GOVERNOR'S FORUM ON

TRANSPORTATION

November 29, 2006

DEPARTMENT OF TRANSPORTATION
WASHINGTON STATE PATROL

- HIGHWAY MAINTENANCE
- CABINET STRATEGIC ACTION PLAN GOALS
- GRAVING DOCK AUDIT

TRANSPORTATION
NOVEMBER 29, 2006

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Washington State Department of Transportation

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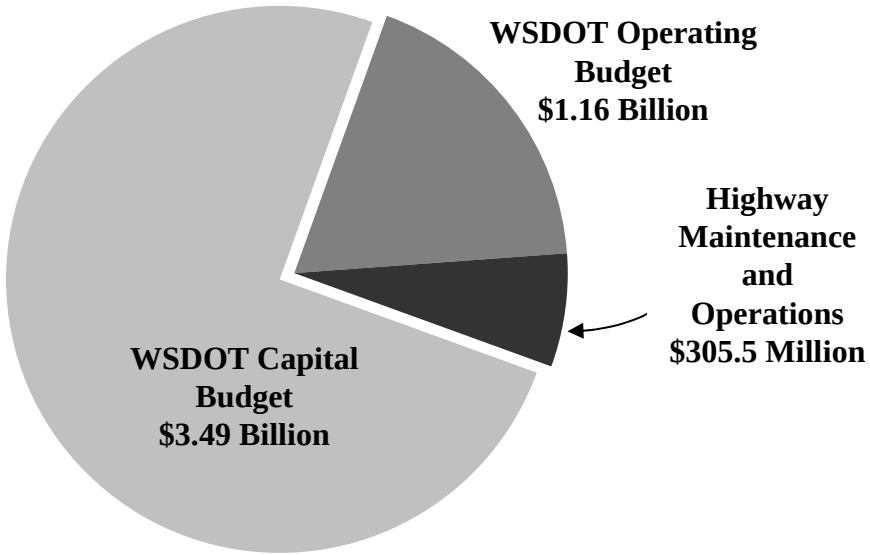
Transportation GMAP Forum

November 29, 2006

TAB 1: Highway Maintenance

Maintenance Program Background

2005-07 Enacted WSDOT Transportation Budget*



$4.65 Billion Total

- Maintenance Program's objective is to maintain highway infrastructure in good working order and keep people moving.
- Accounts for $305.5 million per biennium program, or 6.6% of total 2005-07 WSDOT budget.
- Maintenance responsibilities include:
  - Maintaining roadway and roadside of 20,000 lane miles of state highways;
  - 3,526 bridges;
  - Over 1,100 state-owned and operated traffic signal systems;
  - Winter operations responsibilities include ten major mountain passes and 42 safety rest areas.

*As amended by the 2006 Supplemental Budget

How does WSDOT Measure Performance in Highway Maintenance?

- Maintenance plays a key role in holding the highway infrastructure between construction and projects that preserve or re-construct highways.
- WSDOT has measured performance through the Maintenance Accountability Program (MAP) since 1996.
  - Nationally recognized model that has served as a model for other states.
- MAP is a management system that measures and communicates the performance outcomes of 33 highway maintenance activities. Each activity has a unique performance measure.
- Activities are prioritized by assessing their impact to meeting broad program objectives:
  - Safety of Traveling Public and Employees
  - Operate the Highway System and Keep the Road Open
  - Meet Environmental Responsibilities
  - Maintain the Infrastructure
  - Address legal mandates
  - Contribute to comfort, aesthetics, or convenience
- MAP uses field condition surveys to report Level of Service (LOS), on an annual or biannual basis, depending on the activity being measured.
- Customer surveys are used to help assure that LOS is consistent with public expectations.
- The level of resources appropriated by the Legislature is the primary driver of what the LOS target will be for the coming biennium. Periodic adjustments can be made by Maintenance Program managers.
  - Defined in terms of the condition of various highway features
- If the funded LOS delivered fails to achieve Legislative expectations, the activity is categorized as “failing” and analysis is conducted to improve the LOS.

33 Maintenance Program Activities Tracked in the Maintenance Accountability Program: CY 2005 Results

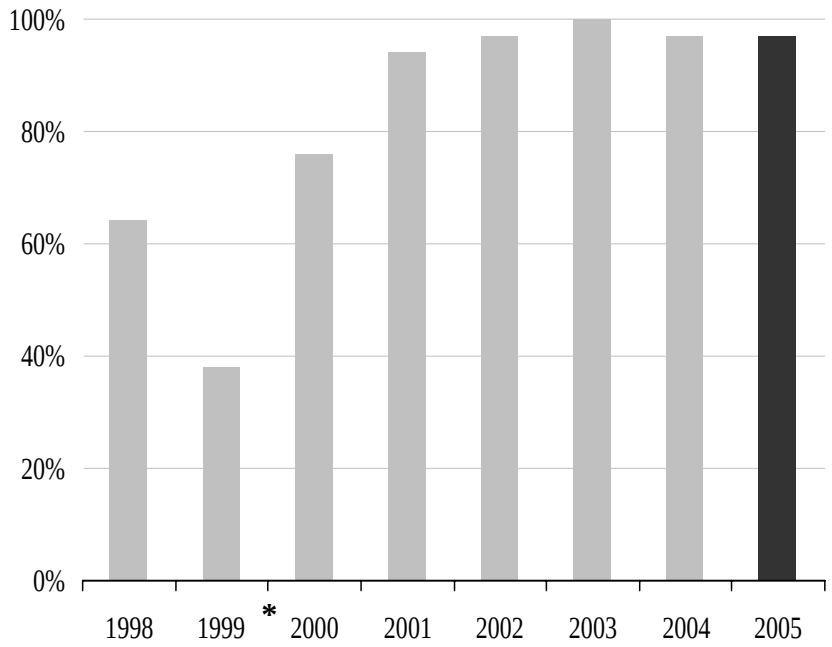
Funding choices by the Legislature determine "Funded Service Targets." Based on the funding provided to each activity, corresponding service targets are established by WSDOT. Any target that does not meet the legislatively-funded level of service is reported to have failed to meet expectations. WSDOT measures and assesses the following 33 activities, which are funded by $305.5 million in the most recent biennium:

