all kinds. This year's winners were no exception – leaving some of us shocked to learn that our co-workers enjoyed singing in public.

- **Costume Contest Winners:** Reid Middleton team with Shrek
- **Exhibitor Contest Winners:** 3J won Best Giveaway, KPG won Most Creative, and GeoEngineers won Most Interactive
- **Lip Synch Winner:** Ivy Renfro, Transp Group
- **Karaoke Winners:** Rohit Ammanamanchi, City of Bellevue and Tony Wintrip, Lewis Count



Golden Hard Hat awarded for using #iampublicworks



# WA CHAPTER FALL 2023 CONFERENCE RECAP



2023 Board



Drone ROADeo



Kenny Rogers (aka Jeff Brauns) and Dolly Parton (aka Lauren Behm)



Ivy Renfro, winner of the Lip Sync Contest



KPG wins Exhibitor Most Creative award



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# 2023 WASHINGTON CHAPTER SCHOLARSHIPS

This year with the Chapter focus on mentorship and reaching out to younger generations, we have seen a generous outpouring of funds from our Chapter members to the Scholarship fundraisers. With that additional money, in 2023 the Scholarship Committee was able to grant **two** additional scholarships to higher education students. Kelly Kauk, our Higher Education Scholarship recipient, attended the Fall Conference to give a passionate speech on what her scholarship had meant to her. Congratulations to our Scholarship winners and well-done to our members who have helped deliver on the Chapter mission of inclusivity and diversity within the public works field.



## JACK PITTIS MEMORIAL SCHOLARSHIP

(4-Year College/University)

Amount Awarded: \$7,500



### PETER YU

(2024 University of Washington)

"I am pursuing a career in civil engineering because it is the foundation of civilization and has a profound impact on our everyday lives. I am excited to contribute to society and the world in positive, meaningful ways through my interests and work in civil and transportation engineering."

## HIGHER EDUCATION SCHOLARSHIP

(4-Year College/University)

Amount Awarded: \$3,750



### VINIAL KUMAR

(2023 University of Washington – Tacoma)

"I'm eager to get active with APWA as a future transportation engineer to advance my professional development and support the organization's goals. I got to know about the APWA by attending the Spring Conference and learning the importance APWA has for the public works sector."

## HIGHER EDUCATION SCHOLARSHIP

(4-Year College/University)

Amount Awarded: \$3,750



### MATTHEW QUALL

(2025 University of Washington)

"I like the idea of helping make sure that people have access to clean and healthy water. Water resources engineering is going to face a number of grand challenges in the years to come, the two main ones being aging infrastructure and climate change. It is no secret that the infrastructure of the

United States is in a deteriorated state... and water systems are no exception."

## HIGHER EDUCATION SCHOLARSHIP

(2-Year College/Technical School)

Amount Awarded: \$2,500



### KELLY KAUK

(2026 Everett Community College)

"I work for a local agency, in Public Works on a team of nine talented individuals. We are a diverse group in many ways... and diversity has played a huge role in our success. Public works has a responsibility to represent its communities and to set the standard for the rest of the nation's workforce to follow. Achieving diversity

in the workplace is not just the right thing to do anymore; it is a matter of survival, of productivity, and of prosperity." ▀

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# The NIGHT OF EXCELLENCE Awards

# 2023

On Thursday, October 5, 2023 the American Public Works Association – WA Chapter recognized three groups and six individuals at their annual Night of Excellence Awards held this year at the Wenatchee Convention Center. The event recognizes how the state’s most accomplished public works professionals have contributed to the field, to the Chapter, and to our community’s health. The Awards Ceremony was presented as part of the WA Chapter’s Fall Conference.



## EMPOWERED TEAMS AWARD:

### Jennifer Walker of Thurston County

*The Empowered Teams award recognizes teams that advance the public works industry.*

Jennifer Walker’s commitment to operational efficiency has resulted in significant advancements and benefits to Thurston County. From innovative process improvements and unique strategies to high standards, her relentless pursuit of excellence has established Thurston County Public Works as a standout organization in Washington.



## COMMITTEE IN ACTION AWARD:

### Exhibitors Committee, Chair: Grace Richardson of David Evans & Associates, Inc.

*The Committee in Action award recognizes a Chapter committee that has provided/is providing exceptional value to the membership and/or the public works profession in Washington.*

The APWA WA Chapter produces two annual conferences that are vital to the social and financial health of our Chapter and one of the keys to our success is our engaging, interactive, and relevant exhibitor halls. The Conference Exhibitor Committee, chaired by Grace Richardson of David Evans & Associates, put in long hours planning and working with exhibitors and are a valued backbone of our Chapter.



# The NIGHT OF EXCELLENCE Awards 2023

## CHAPTER HEROES AWARD: City of Ellensburg Water Division from the City of Ellensburg

*This award recognizes outstanding service to the community in public works by front-line workers.*

In the late fall of 2022, the City of Ellensburg responded to a call of a leak on the 24-inch transmission main that serves the City's potable water system. The six-and-a-half-mile main was installed in 1947 and during the repair efforts it became obvious that extensive repairs would be required. Over the course of two nights in November – during a snow storm – City crews with the help of a local contractor, Belsaas and Smith, worked to replace water mains, prevent flooding nearby homes, and prepare Ellensburg for the next emergency.



## OUTSTANDING SERVICE AWARD: Donald Huling of HWA GeoSciences Inc.

*Outstanding dedication to the APWA WA Chapter is honored with this award*

After a year of rocking the APWA WA Chapter presidency, Donald Huling was looking forward to being a past-president – and then came COVID. When called upon to perform a second term, he stepped forward and accepted a COVID-induced year of headaches, planning, re-planning, and being the cheerleader-in-chief of the organization. His generous spirit helped the Chapter keep moving forward.



## INCLUSION ADVOCATE AWARD: Justin Matthews of KPFF

*This award recognizes efforts to recruit individuals into public works, including those members and organizations, or programs, who are active in helping women, minorities, and people with disabilities, pursue careers in the public works field.*

Justin Matthews is an invaluable asset to the WA Chapter of APWA for his tireless efforts with the Scholarship Committee and student outreach. Through his advocacy and leadership, the Chapter has changed our scholarship to include both a university scholarship as well as a community college scholarship, developing a more inclusive program to benefit all future public works professionals.





