Multi-Agency Permitting (MAP) Team
Semi-Annual Performance Report

(January 1 – June 30, 2009)

Performance Summary Table

Goal	Performance Objective	Were Objective Targets Met?			
		Corps	Ecology	WDFW	King County
Goal 1: Permitting Predictability	**1.1** Achieve at least 80% complete application rates within 15 days of the permit application submittal date.	✓	✓	✗	✗
	1.2 Issue all permit decisions before the AD or RFP date 100% of the time.	✓	✓	✓	✓
	1.3 Meet all MAP Team resource agency permit process timeline statutes at least 95% of the time.	✗	✓	✗	✓
Goal 2: Inter-Agency Early Project Coordination	**2.1** Achieve at least 80% customer satisfaction rating for assisting WSDOT in developing complete permit applications.	✓	✓	✗	✗
	2.2 Achieve at least 80% customer satisfaction rating for assisting WSDOT in making critical design and environmental decisions before the project footprint is set.	✓	✓	✓	✗
Goal 3: Inter-Agency Accessibility	**3.1** Achieve at least 80% customer satisfaction rating for responsiveness and availability in helping WSDOT resolve permitting issues quickly.	✓	✓	✗	✗
Goal 4: Inter-Agency Relationships	**4.1** Achieve at least 80% customer satisfaction rating for maintaining and strengthening the working relationships between MAP Team resource agencies and WSDOT.	✓	✓	✗	✗
Goal 5: Effective Mitigation	**5.1** Achieve at least 80% customer satisfaction rating for providing WSDOT with effective technical and regulatory guidance and feedback that assists WSDOT in selecting, designing and constructing project mitigation sites.	✓	✓	✓	✗

GOAL 1: Permitting Predictability

Goal 1 measures permitting predictability of the MAP Team process through three objectives. The first objective, Objective 1.1, measures how frequently WSDOT submits complete permit applications to the MAP Team. The second objective, Objective 1.2, measures how frequently

the MAP Team issues permit decisions before the project Contract Advertisement (AD) or Request for Proposal (RFP) date. Finally, the third objective, Objective 1.3, measures how frequently the MAP Team meets permit process timeline statutes.

The following projects, itemized by MAP Team resource agency permit type, were measured for Goal 1, Objective 1.1:

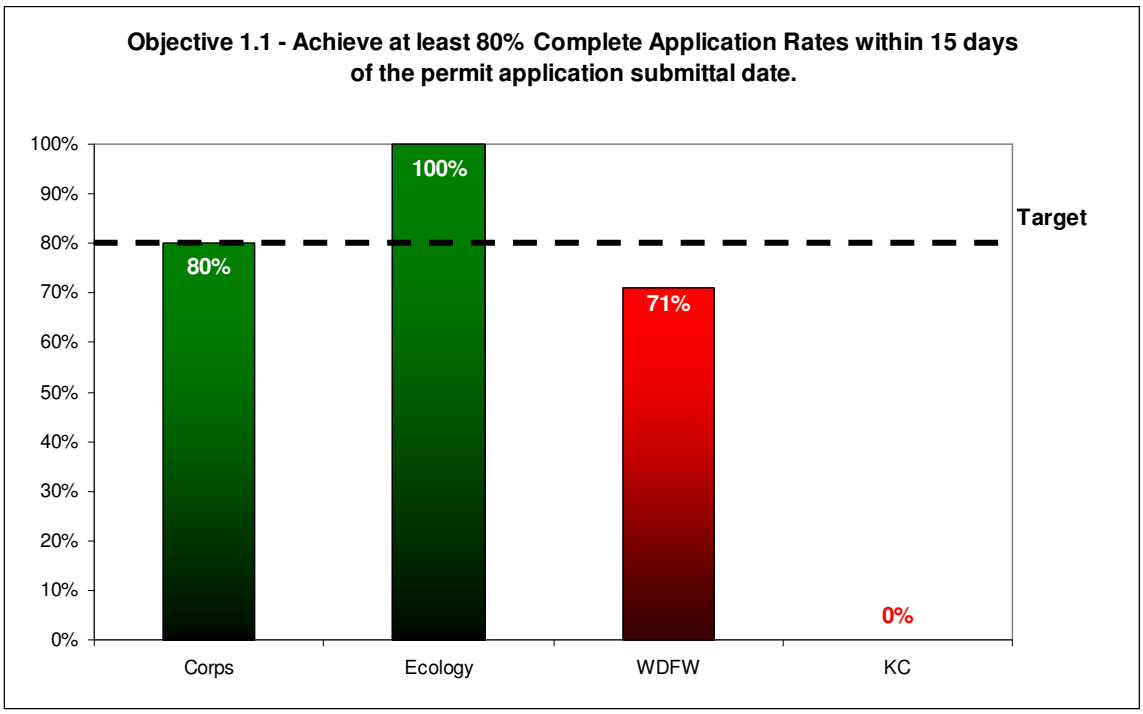
Corps 404 – SR 529, Ebey Slough Bridge Replacement; I-5, SR 161/SR 18, Triangle Improvements; SR 531, Cougar Creek Culvert Replacement; SR 11, I-5 Interchange and Josh Wilson Road Realignment; I-405, NE 195th to SR 527 – Northbound Auxiliary Lane (Federal Stimulus Project).

Ecology 401 – I-5, SR 161/SR 18, Triangle Improvements; SR 531, Cougar Creek Culvert Replacement; SR 11, I-5 Interchange and Josh Wilson Road Realignment; SR 9, Martin Road to Thunder Creek Realignment; SR 520, Eastside Corridor Transit and HOV.

WDFW HPA – I-5, SR 161/SR 18 Triangle Improvements; SR 531, Cougar Creek Culvert Replacement; SR 99, Aurora Bridge Pedestrian Fence; SR 520/I-90, Lake Washington Bridges – Anchor Cable Replacement; SR 520/I-90, Lake Washington Congestion Management Sign Bridges; I-90, Highpoint to Preston Trail; I-5/I-90/SR 520, Active Traffic Management System.

King County – SR 410, Clay Creek Outfall Washout Repair.

Objective 1.1: Complete Permit Application Rates



Objective 1.1 not met for the following reasons:

- SR 410, Clay Creek Outfall Washout Repair – WSDOT submitted a clearing/grading permit application to King County that remained incomplete for 104 days until WSDOT

submitted a transfer of applicant status form signed by the adjacent property owner that authorized WSDOT to perform work on the adjacent property.

- SR 410, Clay Creek Outfall Washout Repair – WSDOT submitted a critical areas alteration exception application to King County that remained incomplete for 107 days until WSDOT submitted a signed transfer of applicant status form signed by the adjacent property owner that authorized WSDOT to perform work on the adjacent property.
- I-5, SR 161/SR 18, Triangle Improvements – WSDOT submitted a permit application to WDFW that remained incomplete for 97 days until WSDOT submitted revised information. The application was incomplete because it contained contradictory information and insufficient details for WDFW to fully evaluate proposed impacts to streams and proposed compensatory mitigation for those stream impacts.
- SR 531, Cougar Creek Culvert Replacement – WSDOT submitted a permit application to WDFW that remained incomplete for 21 days until WSDOT submitted revised information. The application was incomplete because it contained insufficient engineering analysis and design details for WDFW to fully evaluate the proposed fish passage design and stream impacts.

Opportunities for Improvement:

- WSDOT and King County could improve coordination and information exchange during early project coordination to ensure WSDOT fully understands what information is required in order for the King County permit application package to be considered complete by King County. WSDOT and King County have already developed a work plan and implemented operational changes to improve performance in this area.
- WSDOT and WDFW could improve coordination and information exchange during early project coordination to ensure WSDOT fully understands what information is required in order for the HPA permit application package to be considered complete by WDFW.
- WSDOT could improve QA/QC process to ensure all information within the WDFW HPA JARPA package (JARPA form, plans and specifications, and mitigation reports) is accurate and consistent.