	Funded Service Target	Pass	Fail	% of Funding
Movable & Floating Bridge Operations	B+	✓		2.3
Traffic Signal System Operations	C	✓		3.5
Snow & Ice Control Operations	***C+***	✓		***21.0***
Keller Ferry Operations	B	✓		0.4
Urban Tunnel Systems Operations	B	✓		1.2
Structural Bridge Repair	C	✓		3.1
Regulatory/Warning Sign Maintenance	C+		✓	0.9
Slope Repairs	B	✓		1.6
Intelligent Traffic Systems	B-	✓		1.7
Maintain Catch Basins & Inlets	B	✓		1.4
Pavement Patching & Repair	***B+***	✓		***8.0***
Bridge Deck Repair	B-	✓		0.5
Guardrail Maintenance	A	✓		0.5
Pavement Striping Maintenance	A-	✓		3.2
Raised/Depressed Pavement Markers	B	✓		0.7
Control of Vegetation Obstructions	B-	✓		2.6
Rest Area Operations	B	✓		3.6

	Funded Service Target	Pass	Fail	% of Funding
Sweeping and Cleaning	B+	✓		2.5
Maintain Ditches	B	✓		3.6
Highway Lighting Systems	B+	✓		3.6
Guidepost Maintenance	C-	✓		0.9
Safety Patrol	C+	✓		2.2
Maintain Culverts	C	✓		1.9
Pavement Marking Maintenance	C-	✓		0.9
Noxious Weed Control	B	✓		1.8
Shoulder Maintenance	C+	✓		1.1
Guide Sign Maintenance	B-	✓		1.4
Maintain Detention/Retention Basin	C	✓		0.2
Bridge Cleaning & Painting	C	✓		0.7
Nuisance Vegetation Control	B-	✓		3.1
Landscape Maintenance	C-	✓		1.5
Crack Sealing	C-	✓		0.4
Litter Pickup	D	✓		2.3

How Has the Maintenance Program Performed Over Time?

Percentage of legislatively funded maintenance targets achieved, 1998 - 2005



Source: WSDOT Maintenance Office

*In 1999, program funding was reduced by I-695. In addition, a severe 1998-99 winter required that funds be diverted from other activities to cover the costs of winter operations. WSDOT was also still developing the skills to gather and analyze data and manage the program using the MAP tool.

Analysis:

- In 2005, 32 of 33 (97% of activities) legislatively-funded targets were achieved

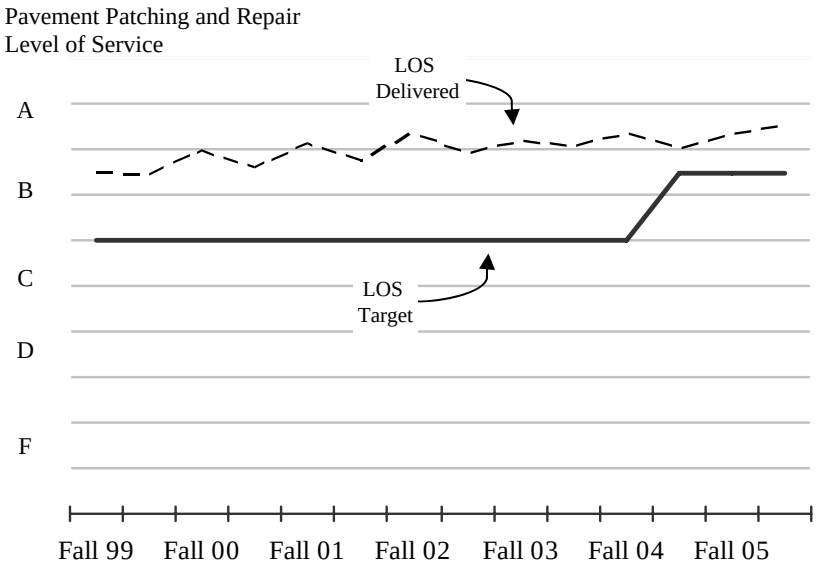
- 2005 missed target: Regulatory Signs
  - WSDOT maintains 35,000 regulatory signs
  - Prior to 2005, regions calculated LOS based on a sampling of 1% of regulatory signs
  - Assessment of missed performance found survey method was not a representative sample
  - In 2005, all regions completed an inventory of signs, and completed a much larger sample of 50% of signs

Action:

- To meet the 2006 LOS, maintenance staff will keep inventory updated and measure performance on an ongoing basis for this maintenance activity.

Information is being analyzed. 2006 evaluation will be reported in the February 2007 Gray Notebook as part of the Program's annual reporting.