## CHAPTER PILLAR AWARD:

### Patrick Zellner of City of Renton

*This award recognizes an individual who exemplifies the qualities of leadership, mentoring, encouragement, and serving behind the scenes without seeking recognition for him/herself.*

A long-time member of APWA, Patrick has been with our Equipment ROADeO Committee since its inception in 2003 and has worked to help organize the National ROADeO during the Seattle PWX, as well as rally the Committee post-COVID to bring back the ROADeO, and assist with the planning of a Maintenance Track for this year's Fall Conference. Patrick's passion for public works and ability to share that passion with others makes him one of Our Heroes Who Wear Dirt.



## YOUNG LEADER AWARD:

### Chelsea Morrison of Kimley-Horn

*The Young Leader award recognizes and encourages individuals who demonstrate commitment to the public works profession and show potential for future growth with APWA.*

Transportation Engineer Chelsea Morrison is an outstanding professional, mentor, and colleague to those on her team at Kimley-Horn and within APWA. She is currently serving on the APWA Mentorship Committee and helped champion the Mentorship initiative that pairs young professionals with more experienced public works professionals.



## PRESIDENT'S AWARD:

### Toby Rickman, Retired (Pierce County)

*The President's Award recognizes a current Officer or Board Member for Chapter contributions to the APWA.*


Toby Rickman has been an invaluable member of the Washington State public works community for nearly 40 years. His notable legacies to public works are: Collaborating on WSDOT's "Target Zero" for traffic deaths in 2000, which is still the state's goal and has gone on to become a national standard. At Pierce County, he co-created the 8 Elements of Asset Management program that reduced costs for operations and management across the Pierce County, and was selected to lead the National APWA Asset Management Task Force to create guidance and tools for APWA members across the country.



## ROY MORSE AWARD:

### Peter De Boldt of Pertteet

*The Roy Morse award recognizes outstanding technical or professional accomplishments in public works. The winner of this award is sent to APWA National as a nominee for the National Top 10 Public Works Leaders of the Year Award. Roy Morse was a quiet force in industry, government, and public works in the twentieth century.*

Peter De Boldt is an accomplished engineer, tireless volunteer, and valued friend of the APWA WA Chapter. From his work with the Chapter on committees, Chapter Board, and advisor to the National Board, and as a project manager on projects such as the East-West High-Capacity Transit Study, and the South Renton light rail transit (LRT) Station Siting Study, to his mentorship of students, staff, and DBE associates (Disadvantaged Business Entities), Peter continually strives to better the world around him and we are proud to honor him with the Roy Morse award. 



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# Ballet with Plows and Backhoes: APWA WASHINGTON CHAPTER HOLDS 10th Annual ROADeo

By Sarah Sieloff, Client Leader, Haley & Aldrich

*Event spotlights centrality of maintenance workers and their skills to state, county and city function, emergency preparedness and response*

At 8:00 am on October 5, the parking lot outside the Wenatchee Convention Center was abuzz with anticipation, pierced occasionally by the insistent *BEEP! BEEP! BEEP!* of a snowplow backup alarm. This was Washington’s tenth annual ROADeo, a hands-on test of skill, wit, and heavy equipment operations. The ROADeo consists of four events: loader, mini excavator or backhoe, dump truck/snowplow, and skid steer (a mini bulldozer attached to tank-like treads). It takes place alongside the annual meeting of the Washington Chapter of the American Public Works Association (APWA), which brings together planners, maintenance workers, consultants, vendors, and contractors from around the state for educational sessions ranging from the latest advances in asphalt and concrete technologies to the finer points of grant applications.

Each ROADeo event requires participants to navigate obstacle courses with intense precision, and falls somewhere between acrobatics and ballet with giant machines as a medium. The skills these maintenance workers demonstrate reflect the versatility and adaptation their jobs require as they navigate everything from maintenance of aging infrastructure to disaster response. APWA Washington recognizes winners in each of the ROADeo’s four categories, plus one overall winner. Those who win in Washington go on to represent the state at the national level, and competition is steep: there are 63 APWA chapters across all US states and territories, of which Washington’s chapter is the third largest.

This year, the ROADeo’s all-around champion was Scott VanDiest, a water maintenance specialist with the City of Bellingham’s Public Works Department. VanDiest also took home first place in the dump truck/snowplow competition. For VanDiest, talking with other counties, municipalities and vendors, and running the courses was a highlight of the ROADeo. Asked about his thoughts with respect to the 2024 national competition, he replied, “I’m excited for the opportunity and I hope to represent well.” VanDiest is in good company: last year, his colleague Cody Ricci,

construction inspector with Bellingham Public Works, placed first on the mini excavator at the APWA Washington ROADeo and 15th nationally at the Public Works Expo in San Diego.



Scott VanDiest, Overall ROADeo Champion

“Our Operations and Maintenance crews have the responsibility to maintain, monitor, repair, rebuild, and construct all the parts and pieces of our infrastructure that are critical to sustaining our busy way of life,” says Patrick Zellner, Street and Solid Waste Maintenance Manager for the City of Renton and co-chair of APWA Washington’s Operations and Maintenance Committee, which organizes the ROADeo. Those systems include drinking water, wastewater, surface and stormwater management, streets and roads, transportation and signals, solid waste, and the fleet maintenance that keeps it all going. Public works keeps everyone moving, including other critical city services like police and fire.