The following projects, itemized by MAP Team resource agency permit type, were measured for Goal 1, Objectives 1.2 and 1.3:

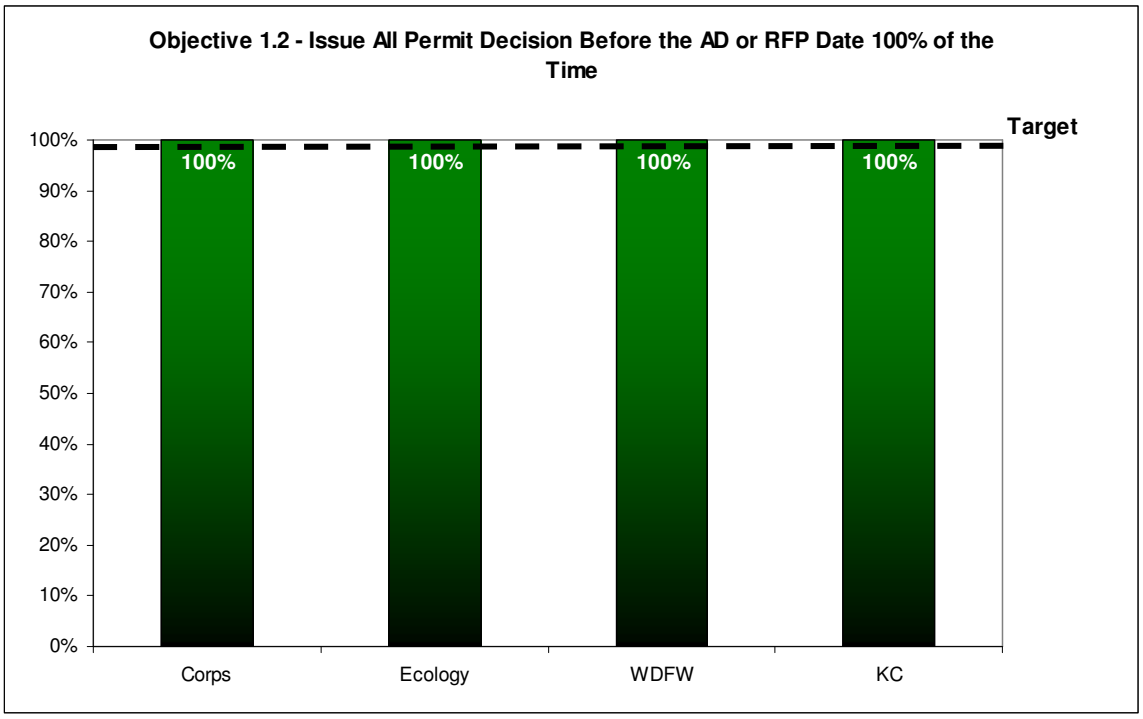
Corps 404 – SR 532, Corridor East Section; I-5, SR 167, 8th St E to S 277th St – HOT Lanes; SR 161/SR 18, Triangle Improvements; SR 531, Cougar Creek Culvert Replacement; SR 11, I-5 Interchange and Josh Wilson Road Realignment; I-405, NE 195th to SR 527 – Northbound Auxiliary Lane (Federal Stimulus Project).

Ecology 401 – SR 532, Corridor East Section; SR 532, Corridor East Section; SR 167, 8th St E to S 277th St – HOT Lanes; SR 410, Clay Creek Outfall Washout Repair; I-5, SR 161/SR 18, Triangle Improvements; SR 531, Cougar Creek Culvert Replacement; SR 11, I-5 Interchange and Josh Wilson Road Realignment; SR 9, Martin Road to Thunder Creek Realignment.

WDFW HPA – SR 410, Clay Creek Outfall Washout Repair; I-5, SR 161/SR 18 Triangle Improvements; SR 531, Cougar Creek Culvert Replacement; SR 99, Aurora Bridge Pedestrian Fence; SR 520/I-90, Lake Washington Bridges – Anchor Cable Replacement; SR 520/I-90, Lake Washington Congestion Management Sign Bridges; I-90, Highpoint to Preston Trail; I-5/I-90/SR 520, Active Traffic Management System.

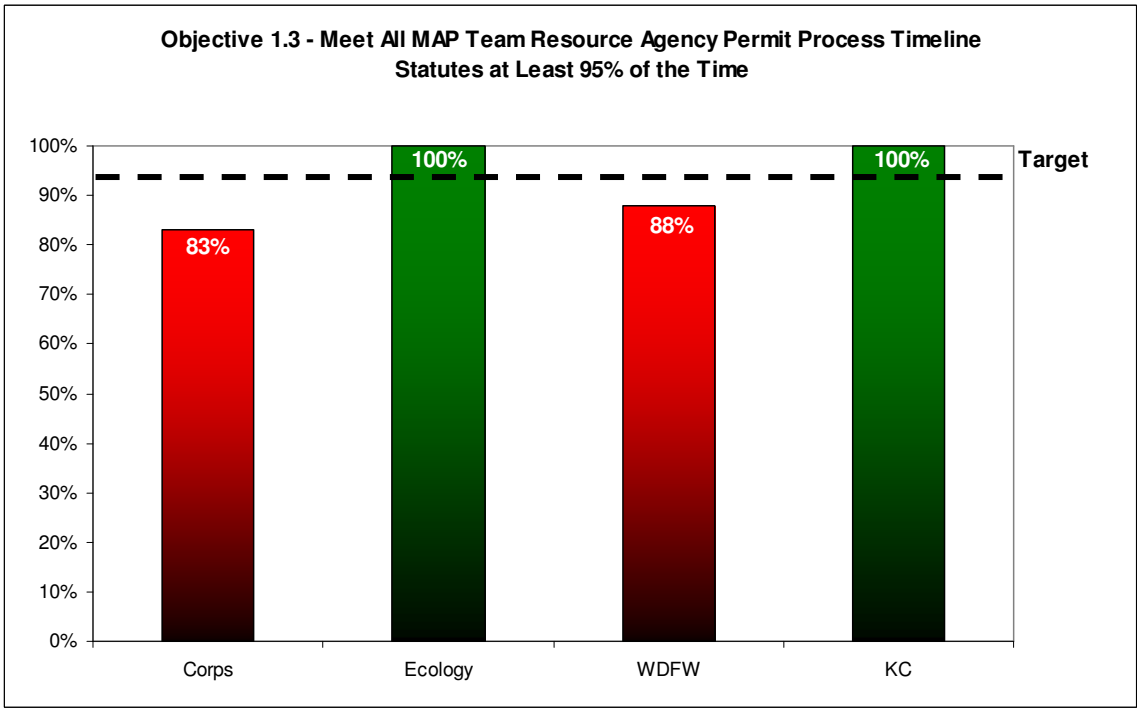
King County – SR 410, Clay Creek Outfall Washout Repair.

Objective 1.2: Issuing Permit Decisions Before AD or RFP Date



The MAP Team successfully met Objective 1.2.

Objective 1.3: Meeting Resource Agency Permit Process Timeline Statutes



Objective 1.3 not met for the following reasons:

- SR 167, 8th St E to S 277th St HOT Lanes – The Corps nationwide permit was issued in 63 days. Near the end of the Corps 45 day statutory timeline for nationwide permit regulatory review, significant inclement winter weather (snow, flooding) contributed to the Corps not issuing the nationwide permit decision within the 45 day timeframe.
- SR 410, Clay Creek Outfall Washout Repair – The WDFW HPA was issued in 47 days. This was primarily due to a change in WDFW MAP Team staff during the review of this project. Additionally, substantial compensatory mitigation issues and extensive coordination between WSDOT and WDFW associated with the project contributed to WDFW not issuing the HPA permit decision within the 45 day statutory regulatory review timeframe.