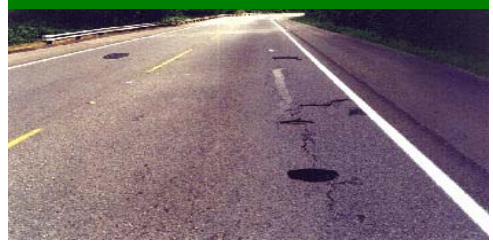
Maintenance Activity Example: Pavement Patching and Repair



Source: WSDOT Maintenance Office

Service Level A

Service Level C



Service Level F

Pavement Patching and Repair maintains the roadway pavement as closely as possible to the constructed condition. This activity occurs during the time between a highway's construction, and the time it comes up for a preservation project. Activities include:

- Mechanical Patching – Pavement repair that is completed with a machine.
- Manual Patching – Road surface repair that is completed by hand.
- Milling & Patching – Small areas of distressed pavement stretches are removed and repaired mechanically.
- Chip Seal – Application of liquid asphalt and rock chips to asphalt surface to extend life of highway.

Activity performance measure is the number of square feet of deficiencies per lane mile.* Deficiencies include potholes, alligator cracking (several cracks very close together), humps and sags, and rutting. This is measured based on a statistically valid sample for 684 one-tenth of a mile lane mile segments, and extrapolated to the entire system. Criteria are as follow:

- "A" – 0 to 1.57% of deficiencies per lane mile
- "B" – 1.58% to 3.16% of deficiencies per lane mile
- "C" – 3.17% to 7.89% of deficiencies per lane mile
- "D" – 7.9% to 15.78% of deficiencies per lane mile
- "F" – 15.78% to 100% of deficiencies per lane mile

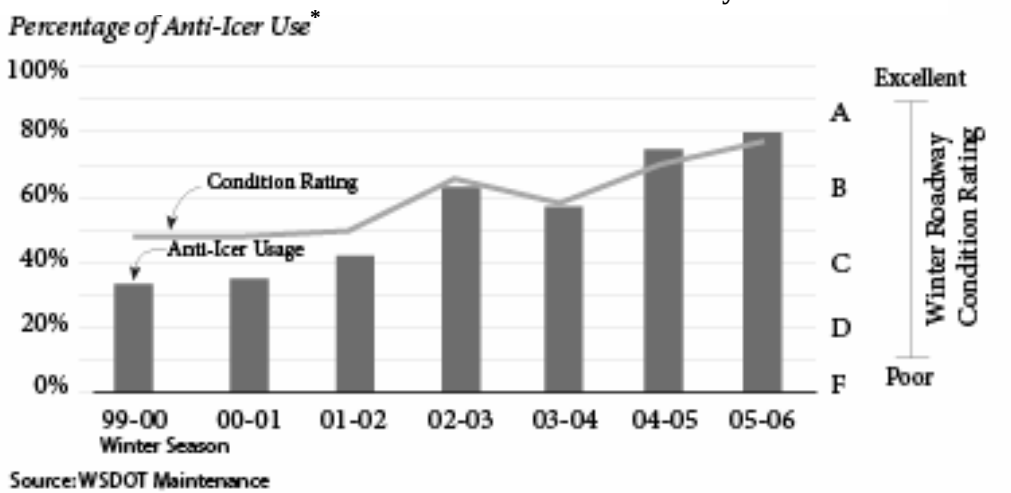
2005-07 Biennium funding is $21 million, which corresponds to a B+ LOS target. **In 2005, WSDOT delivered an A-Level of Service.**

* One lane mile=5,280 feet*12 feet (standard lane width)

For 2007-09, the cost of asphalt is up $650,000 for the Maintenance Program. These increased costs are currently funded in the WSDOT 2007-09 budget.

Maintenance Activity Example: Snow and Ice Control

Statewide Anti-Icer Use and its Effect on Winter Roadway Conditions



* Percentage of anti-icer use of all material applied to roadways for Snow and Ice Control Operations

Snow and Ice Control focuses on improving winter road conditions to increase safety, reduce road closures, and reduce the need for studded tires. Activities include:

- Application of Anti-Icers
- Application of Sand for Enhanced Traction
- Snowplowing
- Avalanche Control

One of the best strategies to keep roadways clear of snow and ice is to prevent it from accumulating and bonding to pavement. WSDOT's winter maintenance program has increased its emphasis on anti-icer use over the past several years, and has seen a corresponding increase in LOS. Anti-icer use improves safety by creating bare pavement conditions, producing a higher LOS. The alternative treatment, sand application, provides temporary traction on top of ice, and a lower LOS.

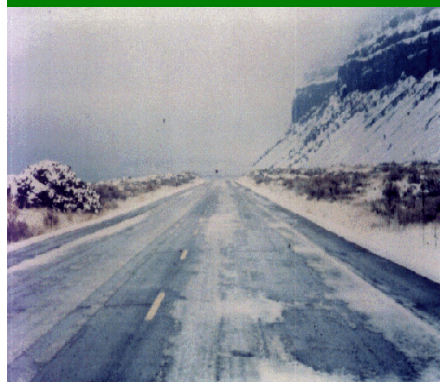
LOS is determined by assessing travel conditions at random locations throughout the state highway system during winter. Road conditions are rated and evaluated on the following criteria:

- "A" – Bare Pavement
- "B" – Bare Wheel Tracks
- "C" – Half of Roadway Bare or Sand on all of the Roadway
- "D" – Sand on Emphasis Areas (curves, hills)
- "F" – Compact Snow & Ice on Entire Roadway

2005-07 Biennium funding is $58.4 million, which corresponds to a C+ Level of Service Target. **In 2005, WSDOT delivered an A- Level of Service.** Each winter season and its severity are different, and strongly factor into WSDOT's ability to deliver a high LOS.