## 2023 APWA WASHINGTON ROADEO WINNERS

Place	Loader	Mini excavator	Dump truck/snowplow	Skid steer
1	Tyler Roodzant, City of Mukilteo	Erik Krogness, Thurston County	Scott VanDiest, City of Bellingham	Erik Krogness, Thurston County
2	Don Lechner, City of Walla Walla	Eric Johnson, City of Walla Walla	Richard Penhale, Kitsap County	Jared Jones, City of Walla Walla
3	Sam Cleary, City of Bellingham	Jason Garza, City of Kirkland	Jason Garza, City of Kirkland	Jason Garza, City of Kirkland

And yet public works may be one of the least understood city functions. Often, the work of operations and maintenance crews isn't readily visible. They are out when others aren't, driving snowplows through deserted streets at 2:30 am or repairing water main breaks while their cities sleep. They sacrifice holidays and family events to respond to emergencies and system failures. That "always on" aspect of their work also gives them a spirit of camaraderie and belonging: "I've worked the last three Christmases," reflected the City of Bellingham's Cody Ricci. "And for that, [my team] is almost my second family."

### MORE THAN A COMPETITION

The ROADeo makes for an exciting and entrancing heavy equipment quadrathlon. Each event contains a minimum of five obstacles or more, and those obstacles change every year. The loader course, for example, requires backing the beast between lines of candlestick cones with mere inches of clearance, driving a tight circle around another set of cones, and then using the front end of the loader to move small pieces of two-by-fours off a succession of three cinder blocks. It's a bit like golfing blindfolded with a six-by-eight.

The snowplow competition requires weaving forward and backward between a series of large traffic cones and barriers that stand in for parked cars and narrow streets. Competitors then drive the plow in a tightly defined arc in which they must knock over a specific traffic cone before backing into a tightly defined box – all while being timed; monitored intently by judges, observers, and other contestants; navigating a course they've never seen before; and doing it in vehicles that differ from what they're used to. Unlike in many modern passenger vehicles, they do all this without backup cameras, and sometimes without rearview mirrors.

The ROADeo is more than a competition, but a skills showcase that culminates a year's worth of work by APWA Washington's Operations and Maintenance Committee. "We provide training sessions to help build and educate our ROADeo contestants," says Zellner, including five in 2023 that covered everything from leadership to work processes and materials. The ROADeo itself is perhaps the biggest training opportunity of all: some contestants report spending the year between ROADEOs focusing on what they can do better next time, and actively honing their skills. That may be the case for the City of Tukwila's Dan Lakopo, who reflected that "the mini excavator competition was a struggle." Mini excavators use two types of operating systems, John Deere or Cat controls, and the version in operation at this year's ROADeo was the opposite of what Lakopo regularly uses. All that said, Lakopo was thoroughly enthused by his experience: "This place is great, and I enjoyed it. This is my first year, and I hope to be back next year."

Zellner has worked since 2008 to develop the ROADeo into the event it is today. For him, the ROADeo is about recognizing, honoring and rewarding maintenance workers, honing skills, raising awareness and making connections. "This is an opportunity to connect maintenance workers to those who design, build, provide materials, and assess the infrastructure that these maintenance workers have the responsibility to maintain," says Zellner, "and it also offers insight into what the boots on the ground deal with."

The ROADeo is also about connecting maintenance workers with the public. "I want these workers to be proud of themselves," says Zellner. "We want to put a face on our maintenance workers. We want our citizens to know who they are and what they do every day to keep our cities running." Zellner's fellow ROADeo organizer Nick Bemis, Road Supervisor for Drainage and the National Pollutant



Discharge Elimination System with Thurston County Public Works, emphasizes: "We've got darn good operators in government. This is their time to show off their skills and let the public know."

### EMERGENCY PREPAREDNESS IS PART OF THE JOB

Maintenance workers are emergency first responders, although they're not always recognized as such. As Juan Silva from the City of Tukwila noted, "I've gone from picking up litter one morning to a landslide that afternoon." As climate change increases the frequency of extreme storms and wildfires, the risk and recurrence of emergencies is unlikely to decrease or simplify. "Our public works crews are an essential part of our first responders keeping our communities safe and operational on a daily basis as well as during times of peril, and [the ROADeo] highlights just how talented they are," notes Tara Davis, Vice President of APWA Washington.

That focus on emergencies and first responders is a priority for Zellner, who is actively pushing to expand recognition of public works maintenance professionals as first responders and get them included on strike teams of subject matter experts, with the expertise to identify hazards and priorities during and after disasters.

In the Pacific Northwest, this is particularly significant: projections indicate that in the event of a 9.0 earthquake along the Cascadia Subduction Zone, restoring drinking water could take from a month to a year, and up to three years for those along Washington's coast, which is anticipated to be highly impacted. A significant part of the work of replumbing our cities and stitching them back together will fall to public works departments, and to the maintenance workers who staff them. Having these workers recognized as first responders ensures they can reach the scene where and when they are needed most. "If our maintenance workers cannot access the

area and make repairs," says Bemis, "then emergency services cannot do their job and lives are at stake."

Recent history offers a taste of what could come. In her book *Full Rip 9.0: The Next Big Earthquake in the Pacific Northwest*, author Sandi Doughton recalls the February 28, 2001 magnitude 6.8 Nisqually Earthquake, which rattled much of western Washington and unleashed mudslides. When one of these dammed the Cedar River, the backup risked flooding nearby home. As Doughton describes, "A quick-thinking streets supervisor dashed to a construction site and commandeered excavators [very large backhoes] to scoop up the mud, open a flow channel and return the river to its banks." The homes were saved, thanks to a maintenance worker's expertise. It's a powerful illustration that Zellner knows well, because it unfolded in Renton.

Cities and counties are complex organisms, and the infrastructure and systems their public works teams manage are akin to systems within the human body. Often, we focus on what government does wrong, but public works is one of those things government often does right – quietly, persistently, and without fanfare. From keeping the taps running and toilets flushing to preventing and managing floods and repairing roads, maintenance workers are the glue that holds our communities together and the grease that helps them keep moving.

After 37 years with the City of Renton's Public Works Department, Zellner is thinking not only about the present, but about those who will come after him in public works around the state. With networking, training, and all-around educational benefits, events like the ROADeo are central. "We each have an opportunity to impact little situations, and sometimes we don't see the impact until years later." Whether it's skill building or networking, Zellner's overall goal is clear: "I want all of our maintenance workers to be proud of themselves and the work they do for our communities," he says. ▀

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### DIY Ethics for Supervisors

This course is designed for those who are interested in exploring how ethics applies to supervision and management. Learn how to walk the talk, set the tone, hold yourself accountable, and strive to create a culture of openness, democracy, merit, and creativity. Only by exercising the principles of ethical leadership can we meet the challenges of the future and sustain the public's trust in our decisions and stewardship of public resources.