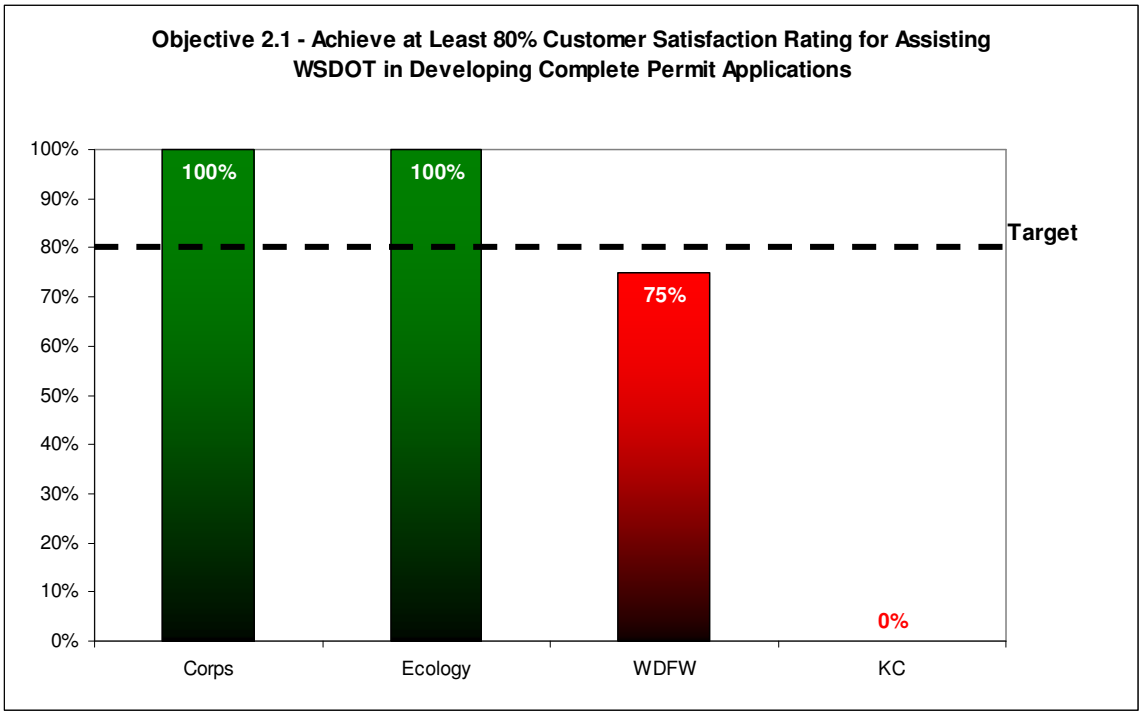
GOAL 2: Inter-Agency Early Project Coordination

Goal 2 measures the effectiveness of the early project coordination phase of the MAP Team permitting process through two objectives. The first objective, Objective 2.1, measures how well WSDOT believes the MAP Team assisted them in developing complete permit applications. The second objective, Objective 2.2, measures how well WSDOT believes the MAP Team assisted them in making critical design and environmental decisions before the project footprint was set.

The following projects were measured for Goal 2:

SR 520/I-90, Lake Washington Floating Bridges – Anchor Cable Replacement; SR 11/I-5 Interchange/Josh Wilson Road Realignment; SR 531, Cougar Creek Culvert Replacement; I-5, SR 161/SR 18, Triangle Improvements; SR 520/I-90, Lake Washington Congestion Management Sign Bridges; I-5/I-90/SR 520, Active Traffic Management System; I-405, NE 195th St to SR 527, NB Auxiliary Lanes (Federal Stimulus Project); I-90, Highpoint to Preston Trail; SR 520, Eastside Transit and HOV.

Objective 2.1: Assisting WSDOT in Developing Complete Applications



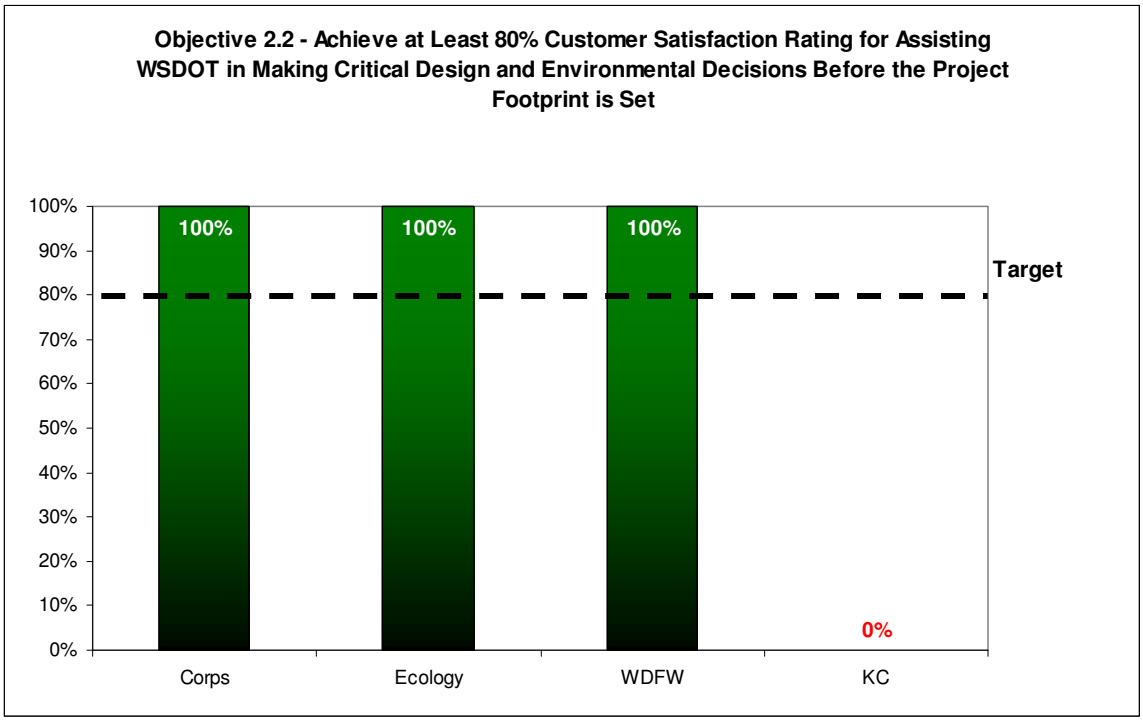
Objective 2.1 not met for the following reasons:

- Only 75% of WSDOT customer survey respondents felt that WDFW satisfactorily assisted them in developing complete permit applications.
- 0% of WSDOT customer survey respondents felt King County satisfactorily assisted them in developing complete permit applications.

Opportunities for Improvement:

- WSDOT and WDFW could improve coordination and information exchange during early project coordination.
- If significant project design changes occur during early project coordination, WSDOT could improve communicating those changes to WDFW so WDFW can provide WSDOT with updated technical and regulatory feedback and guidance.
- WDFW could improve their internal processes for:
    - Memorializing regulatory feedback/commitments to WSDOT.
    - Maintaining WDFW MAP Team project files to ensure WDFW/WSDOT project correspondence is accurately documented.
    - Effectively training new WDFW MAP Team staff to ensure they quickly become up to speed on active projects, including making them aware of previous WDFW regulatory feedback/commitments to WSDOT.
- WSDOT and King County could improve coordination and information exchange during early project coordination. WSDOT and King County have already developed a work plan and implemented operational changes to improve performance in this area.
- King County could improve their internal process for receiving and responding to applicant questions during early project coordination to ensure all permitting questions that WSDOT poses to King County are answered.

Objective 2.2: Assisting WSDOT with Critical Design/Environmental Decisions



Objective 2.2 not met for the following reason:

- 0% of WSDOT customer survey respondents felt King County satisfactorily assisted them in making critical design and environmental decisions before the project footprint was set.

Opportunities for Improvement:

- WSDOT and King County could improve coordination and information exchange during early project coordination. WSDOT and King County have already developed a work plan and implemented operational changes to improve performance in this area.
- King County could improve their internal process for receiving and responding to applicant questions during early project coordination to ensure all permitting questions that WSDOT poses to King County are answered.

GOAL 3: Inter-Agency Accessibility

Goal 3 measures the MAP Team's responsiveness and availability through one objective. Objective 3.1 measures how responsive and available WSDOT believes the MAP Team was in helping them resolve permitting issues quickly. Goal 3 measures all three phases of the MAP Team permitting process.