Service Level A

Service Level D



For 2007-09, the cost of anti-icers is up $4 million for the Maintenance Program. These increased costs **are not** currently funded in the WSDOT 2007-09 budget.

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TAB 2: Initial Report on Cabinet Strategic Action Plan Goals:

Highway Project Delivery
Incident Response (with WSP)
Road Conditions
Bridge Conditions

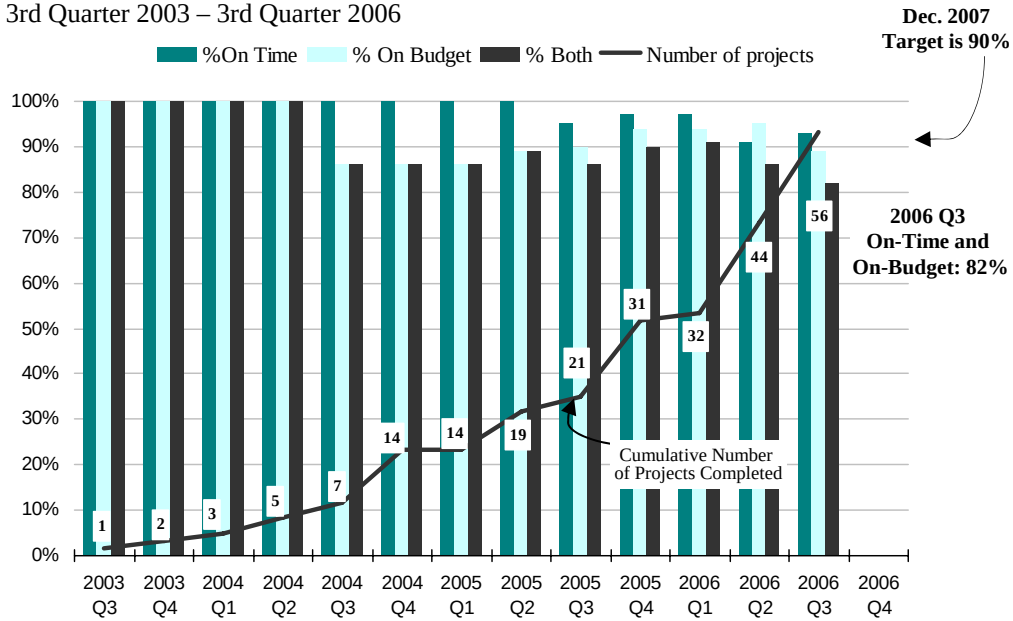
Cabinet Strategic Action Plan Goals Related to WSDOT: "Keep Washington Moving"

Summary of goals:

- Complete 90% of highway projects on time and on budget;
- Reduce the total average duration of over 90 minute incidents by 5% for nine of the most congested routes;
- Preserve or improve the condition of our roads at 90% satisfactory or good condition;
- Preserve or improve the condition of our bridges at 97% satisfactory or good condition.

What is WSDOT's Record in Delivering 90% of Highway Projects On-Time and On-Budget?

Cumulative Nickel & TPA Project Schedule and Budget Performance
3rd Quarter 2003 – 3rd Quarter 2006



Source: WSDOT Project Control & Reporting

Analysis:

WSDOT continues to deliver Nickel and TPA projects in both packages: 12 additional projects have been completed since the August GMAP forum, for a total of 56.

On Budget:

- The average number of bidders has declined slightly – now 3.0, down from 3.1 at the August forum.
- The Construction Cost Index has remained high – 30% above the the 2005 annual average.

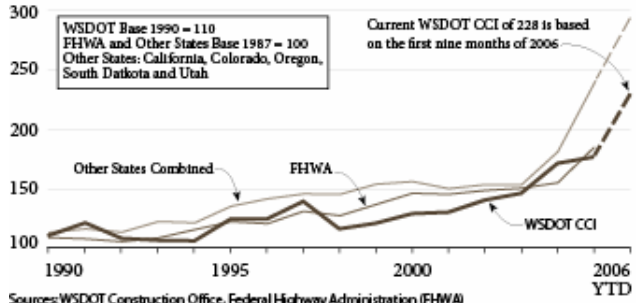
On Time:

- As described in the *2007-09 Budget Request*, WSDOT's recommended strategy to mitigate the gap in available funding versus updated project costs will involve structuring the timing of delivery of whole projects or stages of projects to match available funds. This will result in the delay of some projects.

Related Data through 3rd Quarter 2006

Construction Cost Index has increased over 30% from the 2005 annual average.