### DIY Ethics for Public Works Professionals & Supervisors Bundle

This course combines both the Ethics for PW Professionals and Ethics for PW Supervisors courses to be presented as a single combined workshop or as individual workshops. It is designed for those who are interested in exploring how ethics applies to supervision and management. Learn how to walk the talk, set the tone, hold yourself accountable, and strive to create a culture of openness, democracy, merit, and creativity.

### DIY Math 101: Calculating Concrete & Asphalt

This course is designed for individuals looking to brush up on their math skills. It provides in-depth instruction and hands-on training for calculating volume and area as needed to determine the amount of concrete or asphalt needed to pave a given area (such as a driveway or parking lot).



# Looking Forward to the Upcoming Legislative Session

Mike Shaw, Chapter Lobbyist, Shaw Government Relations  
 Brandy DeLange, Government Affairs Advocate, Association of Washington Cities  
 Jane Wall, Executive Director, Washington State County Road Administration Board

## **A Short Session with Several Legislators Up for Re-election**

The 2024 legislative session starts on January 8 and will last 60 days. In addition to being a short session, this also means that it's a supplemental budget year. This generally means only adjustments are made to the budget and law, rather than significant changes. However, that does not always happen, as was the case in 2022 when the Legislature passed the largest transportation package in Washington

State history, the Move Ahead package. On top of being a short session, where a number of unresolved issues from the 2023 session must be addressed, 2024 is also an election year. Legislators are now positioning themselves for re-election or eyeing other offices. Some, like Governor Inslee, may also announce their intention not to seek re-election. Expect a large percentage to want to finish this session on time so they get to campaigning. While most legislative leadership and committee

chairs remain the same, the Senate Ways and Means committee will now be chaired by Sen. June Robinson, replacing Christine Rolfes, who was appointed as a Kitsap County Commissioner in June.

## **Transportation Funding Stays on the Table**

Despite having passed the largest transportation package in state history, the state transportation budget is straining under the weight of increasing project costs, lack of available bidders,

*“The state general fund should be stable due to our state’s resilient economy, but behavioral health costs will be the priority. The State is subject to a federal lawsuit regarding its treatment of the mentally ill in our criminal justice system.”*

and continued supply chain problems. Major projects are, in some cases, hundreds of millions over estimated costs, and the transportation committees must decide which projects get built and which projects get delayed.

Ironically, returns on the recently adopted *Climate Commitment Act*, which levies a carbon fee on large carbon producers in Washington State, have been tens of millions more than expected. Some transportation stakeholders have begun to debate how those dollars should be spent. We expect this will be a large topic during the 2024 session.

### **Pressure Persists on the Capital Budget**

Regarding capital budget projects, the 2023 biennial capital budget was robust so the supplemental capital budget will be more modest as bonding authority is limited. Yet, capital needs continue to escalate. The state general fund should be stable due to our state’s resilient economy, but behavioral health costs will be the priority. The State is subject to a federal lawsuit regarding its treatment of the mentally ill in our criminal justice system (Trueblood case), and about 22 counties are currently suing the state regarding DSHS’s handling of what are referred to as “felony flips” – those who committed a crime but are unlikely to be “restored” to competency and are committed to a mental health institution instead of being charged. Also, the number of fentanyl overdoses continues to rise, and there are not enough drug treatment beds available. Those issues should drive the operating budget discussion.

### **Unfinished Policy Business Related to Expansion of Prevailing Wage Requirements, Apprentice Programs, and Public Works Contracting Will Return in 2024**

Public works contracting, including issues like prevailing wage, apprenticeship utilization, and bidding will continue to be an area of focus for the legislature. Last session, Sen. Curtis King introduced SB 5726, in an attempt to strike compromise between contractors navigating multiple collective bargaining agreements and public works projects that require prevailing wage adjustments for contracts at the time work is performed rather than when the contract is signed. While this negotiation attempted to strike balance between labor and contractors, it failed to address concerns of local government advocates, who will bear the costs of multiple adjustments. The bill passed the Senate 49-0, then stalled in the House, but can be addressed again in 2024.

Last session, HB 1050 passed, requiring 15% apprenticeship utilization on projects estimated to cost \$2 million or more (and adjust down to \$1 million by 2028). Currently, the law only applies to prime contractors; it is unclear if those requirements will be expanded to subcontracts during the 2024 session. Permitting will also be an issue. As project costs increase, several legislators want to review what can be done to speed up project delivery.

### **Studies Launched by 2023 Legislators Likely to Influence Legislation in 2024**

The 2023 budgets funded a number of studies of interest, and many of

them have reports that are due to the Legislature by the end of 2023. The Joint Transportation Committee (JTC) was tasked with the following:

- Convene a work group to study and recommend a new framework for WSDOT public-private partnership programs.
- Convene, in collaboration with the Municipal Research Services Center (MRSC), a department of transportation-local government partnership work group to create a procedure where WSDOT can partner with local jurisdictions to perform preservation and maintenance and construct projects on state highways.
- Oversee the design of an infrastructure and incentive strategy to drive the purchase and use of zero emission medium- and heavy-duty vehicles, including heavy- and medium-duty buses.
- Evaluate potential options and make recommendations for a statewide household travel survey and additional analytical capacity regarding transportation research.
- Oversee the development of tools and methodologies to evaluate carbon emission reduction estimates by program.
- Study of statewide retail delivery fee on order of taxable retail items delivered by motor vehicles.
  - Determine annual revenue generation potential of a range of fee amounts.
  - Options for revenue distributions to state and local governments based upon total deliveries, lane miles, and other factors.
  - Report to legislature by June 30, 2024.
- Convene a work group that includes JTC, OFM and WSDOT and Treasurer’s Office to develop recommendations to meet the challenge of identifying an achievable delivery schedule for completing transportation projects.