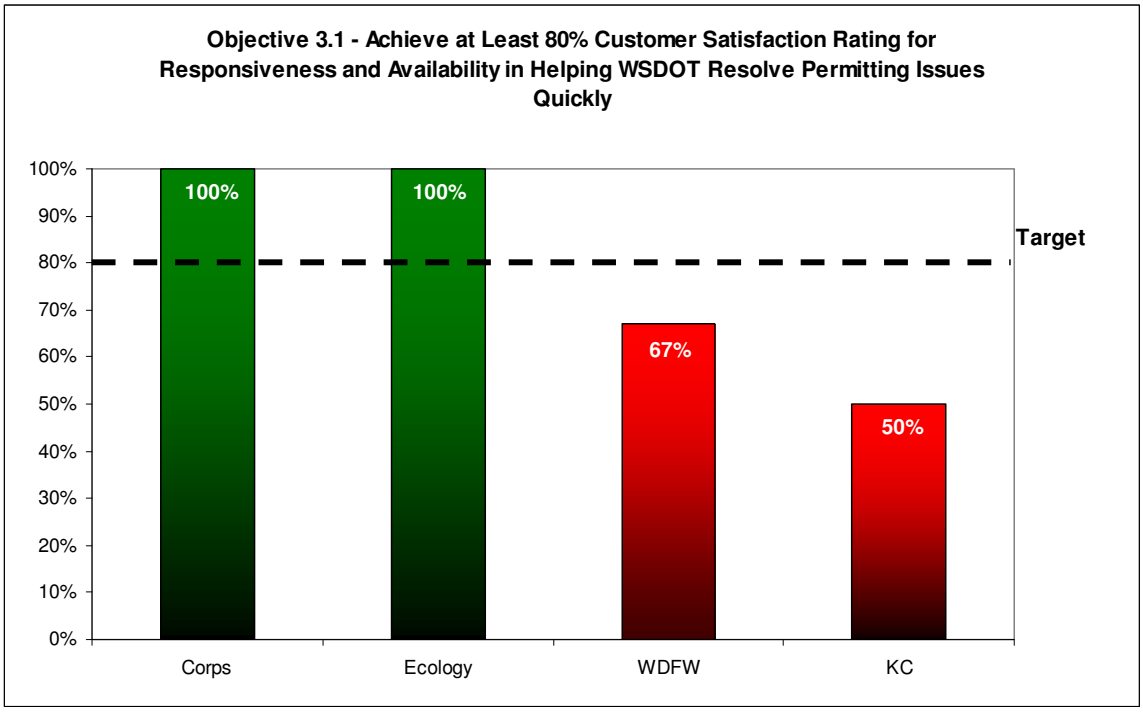
The following projects, itemized by each phase of the MAP Team permitting process, were measured for Goal 3:

Early Project Coordination Phase – SR 520/I-90, Lake Washington Floating Bridges – Anchor Cable Replacement; SR 11/I-5 Interchange/Josh Wilson Road Realignment; SR 531, Cougar Creek Culvert Replacement; I-5, SR 161/SR 18, Triangle Improvements; SR 520/I-90, Lake Washington Congestion Management Sign Bridges; I-5/I-90/SR 520, Active Traffic Management System; I-405, NE 195th St to SR 527, NB Auxiliary Lanes (Federal Stimulus Project); I-90, Highpoint to Preston Trail; SR 520, Eastside Transit and HOV.

Permit Review Phase – SR 520/I-90, Lake Washington Floating Bridges – Anchor Cable Replacement; SR 11/I-5 Interchange/Josh Wilson Road Realignment; SR 531, Cougar Creek Culvert Replacement; I-5, SR 161/SR 18, Triangle Improvements; SR 520/I-90, Lake Washington Congestion Management Sign Bridges; I-5/I-90/SR 520, Active Traffic Management System; I-405, NE 195th St to SR 527, NB Auxiliary Lanes (Federal Stimulus Project); I-90, Highpoint to Preston Trail; SR 410, Clay Creek Outfall Washout Repair; SR 532, East Section; SR 532, West Section.

Construction/Compliance Phase – No projects.

Objective 3.1: Responsiveness and Availability to Resolve Permitting Issues



Objective 3.1 not met for the following reasons:

- Only 67% of WSDOT customer surveys respondents felt WDFW was responsive and available to help WSDOT resolve permitting issues quickly.
- Only 50% of WSDOT customer survey respondents felt King County was responsive and available to help WSDOT resolve permitting issues quickly.

Opportunities for Improvement:

- WSDOT and WDFW could improve coordination and information exchange during early project coordination.
- If significant project design changes occur during early project coordination, WSDOT could improve communicating those changes to WDFW so WDFW can provide WSDOT with updated technical and regulatory feedback and guidance.
- WDFW could improve their internal processes for:
    - Memorializing regulatory feedback/commitments to WSDOT.
    - Maintaining WDFW MAP Team project files to ensure WDFW/WSDOT project correspondence is accurately documented.
    - Effectively training new WDFW MAP Team staff to ensure they quickly become up to speed on active projects, including making them aware of previous WDFW regulatory feedback/commitments to WSDOT.
- WSDOT and King County could improve coordination and information exchange during early project coordination. WSDOT and King County have already developed a work plan and implemented operational changes to improve performance in this area.
- King County could improve their internal process for receiving and responding to applicant questions during early project coordination to ensure all permitting questions that WSDOT poses to King County are answered.

GOAL 4: Inter-Agency Relationships

Goal 4 measures the strength of working relationships between the MAP Team and WSDOT through one objective. Objective 4.1 measures whether WSDOT believes the working relationships with the MAP Team are being maintained and strengthened. Goal 4 measures all three phases of the MAP Team permitting process.

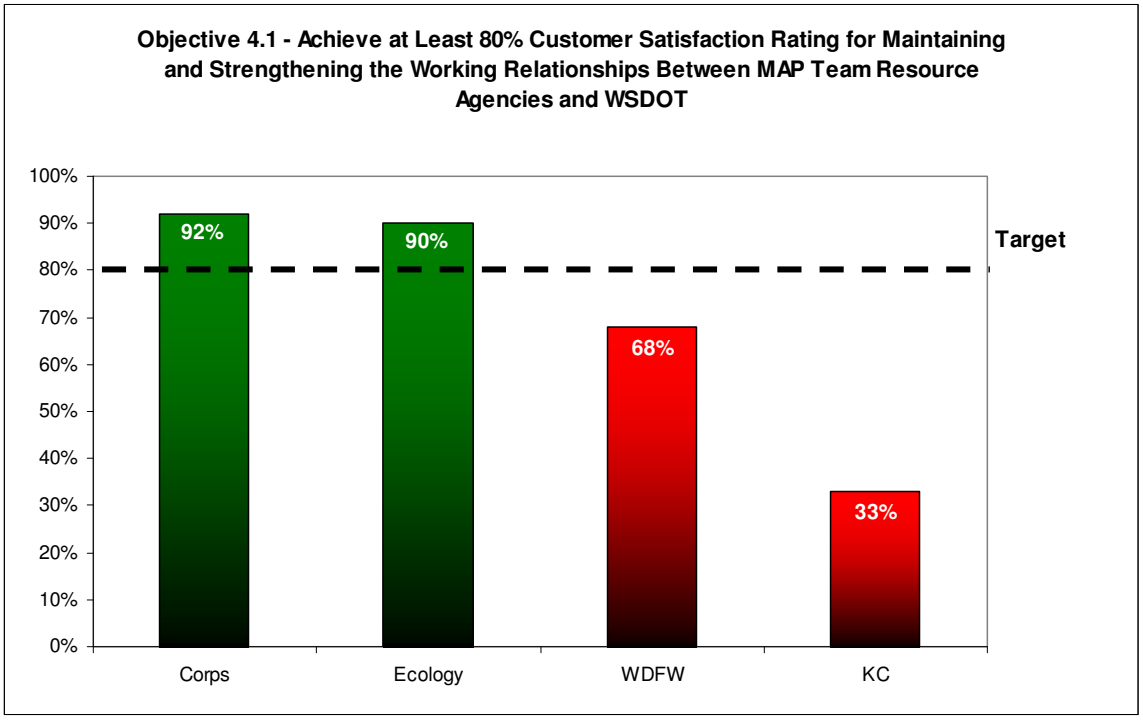
The following projects, itemized by each phase of the MAP Team permitting process, were measured for Goal 4:

Early Project Coordination Phase – SR 520/I-90, Lake Washington Floating Bridges – Anchor Cable Replacement; SR 11/I-5 Interchange/Josh Wilson Road Realignment; SR 531, Cougar Creek Culvert Replacement; I-5, SR 161/SR 18, Triangle Improvements; SR 520/I-90, Lake Washington Congestion Management Sign Bridges; I-5/I-90/SR 520, Active Traffic Management System; I-405, NE 195th St to SR 527, NB Auxiliary Lanes (Federal Stimulus Project); I-90, Highpoint to Preston Trail; SR 520, Eastside Transit and HOV.