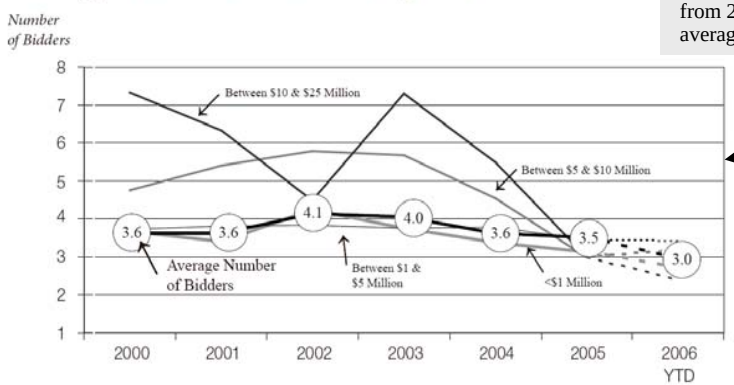
Construction Cost Indices Washington State and Others



Sources: WSDOT Construction Office, Federal Highway Administration (FHWA)
Note: WSDOT 2006 Index is for Quarters 1, 2 & 3; Other States 2006 Index based on Oregon and Utah 1,2 & 3 quarter data; 3 quarter data not available for California, Colorado and South Dakota; 2006 data not available for FHWA.
Note: 2003 and 2004 WSDOT CCI data points adjusted to correct for spiking bid prices on structural steel.

Average number of contractors bidding on each WSDOT project decreased 14% in the first three quarters of 2006 from 2005 average.

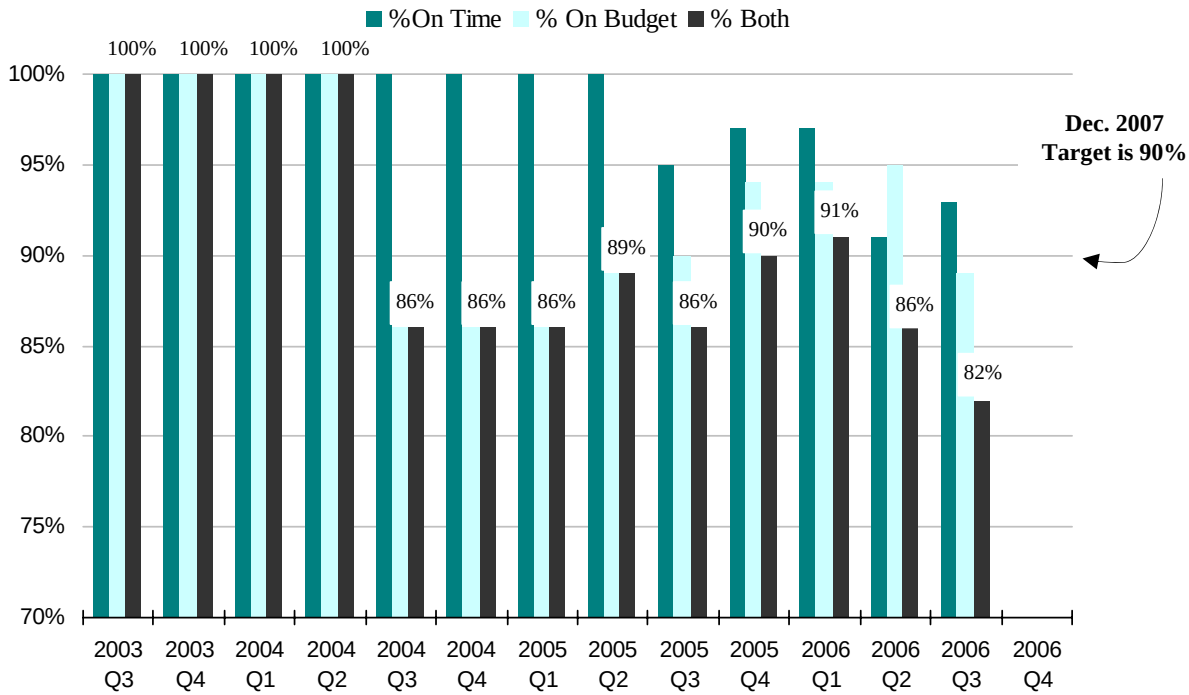
Average Number of Bidders by Size of Contract



	2000	2001	2002	2003	2004	2005	2006 YTD
1 Bidder	8%	12%	12%	8%	13%	9%	15%
2 Bidders	26%	23%	22%	18%	20%	22%	36%
3 Bidders	24%	23%	16%	24%	23%	33%	17%
3 or more Bidders	66%	64%	65%	74%	66%	69%	48%

DETAILED VIEW OF CHART FROM SLIDE 3
Highway Projects On-Time and On-Budget

Cumulative Nickel & TPA Project Schedule and Budget Performance
3rd Quarter 2003 – 3rd Quarter 2006
Y-Axis Adjusted: chart included for readability purposes only.