The Transportation Commission also needs to address several items:



- Updating the statewide transportation plan. During this process they will need to conduct stakeholder outreach and frame their outreach around the policy construct and priorities of the 2022 Move Ahead transportation revenue package and other recently enacted policy legislation.
- Study if changes are needed in jurisdictional assignment between state, county, and city road systems.
- Assess and determine the feasibility of creating a future west coast transportation network plan.


The Washington State Department of Transportation must study these items:

- Snake river dam study – analysis of highway, road, and freight rails and transportation needs from shifting the movement of freight by barge to highways.
- County studies:
  - Dept. of Fish and Wildlife to identify, inventory, and prioritize county-owned fish passage.
  - Continue streamlining and updating the county road administration board’s data dashboard.

- Study best practices within public works for recruitment and retention of employees including strategies of increase training and development opportunities.
- Update 2020 county transportation revenue study.
- By December 15, 2024, report to OFM and committees the deliverables from and the amounts expended under this subsection.
- Examine the feasibility of creating a new departmental program for active transportation.

That is a lot to cover in a 60-day session, and this list is not exhaustive. The Government Affairs Committee emails and posts updates to the Chapter website during the session. To learn more about some of the topics mentioned in this article visit the Legislative Update webpage (<https://washington.apwa.org/legislative-update> ).






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MRSC is a research nonprofit that offers local government staff free, one-on-one guidance with legal and policy consultants. Below are inquiry responses the MRSC Public Works Consultant. If you work for a city, county, or contracted special purpose district, Ask MRSC by calling 800-977-6553 or emailing [mrsc@mrsc.org](mailto:mrsc@mrsc.org).

# Employee Benefits

The following are some questions MRSC has received regarding employee benefits.

**Q: Is there a law governing waiting or probationary periods for use of vacation leave or is this at the discretion of the employer?**

**A:** In Washington, employers are not required to provide employees with vacation benefits, either paid or unpaid. If an employer chooses to provide such benefits, it must comply with the terms of its established policy or employment contract.

In most instances, employers link the use of accrued vacation time with the completion of the probationary period. This probationary period is particularly important for union-

represented and civil service employees, because after this period they can only be let go for cause and have other due process rights.

If employees are union-represented, the probationary period (and how soon accrued vacation leave can be taken) may be established in that document as well. If you have a mix of represented and unrepresented employees, it is possible that the city adopts a standard for unrepresented employees that is consistent with the standard for represented employees just for the ease of tracking.

Again, while a common benefit, there is no legal requirement to provide vacation time. Only a minimum amount of sick time is mandatory under Washington law (1 hour per 40 hours worked), which an employee is entitled to start using no later than 90 days after they start working. Some jurisdictions are opting to allow the use of accrued sick leave that is in excess of the state minimum as well as accrued vacation time after 90 days – just for the ease of administration – particularly if the employer opts to have all leave in a single paid time off (PTO) bucket.

From a policy perspective, the reasons for shorter versus longer periods preventing the use of accrued vacation time appear to be shifting in the current job market.

**Q: May local governments provide tuition reimbursement as a benefit to their employees?**

**A:** Local governments in Washington State are allowed to provide tuition reimbursement to employees.

In order to avoid a gift of public funds issue, local governments should develop a policy that ties the tuition reimbursement to compensation in the form of a benefit. The policy should also articulate the municipal purpose associated with this benefit (e.g., more competent/better trained personnel).

Here are some cities that have developed tuition reimbursement policies:

- Aberdeen Tuition Reimbursement Program (2019) – Requires city council approval/agreement that funds are available. No more than 50% reimbursement (<https://bit.ly/3sWxlmY>, see p. 12-2).
- Ellensburg Tuition Reimbursement Policy (2016) – This policy clearly defines who is eligible and how and when tuition is reimbursed. It also sets the timeline and conditions for reimbursement (<https://bit.ly/47t6azf>, see p. 43).
- Kelso Tuition Reimbursement Policy (2016) – Simple policy requiring advance approval, and “significant benefit” to the city (<https://bit.ly/3R1jp39>, see p. 25).

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A tuition reimbursement policy should address items such as:

- Which staff are eligible,
- How much can be reimbursed, and
- Any conditions that must be met to get the reimbursement.

You may find additional examples of tuition reimbursement policies on MRSC's Personnel Policy Manuals (<https://bit.ly/3RaSxxU>) and Employee Recognition and Suggestion Award Programs (<https://bit.ly/41izoPf>) webpages.

**Q: Do Washington state lunch break and rest break laws apply to exempt employees?**


**A:** The Washington Labor rules in WAC Chapter 296-126, which include the meal and rest rules in WAC 296-126-092, do not apply to "[a]ny individual employed in a bona fide executive, administrative or professional capacity or in the capacity of outside salesperson" because such persons are not included in the definition of "employee" for purposes of the rule. See WAC 296-126-002 (2)(b) at <https://bit.ly/3RpFIGJ>.

The Washington Minimum Wage and Overtime law also does not apply to certain "bona fide executive, administrative or professional" individuals, as well as many other kinds of employees. All of these employees, including the professionals, are often referred to as "exempt." However, WAC 296-128-500, provides a further definition of the professional terms that define

duties and a base salary. So it is possible to have an employee that performs executive, administrative, or professional functions that doesn't meet the rule's definition for purposes of the exemption. The same is true under the federal law. See MRSC's webpage on Overtime and Comp Time (<https://bit.ly/3R1f6on>).

WAC 296-126-092 does not provide a definition of executive, administrative, or professional, but it is likely safe to assume that the duty and salary based definition in WAC 296-128-500 applies. In fact, a federal district court in *Parmar v. Safeway* (March 14, 2011) found that a salaried pharmacist was a "professional" and thus not subject to the Washington meal and rest break rules.