Permit Review Phase – SR 520/I-90, Lake Washington Floating Bridges – Anchor Cable Replacement; SR 11/I-5 Interchange/Josh Wilson Road Realignment; SR 531, Cougar Creek Culvert Replacement; I-5, SR 161/SR 18, Triangle Improvements; SR 520/I-90, Lake Washington Congestion Management Sign Bridges; I-5/I-90/SR 520, Active Traffic Management System; I-405, NE 195th St to SR 527, NB Auxiliary Lanes (Federal Stimulus Project); I-90, Highpoint to Preston Trail; SR 410, Clay Creek Outfall Washout Repair; SR 532, East Section; SR 532, West Section.

Construction/Compliance Phase – No projects.

Objective 4.1: Maintaining and Strengthening Working Relationships



Objective 4.1 not met for the following reasons:

- Only 68% of WSDOT customer survey respondents felt working relationships between WDFW and WSDOT were satisfactorily maintained or strengthened.
- Only 33% of WSDOT customer survey respondents felt working relationships between King County and WSDOT were satisfactorily maintained or strengthened.

Opportunities for Improvement:

- WSDOT and WDFW could improve coordination and information exchange during early project coordination.
- If significant project design changes occur during early project coordination, WSDOT could improve communicating those changes to WDFW so WDFW can provide WSDOT with updated technical and regulatory feedback and guidance.
- WDFW could improve their internal processes for:
    - Memorializing regulatory feedback/commitments to WSDOT.
    - Maintaining WDFW MAP Team project files to ensure WDFW/WSDOT project correspondence is accurately documented.
    - Effectively training new WDFW MAP Team staff to ensure they quickly become up to speed on active projects, including making them aware of previous WDFW regulatory feedback/commitments to WSDOT.
- WSDOT and King County could improve coordination and information exchange during early project coordination. WSDOT and King County have already developed a work plan and implemented operational changes to improve performance in this area.
- King County could improve their internal process for receiving and responding to applicant questions during early project coordination to ensure all permitting questions that WSDOT poses to King County are answered.

GOAL 5: Effective Mitigation

Goal 5 measures the effectiveness of the MAP Team's technical and regulatory mitigation guidance to WSDOT through one objective. Objective 5.1 measures whether WSDOT believes the MAP Team provided them with effective technical and regulatory guidance that assisted WSDOT in selecting, designing and constructing project mitigation sites. Goal 5 measures all three phases of the MAP Team permitting process.

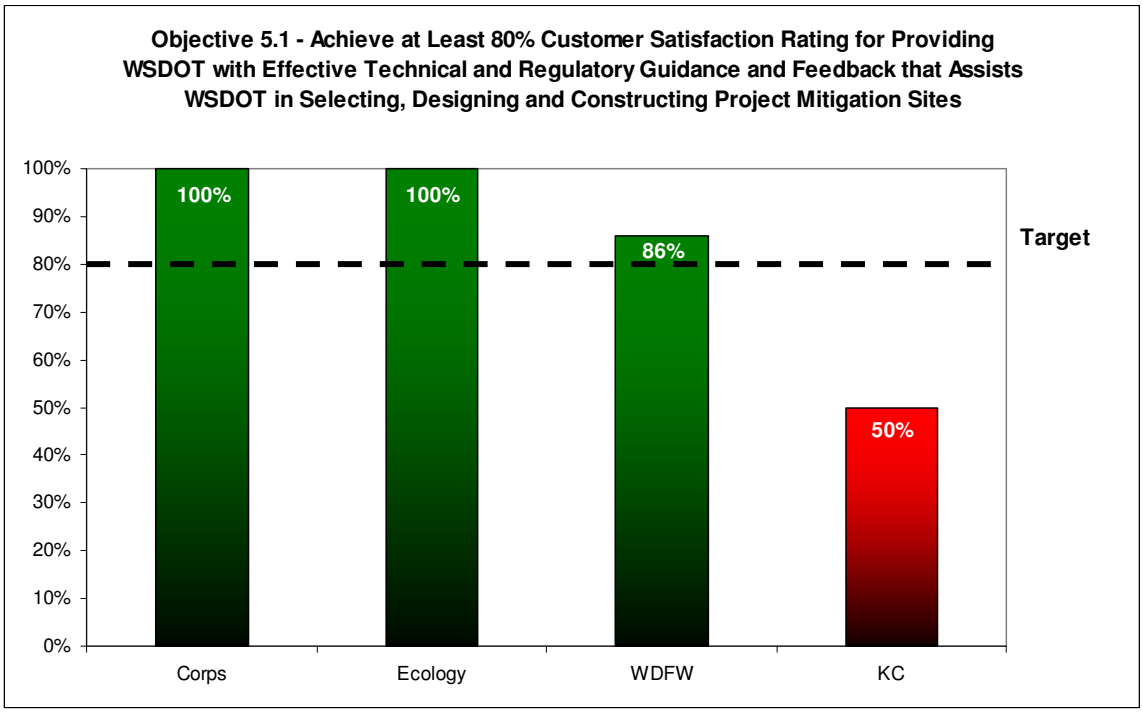
The following projects, itemized by each phase of the MAP Team permitting process, were measured for Goal 5:

Early Project Coordination Phase – SR 520/I-90, Lake Washington Floating Bridges – Anchor Cable Replacement; SR 11/I-5 Interchange/Josh Wilson Road Realignment; SR 531, Cougar Creek Culvert Replacement; I-5, SR 161/SR 18, Triangle Improvements; SR 520/I-90, Lake Washington Congestion Management Sign Bridges; I-5/I-90/SR 520, Active Traffic Management System; I-405, NE 195th St to SR 527, NB Auxiliary Lanes (Federal Stimulus Project); I-90, Highpoint to Preston Trail; SR 520, Eastside Transit and HOV.

Permit Review Phase – SR 520/I-90, Lake Washington Floating Bridges – Anchor Cable Replacement; SR 11/I-5 Interchange/Josh Wilson Road Realignment; SR 531, Cougar Creek Culver Replacement; I-5, SR 161/SR 18, Triangle Improvements; SR 520/I-90, Lake Washington Congestion Management Sign Bridges; I-5/I-90/SR 520, Active Traffic Management System; I-405, NE 195th St to SR 527, NB Auxiliary Lanes (Federal Stimulus Project); I-90, Highpoint to Preston Trail; SR 410, Clay Creek Outfall Washout Repair; SR 532, East Section; SR 532, West Section.

Construction/Compliance Phase – No projects.