Source: WSDOT Project Control & Reporting

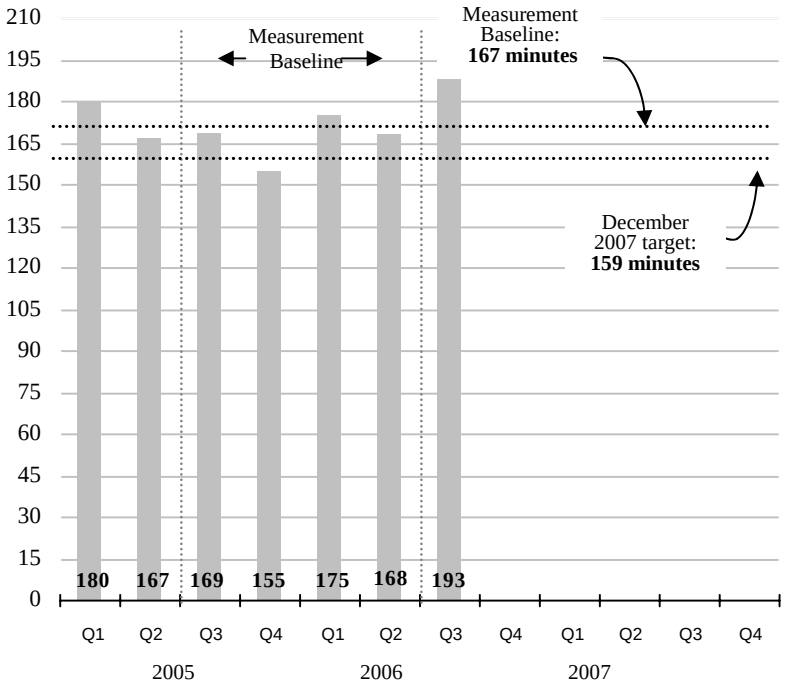
	Cumulative Completed	Cumulative On-Time and On-Budget	Cumulative Cost Completed (in millions)
2003Q3	1	1	$68.5
Q4	2	2	$68.6
2004 Q1	3	3	$68.8
Q2	5	5	$69.9
Q3	7	6	$71.0
Q4	14	12	$82.5
2005 Q1	14	12	$82.5
Q2	19	17	$118.5
Q3	21	18	$139.4
Q4	31	28	$222.2
2006 Q1	32	29	$231.1
Q2	44	38	$256.9
Q3	56	46	$310.2
Q4			

What Actions is WSDOT Taking to Address Rising Construction Costs and the Shrinking Competitive Bidding Climate?

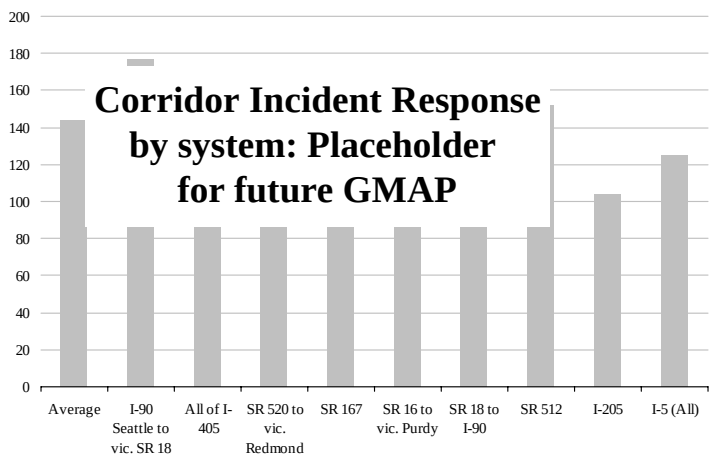
- WSDOT continues to work with industry to address the deteriorating competitive bidding market. Currently, WSDOT is working to develop a fuel escalation clause for contracts.
  - The clause is designed to transfer some of the risk of cost escalation from the contractor to the state, reducing the effect of cost uncertainty on contractors' bids, which may result in contractors submitting lower bids.
  - Contracts that contain the clause provide for an upward or downward adjustment in the price WSDOT pays for fuel on those projects. WSDOT will provide additional payment or receive a credit, depending on whether prices rise or fall.
  - In August, WSDOT solicited input from the Washington Asphalt Paving Association and implemented an asphalt price adjustment in contracts. Its effectiveness is assessed on an ongoing basis and will be reported at future GMAP sessions.
- Disaggregating larger projects into smaller contracts to attract additional bid interest
  - A successful example is the I-405 corridor project, currently being bid as several smaller projects to attract more bid interest.
    - ✓ I-405, SR 520 to SR 522: The request for Statements of Qualification to bid generated 5 proposals. Of this group, 3 were determined to be qualified bidders.
    - ✓ I-405, 112th Ave SE to SE 8th St Widening: 6 SOQs submitted, 4 qualified to bid.
    - ✓ I-405, Springbrook Creek Wetland and Habitat Mitigation Bank: 15 SOQs submitted, 6 qualified to bid.
- Utilize Alternate Contract Methodologies to Maximize Value Within Budgeted Dollars
  - SR 167 (15th St SW to S 180th S- project to add lanes): All bids for the base project scope plus alternate (optional) project elements exceeded available funds. The contract was awarded for the base project scope only, which was within the funds available for the contract award. If we had not used the accumulative alternate bids method, it is likely that bids would have been too high, and would have had to have been rejected, and WSDOT would have to re-scope the project, causing several months' delay.
  - US 12, Attalia Vic . (Walla Walla County - project to add four lanes): Bidders were allowed to submit base proposals, plus bids for additional work. Proposals for the additional work (a retaining wall) allowed alternate construction methods and materials. We accepted the lowest base bid, plus work proposed through an alternate contract. The successful bid used a more cost-effective material for the alternate work, resulting in project cost that was $60,000 below Legislative expectations.
- In its *2007-09 Budget Request*, WSDOT updated estimates on a project-by-project basis to reflect current costs (June 2006). WSDOT will continue to actively monitor actual contract bid experience as captured in the CCI in order to facilitate accurate cost estimates.

What is WSDOT and WSP's Record in Reducing the Average Duration of Incidents Lasting Over 90 Minutes by Five Percent for Key Highway Segments?