So, if you have employees that are "exempt" under the state and federal law for overtime pay in part because they are "bona fide executive, administrative or professional" employees, then the Washington meal and break rules would not apply to them because of the overlap in terms. So it is less that an overtime "exempt" employee is also exempt from the meal and break rules (because the word "exempt" means many types of employees), but rather an individual that meets the definition of the professional type of "exempt" employee likely meets the definition of a professional employee that is also not subject to the meal and break rules. There may be other types of overtime "exempt" employees that **are** subject to meal and break rules. ▀




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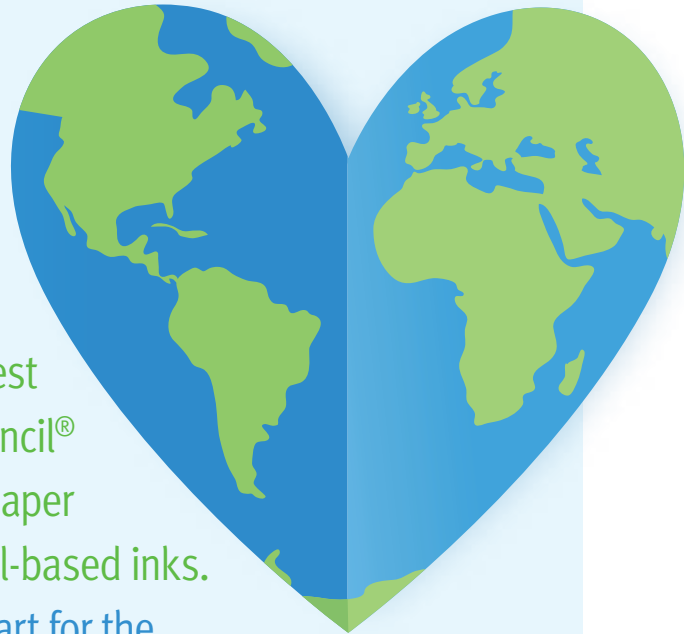
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# WASHINGTON EMERGENCY MANAGEMENT DIVISION PURSUING PUBLIC INFRASTRUCTURE ASSISTANCE FUND

By Patrick Knouff, City of Olympia Public Works and James Baumgart, Washington Military Department

Every year Washington experiences several regional or local disasters. While damaging and disruptive to our communities, most of these events never reach the threshold that warrants a major disaster declaration at the federal level. Without such a declaration, the full burden of response and recovery efforts falls to the local jurisdiction since there is no mechanism for the state to help local communities when they need it most.

To address this gap the Washington State Emergency Management Division (EMD) is proposing a bill that would modify RCW 38.52 and create a state-funded and facilitated critical infrastructure recovery program modeled after the federal Public Assistance (PA) program. The federal PA program provides aid to under-resourced counties (and their cities/towns) and Tribes to repair damaged or destroyed public infrastructure (e.g., roads and utility services) and/or critical facilities in order to support first responders. The program could also support debris removal in public right-of-way and on private property if removal is in the interest of public health.

The legislation proposes the following changes to RCW 38.52:

- It requires the EMD prepare and administer a public assistance program: “The director, subject to the direction and control of the governor, shall prepare and administer a state program for emergency assistance to county government and federally recognized tribes within the state who experienced public infrastructure damage due to a natural, technological, or human-caused disaster, as defined by RCW 38.52.010(13). Such a program may be integrated into and coordinated with disaster assistance plans and programs of the federal government. Further, such program may include, but shall not be limited to, grants, loans, or gifts of services, equipment, supplies, materials, or funds of the state, or any political subdivision thereof, to counties and federally recognized tribes within

the state who, as a result of a disaster, need assistance to cover their unmet costs for debris removal, life-saving emergency protective measures, and restoring public infrastructure. Nothing herein shall be construed in any manner inconsistent with the provisions of Article VIII, section 5 or section 7 of the Washington state Constitution. (RCW 38.52.030).

- It adds a definition of public assistance that reads, “Public assistance means supplementary state assistance provided to county, local and federally recognized Tribal governments or certain private, nonprofit organizations when authorized under governor emergency proclamation for the cost of disaster related public property debris removal, emergency protective measures to protect life and property, and permanent repair

work to damaged or destroyed public infrastructure. (RCW 38.52.010).” In addition to the proposed legislation, the EMD is requesting \$575,000 to conduct a study that will help develop a state-facilitated disaster recovery PA program and determine how the program will operate and be maintained.

EMD is also asking the Governor’s Emergency Funding account to increase from the current level of \$7,000,000 for fiscal years 2024 and 2025 to \$19,500,000.

The Chapter’s Government Affairs committee is coordinating efforts with the EMD and plans to do what we can to help this program get successfully established. For more information about this proposal, contact Jim Baumgart, WMD Intergovernmental Affairs & Policy Director, 253-512-7712 or [james.baumgart@mil.wa.gov](mailto:james.baumgart@mil.wa.gov). ■





# The New Ostrowski's Outlook 39

Transportation funding doesn't make any sense. The system is run by individual citizens voting on money issues and on elected representatives who will represent their wishes.

Some people don't trust government to do anything and will vote for people who agree with them.

Some people are willing to let government spend tax money but want to be sure there are enough strings attached to make efficiency impossible.

Some people actually trust the government to do the right thing. PEW surveys have shown that number declining for years.

This means that elected representatives in charge will fall into these groups and not allow transportation to be run sensibly.

The state department of transportation believes that the state legislature hasn't set enough money aside for maintenance, instead directing funding to new projects that appeal to their constituents. Of course, prices keep going up, so the cost of those new projects will increase and less gets done.

But it doesn't have to be that way.

If we treated transportation as a utility, and used utility management approaches, we'd be a lot better off. The effort almost 30 years ago to do such a thing was overturned by the Washington State Supreme Court because the "utility" looked more like a tax than a utility.

You don't need to have a legally adopted utility to keep a separate set of books dedicated to keeping track of transportation projects and assets. In essence you would be playing a game of "let's pretend." As in, "Let's pretend you could provide transportation services as a utility. What would you do?" You would establish performance standards for the utility and then measure the progress at

meeting those standards. If you believe your utility is not being funded properly, you'll find that it probably can't meet those performance standards.

Let's take a minute to look at what having enough money really means. Under the current system, there's never enough money to do everything we need to do. What this means is that taxpayers will never see anything that could be called savings. Any money saved through efficient operations or luck will be spent on something that didn't get funds the first time around. This happens more or less invisibly and taxpayers don't trust where the money went.