Objective 5.1: Effective Mitigation Guidance that Assists WSDOT



Objective 5.1 not met for the following reason:

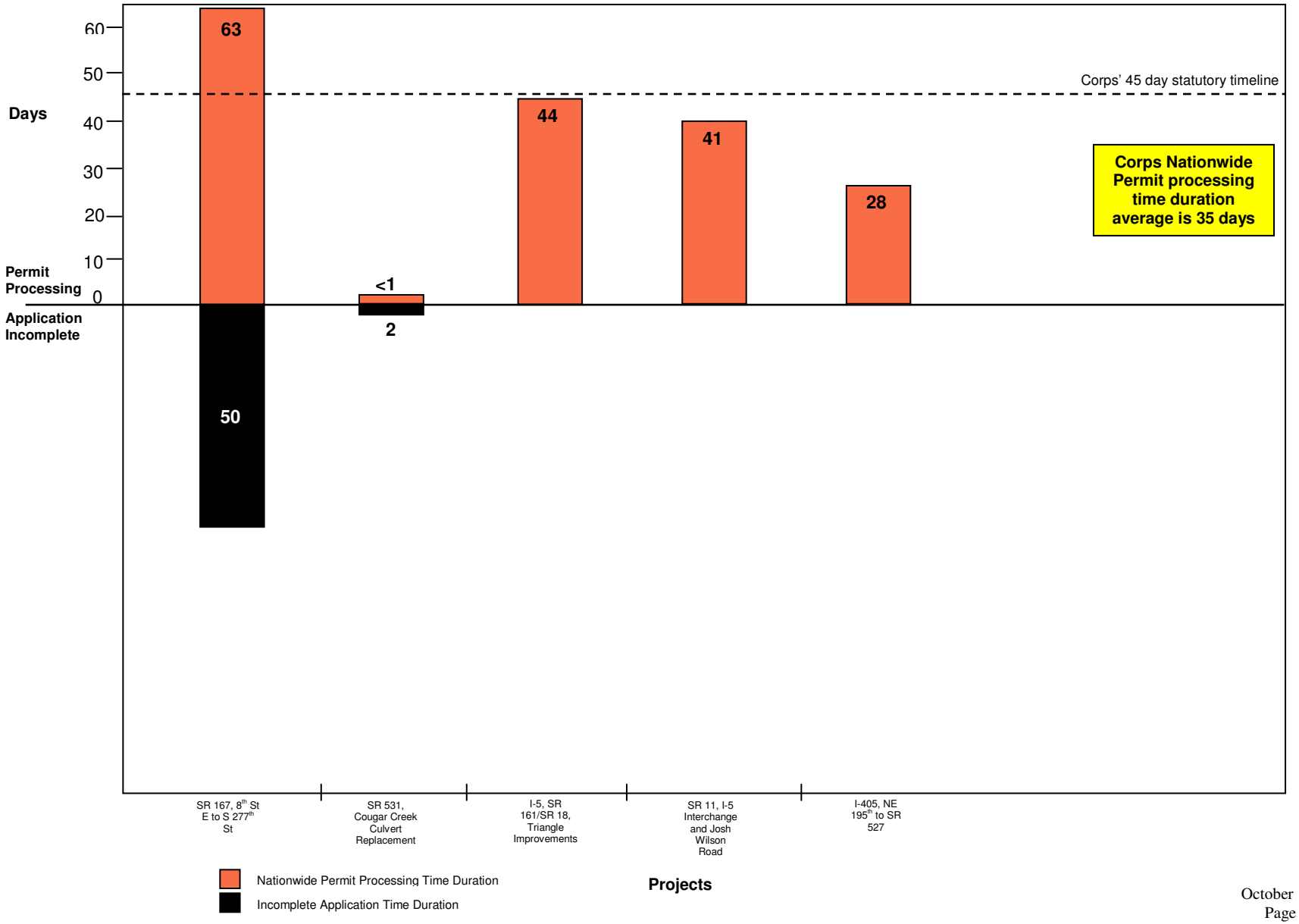
- Only 50% of WSDOT customer survey respondents felt King County satisfactorily provided effective technical and regulatory guidance and feedback that assisted WSDOT in selecting, designing, and constructing project mitigation sites.

Opportunities for Improvement:

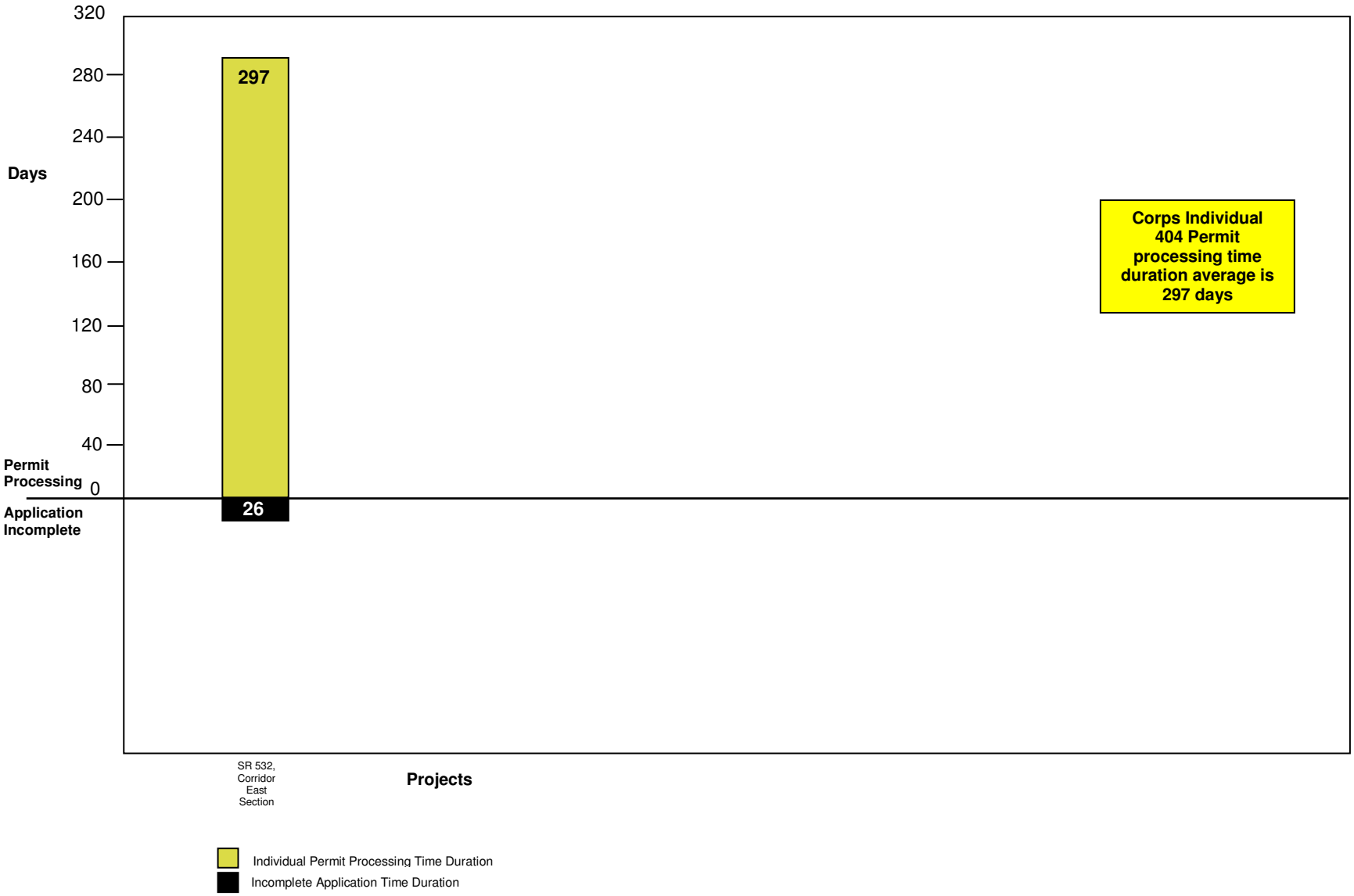
- WSDOT and King County could improve early project coordination and information exchange, particularly for projects that WSDOT is experiencing difficulty identifying potential critical areas mitigation options for the project. When WSDOT encounters this difficulty, it is important for WSDOT to coordinate closely with King County as early as possible so WSDOT is able to resolve the difficulty and develop a compensatory mitigation proposal to include in the permit application package submittal to King County.
- King County could improve their internal process for receiving and responding to applicant questions during early project coordination to ensure all permitting questions that WSDOT poses to King County are answered.

Appendix A: Permit Review Timelines for MAP Team projects that were issued during the current performance reporting period (January 1 – June 30, 2009).