Average duration of incidents lasting over 90 minutes or above
In minutes



Source: WITS and CAD



Analysis:

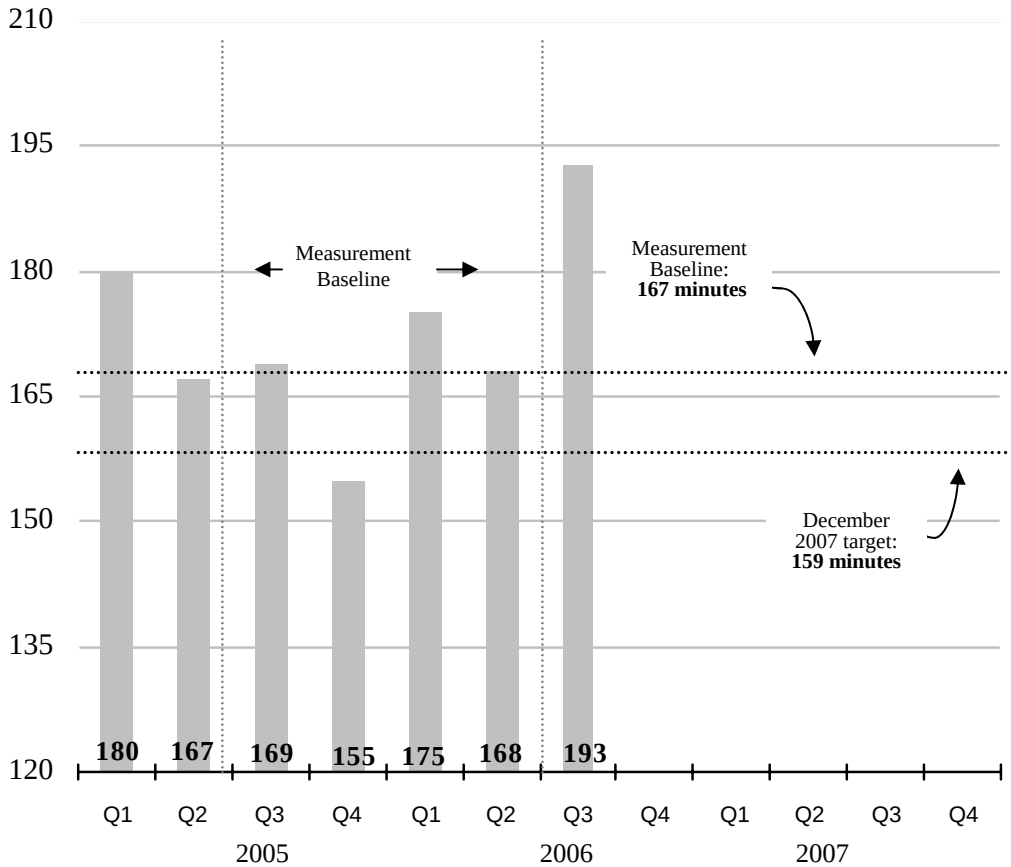
- Between July 1, 2005 and June 30, 2006, the average duration of incidents lasting over 90 minutes was **167 minutes**.
- The target for December 2007 is a five percent reduction to **159 minutes** and includes the following nine highway systems in western Washington:
  1. I-90 – Seattle to North Bend
  2. I-405 – Connects drivers across Lake Washington and throughout the Puget Sound region
  3. SR 520 to vic. Redmond – Extends 12.82 miles from Seattle in the west to Redmond in the east.
  4. SR 167 – Primary highway connecting south King and north Pierce counties to the Seattle/Bellevue metropolitan area
  5. SR 16 to vic. Purdy – Runs through Tacoma and crosses the Tacoma Narrows to Gig Harbor.
  6. SR 18 to I-90 – Connects SR 99 in south King County with I-90.
  7. SR 512 serves drivers in Pierce County and connects the Tacoma area to Puyallup.
  8. I-205 – Connects drivers in Clark County to Portland
  9. I-5 – Vancouver to Canadian Border
- Data is being further evaluated to understand the spike in incident duration in 2006 Q3.

Actions:

- WSDOT *2007-09 Budget Request* includes funding for a tow performance program for heavy trucks, beginning July 2007, Activity Leads: Rick Phillips, WSDOT and Mike DePalma, WSP.
  - ➢Modeled after successful program in Florida that is responsible for clearing 94% of heavy truck collisions in under 90 minutes.
  - ➢Plan would provide incentives to the towing industry to improve equipment standards, improve training, and agree to a performance agreement.
- Increase the number of counties allowing offsite extrications of deceased by July 2007. Activity Leads: Mike DePalma, WSP and Rick Phillips, WSDOT.
  - ➢WSP, WSDOT, and the Thurston County Coroner signed the state's first formalized agreement in April 2006.