That brings up the recent favorite buzzword: transparency. We can talk about transparency, but it won't happen as long as the system is set up to hide the true cost of things in a tax that people pay without knowing how much they're paying, like the gas tax. They just assume that it's a lot. It's not, but everyone assumes it is because gasoline itself costs so much.

Years ago I calculated what different customers were paying in transportation taxes. I had to estimate fuel efficiency to come up with annual gallons purchased so that I could figure out how much was paid in state and federal taxes. I also had to assume a property value for several different levels of affluence to come up with the county road tax. The city portion of the general fund wasn't as easy since each city decides how much they're going to channel to transportation from general tax revenues. That brief description should be enough to show why nobody knows

what they pay for transportation.

People who are very rich would probably like having their county road fund tax replaced by a utility fee that is based on trips generated rather than property value. It's worth pointing out, however, that nobody so far has suggested replacing the county road fund tax with a utility fee. In Oregon (where a street utility is legal), the utility fees are used to supplement other revenue sources rather than to replace them.

A utility charges a rate, and you know how much you pay each month because you see it on a bill. For transportation, you never see a bill. Treating transportation like a utility allows you to calculate what the customer's bill should be and that can be used to compare it to what they are actually paying. I know that calculation is complicated because it's based on what kind of mileage you get, which determines how much gasoline you buy, which determines how much gas tax you pay. In addition, a portion of your county taxes go towards transportation. In a city this portion depends on how much of the general fund the local city council has dedicated to transportation. As complicated as that is we have the ability to set up a website to help citizens/ratepayers figure out what they're actually paying. Couple that with regular reporting in the utility format, and they also get to see what they get for their money – transparency occurs more or less painlessly.

Again, reporting results doesn't solve problems. It just tells you what is really going on so that you can solve problems. If you don't have enough

*"If we treated transportation as a utility, and used utility management approaches, we'd be a lot better off."*

money to meet your standards, you have a choice. You can lower your standards or create a convincing argument for more money. You already know how to lower standards. You've been doing it for years.

When I ran public works in Vancouver, we had a replacement reserve set aside for worn-out assets in the water and sewer fund. We had no such thing for transportation. Keeping a separate set of utility-based books would allow you to show how much you should be setting aside and what it would cost your customers.

If someone wants some help setting up a utility-based parallel bookkeeping system, let me know. It's not terribly complicated but it works better as a discussion rather than something outlined in an article.

The gas tax will probably be replaced by some sort of mileage fee but that's not the problem. Before a utility can talk about how much money it needs, it has to establish criteria for what level of service it will provide. In traditional utilities like water and sewer this is pretty straightforward because there are federal water quality standards to meet. There's no federal standard that says how attractive facilities have to be, so that's still something that can focus community discussion for too long (if you've ever tried to change the color of a water tower you know all about this). There are actually federal transportation standards, but not for the big-ticket items like maintenance. While that's also true for water and sewer utilities, the result of having worn-out water or sewer assets is that you fail to meet water quality standards eventually.

And, of course, I know that the city of Flint, Michigan, figured out how to run a water utility improperly, so we know it takes more than logical bookkeeping to do a proper job.

We're probably not going to change how we run transportation – and make it more like a utility – without the cooperation of the three broad groups of citizen types I've outlined above.

Someone needs start educating them. Is that you?

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the list but haven't been getting advance copies, perhaps I don't have your current email address. This would be a good time to let me know you still want to read and perhaps contribute to future articles.

## Reader Responses

### John Lisenko

If we narrow the discussion down to street and road maintenance, then the comparison to a utility is fairly straightforward. To start with, pothole repair is not maintenance. It's comparable to fixing a leaky pipe with duct tape. Pavement management systems provide adequate data to establish the condition of roads and to develop budget scenarios for desired levels of service. The rest is simple – how do you cut up the general fund pie and how do you cut up the transportation fund pie? With a fair chunk of each, and folks dealing with street maintenance would be happy campers. A good start would be to get elected officials to refine their definitions so that funding allocated to nebulous and misused categories (e.g., Infrastructure, Transportation, and Public Works) be allocated directly for street and road maintenance.



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**Al King, PE, King Technologic, PLLC**

John, we rarely disagree on public works issues, but I must take exception to part of what you suggest. I will say that I completely agree that the funding is a disaster. But there are some key elements that you do not address. I'll also note that in my 50+ years working in transportation, I've always felt, and argued, that the users don't really care who has responsibility for a particular piece of our system: Rather, they just want to get to and from their destinations on decent roads. That simple fact is often ignored, particularly in the legislature.

First, a bit of history. When I was just a kid, about 1955, my grandfather was friends with one of the first state transportation commissioners, Mr. John E. Maley, from my hometown of Okanogan. I didn't understand the conversations at that time, but for some reason they stuck with me. While funding is part of the issue, management is, I would suggest, a much bigger issue. The transportation commission was created in large part to remove much of the politics from project selections, and to advocate for transportation needs. And it worked reasonably well. Funding was still a significant issue, but project priorities were much better aligned with actual needs. Then, in 2005, apparently forgetting history, the legislature returned WSDOT to the Governor. And now we are very much back in the politics-decides-projects mode. That is not at all helpful to our general citizens' needs.

As to funding generally, you will recall that numerous studies of needs and jurisdiction have occurred over the years. Much good information has been generated, but in all honesty, having been engaged in the major studies of both, I've never seen real agreement on what constitutes "needs" versus "wishes." Everyone would like an up-to-date, current standards, smooth road to drive on: No one is willing to pay that cost. Virtually without exception, the jurisdictional issues have revolved around who's paying for the facility

rather than who truly should have responsibility, which is arguably what the conversation should be about. I'd also argue that in some ways, current standards are above what is required for reasonably safe and functional facilities. Without question, the myriad of state and federal regulations created in the past 50 years has greatly increased costs without necessarily improving the facilities. Given those elements, it is clear that we will never fully agree on what are needs, and that many will always be disappointed that we don't have the funding to approach that "perfect" system that we have so much difficulty agreeing upon.