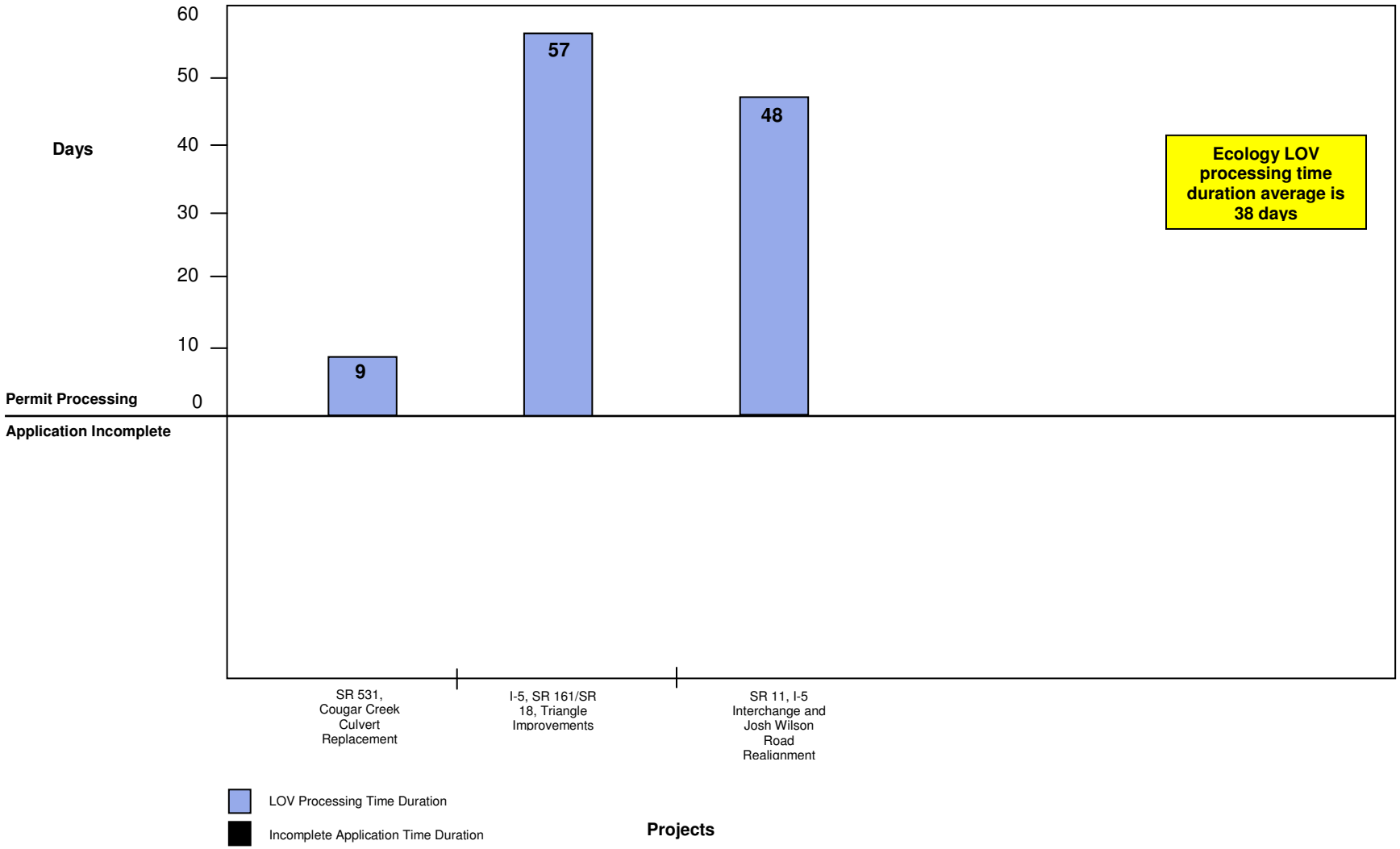
Number of Days to Issue Corps Nationwide Permit Decisions for MAP Team Projects
January 1 through June 30, 2009



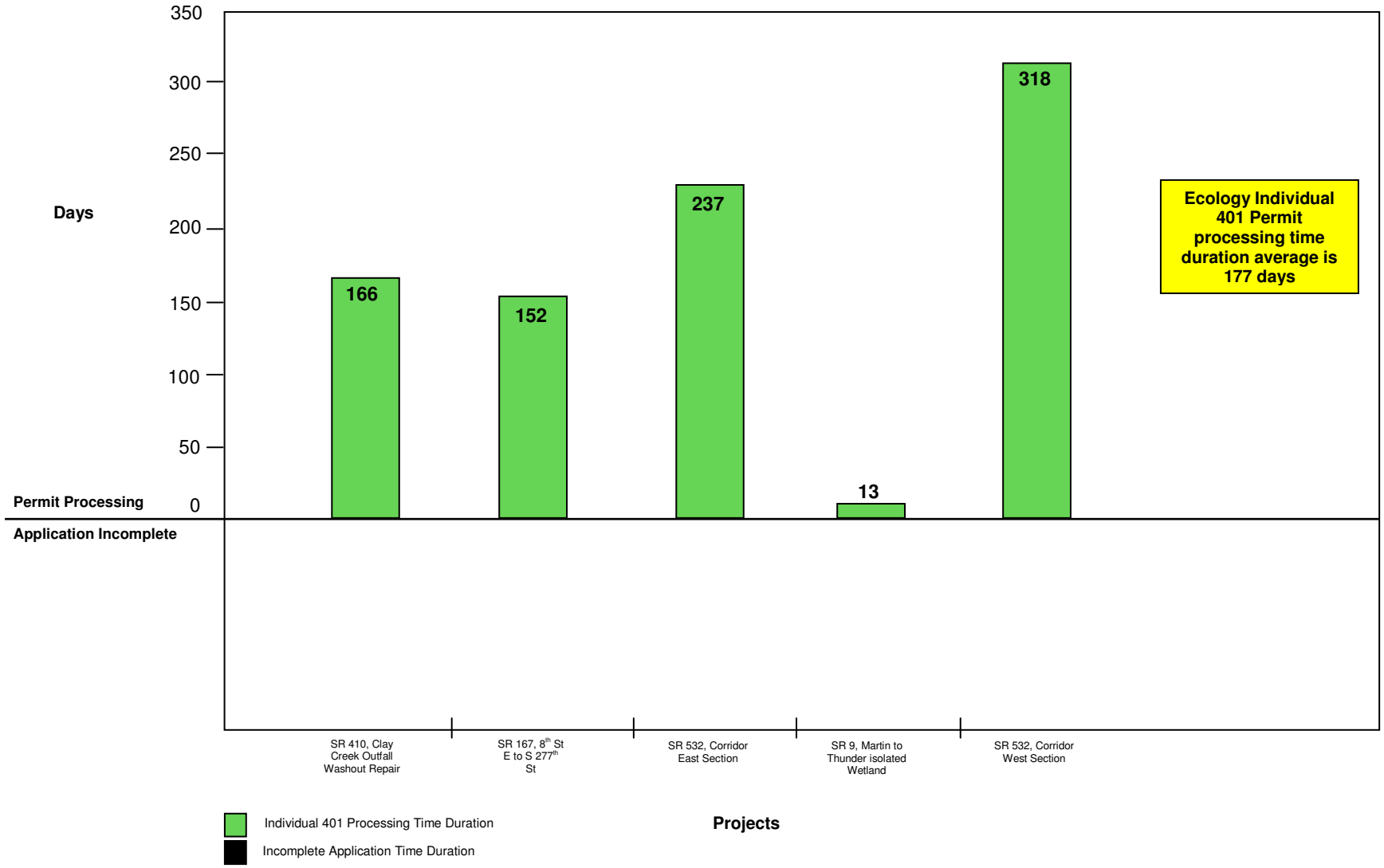
Number of Days to Issue Corps Individual Permit Decisions for MAP Team Projects
January 1 through June 30, 2009