Then, let's get back to the question you raise about how we fund streets, roads, and highways. I would argue that people mostly know what they are paying. The fuel tax has, in my view, been the most reliable (would be better had it been indexed), best understood, and most equitable tax we've had. You drive, you pay. You drive gas hogs, you pay more. You drive further, you pay more. You drive less, you pay less. If you want the often difficult-to-get citizen participation and input, start talking about raising or changing it. By the same token, while certainly not perfect, the property tax road levy reflects reasonable distribution of costs – and you can bet your bippy the majority of folks know what that cost is.

Also, as you look at the history, there was a time when local, state, and federal funds were quite predictable. Admittedly not so much for cities, but certainly better than today. That allowed agencies to manage those funds to deal with maintenance, preservation, and construction over time, and with some level of prioritization rather than just reactionary. The way funding is currently structured, being doled out primarily with disparate and unprioritized grants, it has become nearly impossible for agencies to predict and plan projects, even smaller projects. And that's aside from the maintenance/preservation/construction discussion.

Coupled with the excess costs of using federal money (back to the regulatory issues), trying to set a consistent program is beyond hope.

But the fuel tax is declining. Without getting into the causes for that (I've also been engaged in a number of those studies and I'd argue it's not EVs; they've barely made a tick in the ownership of vehicles), the funding conversation is currently headed toward what you might call a utility tax. Let's not forget the misnamed carbon tax that is increasing our fuel costs by leaps and bounds and is barred from transportation use, even though that's, in effect, its primary source. And the "utility tax" that I refer to is the proposed mileage fee and/or a package delivery fee. Neither are receiving warm, fuzzy welcomes. It may take a while yet, as there will be gas powered vehicles dominating the highways for many years to come, but some form of those is coming, good, bad, or indifferent.

There are any number of esoteric issues that can fall into this discussion, but I think those touch on the primary ones. My suggestion is that not only do we need to focus on money, we also really need to focus on how it's prioritized and distributed. As the old saying goes – Once a tax, always a tax – so I don't see the taxing methods changing much, at least not quickly. What could change is: a) returning the WSDOT and transportation funding issues to the transportation commission, thus greatly reducing the political power plays; b) requiring that maintenance and preservation be primary priorities; and c) distributing the funds in a manner that once again provides some level of predictability. Along with that, rather than mandating funds for certain elements, incentivizing them while leaving the final decisions to those closest to the facilities – the cities, counties, and WSDOT.

Yep, that's a big ask, particularly in this very polarized, climate-change-driven, political mess around us.

All that said, as usual, great work and insights!





**Brian J. Ziegler**

I like the angle you're suggesting for transportation since utilities are easier to explain to the average citizen. Transportation is a completely different monkey, however. I've always made the same analogy you have, which is, transportation is and should be run like a utility. However, it seems there might be too many differences to enable a one-to-one comparison.

To be fully analogous to transportation the situation would look like this: Water and sewer utilities would develop and maintain the static infrastructure while each user "pumps" their own share of water (and s\*#%) through the pipe, choosing their own routing and type of vehicle. I'm not sure how that would work. Because most utilities today provide the "road and the vehicle" (so to speak), a transportation analogy is hard to envision (Uber/Lyft maybe? But their cost per mile is very high, several dollars depending on trip length).

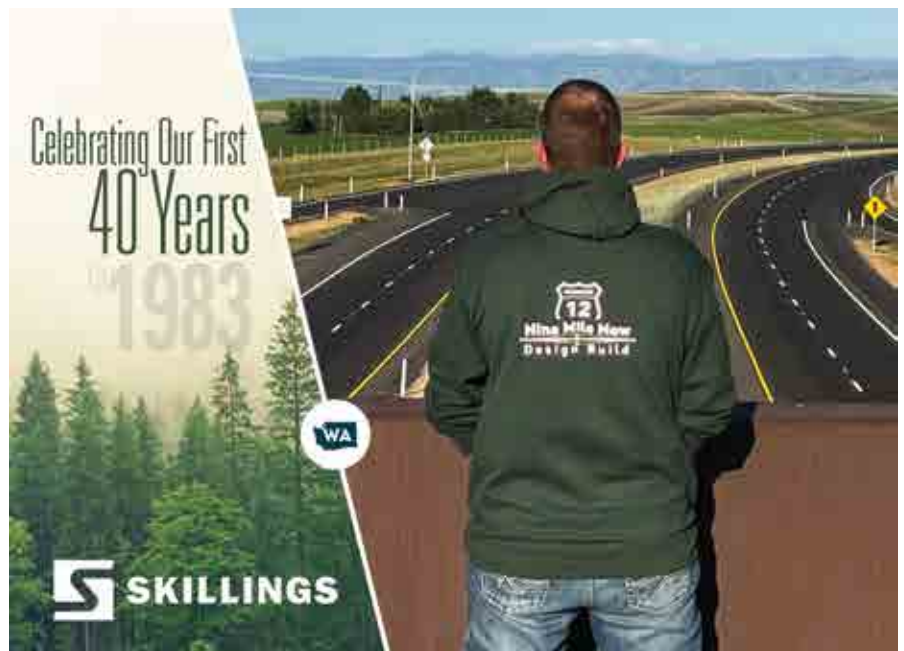
The current public/private model of funding transportation would

be more efficient, with some subtle tweaks: The IRS figures it costs your business about \$0.50 – \$0.60 per mile to operate your personal vehicle. Add to that the state highway costs of about \$0.024 per mile (and roughly the same each for counties and cities), you can see that taxes to fund the infrastructure are only about 10% of the total cost to operate transportation infrastructure (approx. \$0.70 per mile total cost with \$0.07 per mile in taxes).

So, let's charge people to use the transportation system and set the rate at 10% of their vehicle operating costs (the big cars and gas hogs pay more... the teenager driving a beater pays less), split the money three ways (state/county/city), sequester all funds in an 18th amendment account, and presto! You have a quasi-utility.

Transit could be an added feature (another 5% maybe?) for those communities who want it. And those communities with more vehicles will have more resources to fund transit.

It's fun to play God once in a while, isn't it? ▀





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