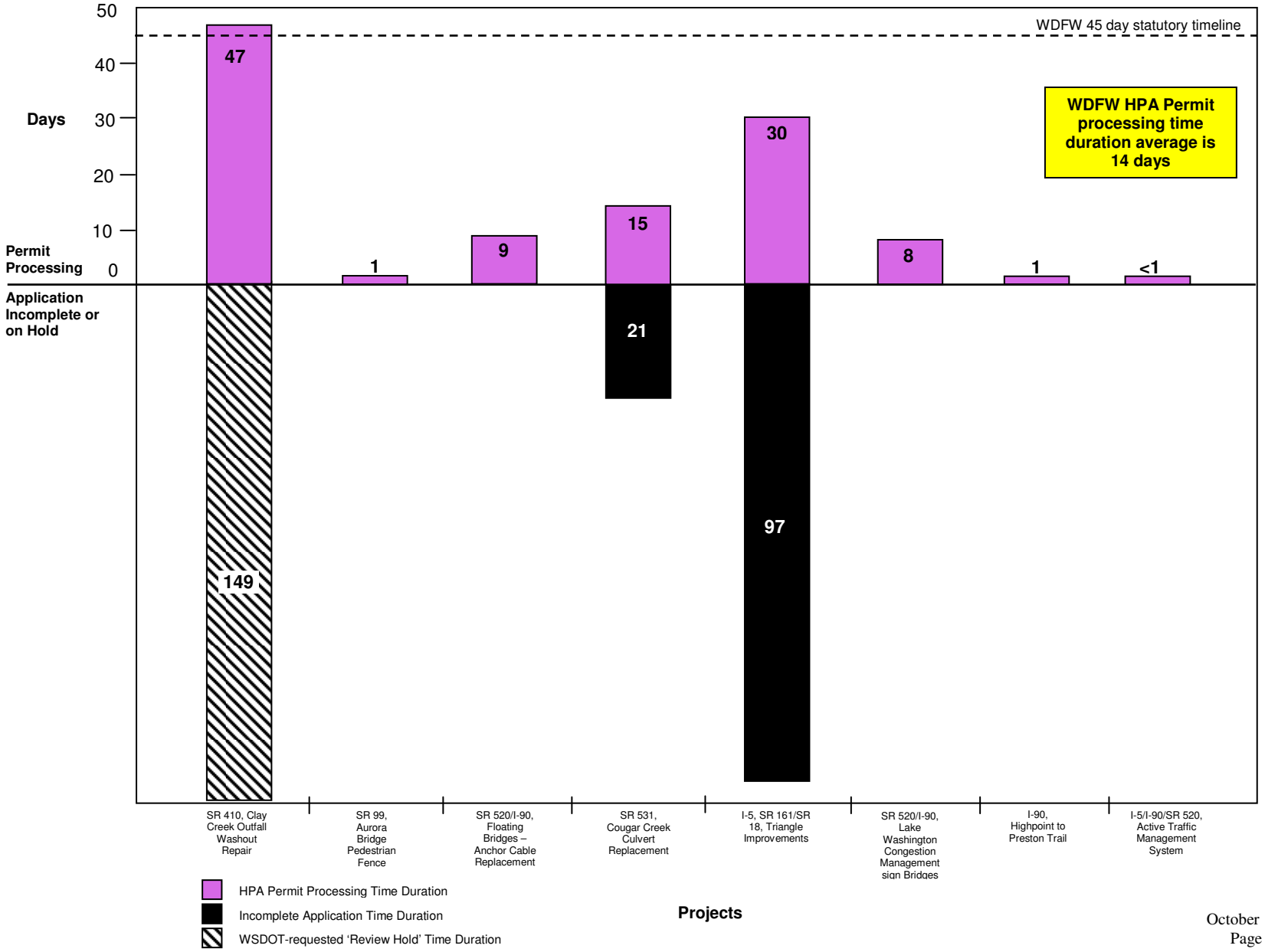
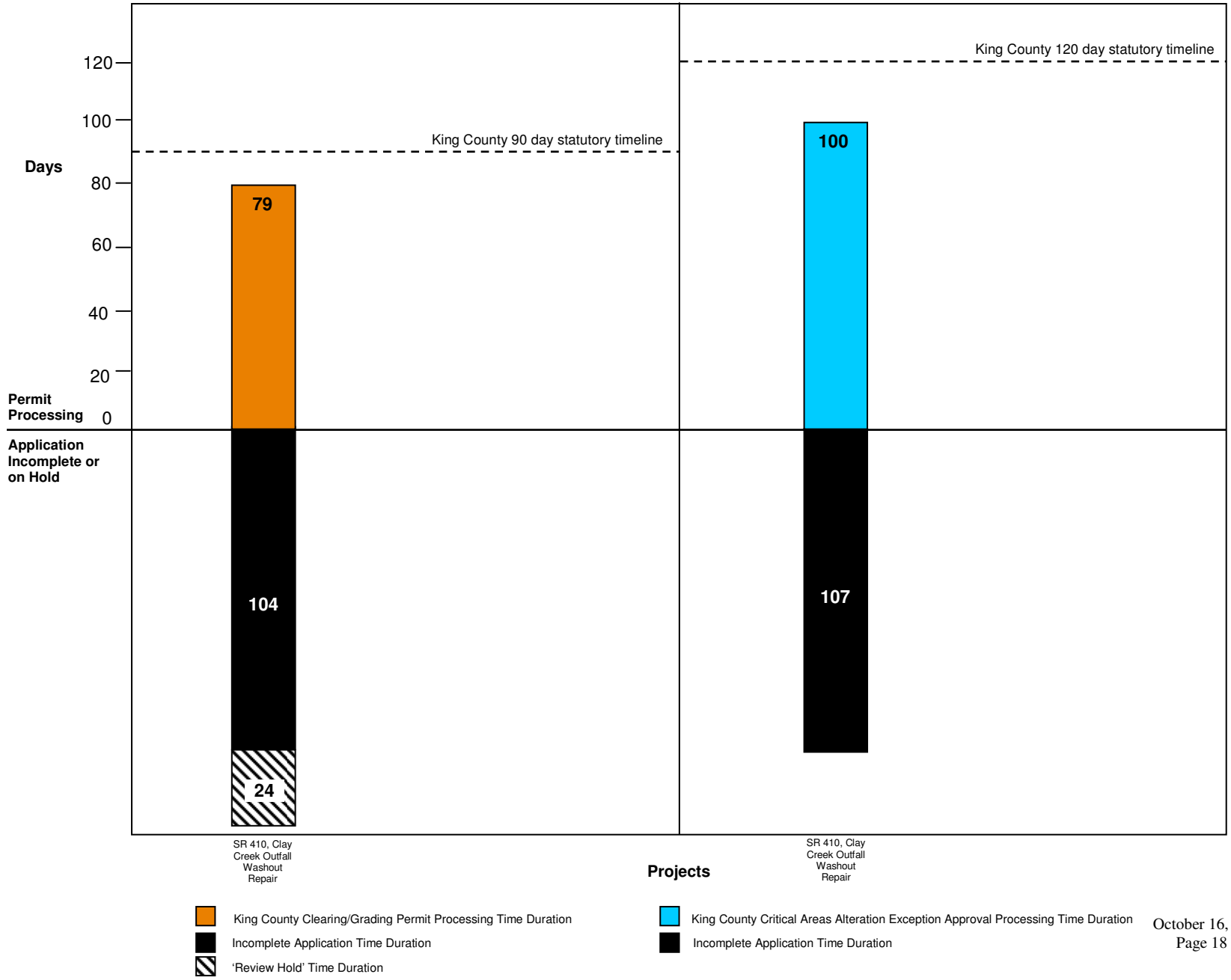
Number of Days to Issue Ecology Letters of Verification (LOV) for MAP Team Projects
January 1 through June 30, 2009



Number of Days to Issue Ecology Individual Permit Decisions for MAP Team Projects
January 1 through June 30, 2009



Number of Days to Issue WDFW HPA Permit Decisions for MAP Team Projects
January 1 through June 30, 2009



Number of Days to Issue King County Permit Decisions and Approvals for MAP Team Projects
January 1 through June 30, 2009