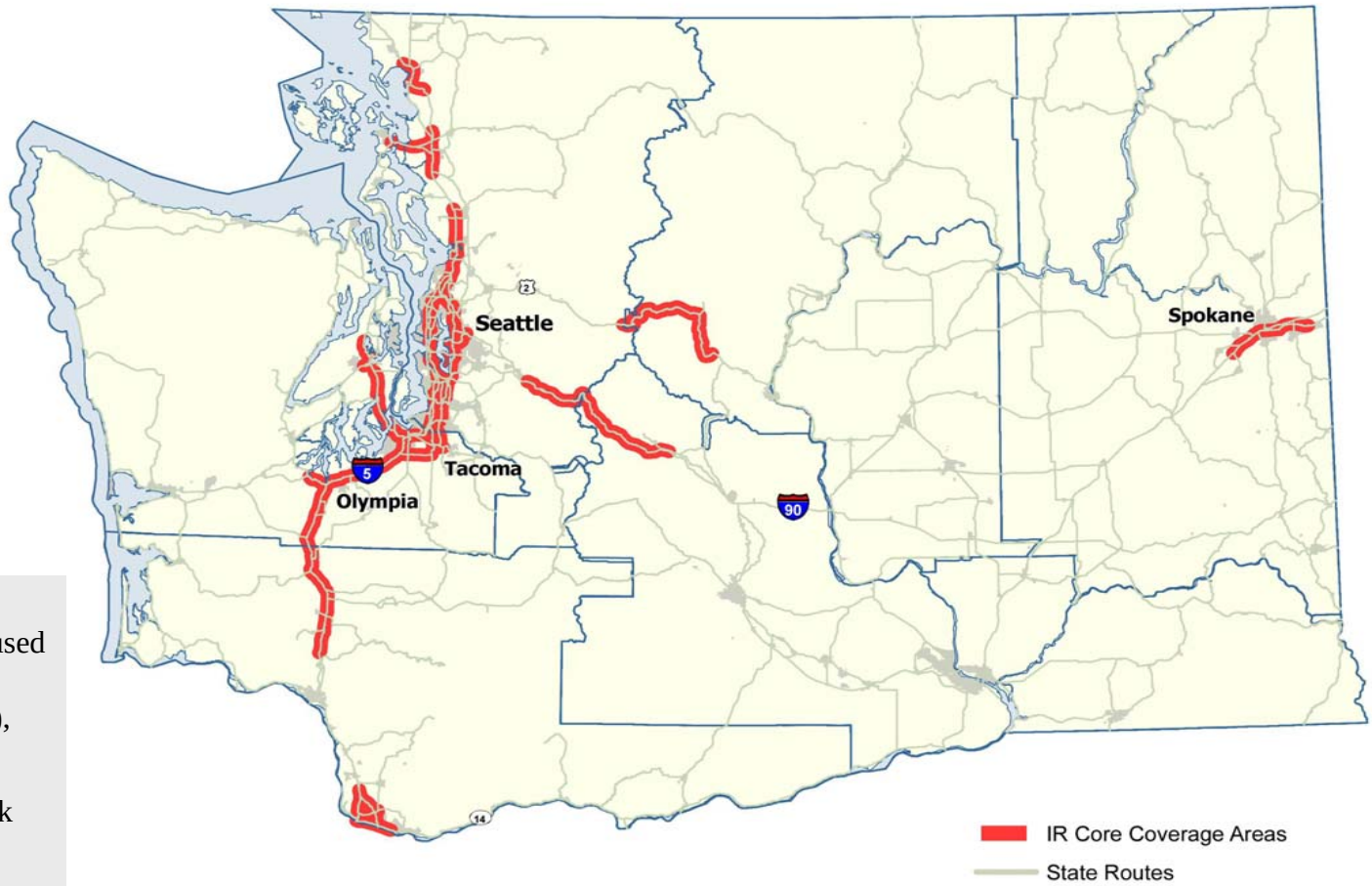
DETAILED VIEW OF CHART FROM SLIDE 6
Incident Response

Average duration (minutes) of incidents lasting over 90 minutes or above
Y-Axis Adjusted: chart included for readability purposes only.



Source: WITS and CAD

WSDOT and WSP: Where Are Incident Response's Core Coverage Areas?



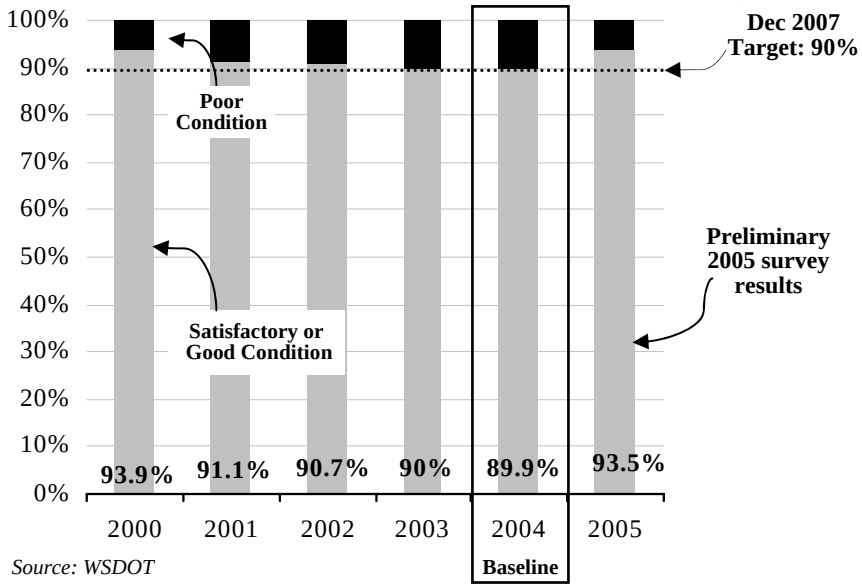
Approximately 50% of traffic congestion is non-recurring, caused by incidents such as disabled vehicles (on or off the roadway), debris and collisions.

Incidents, especially during peak commuting times, cause slowdowns that significantly reduce roadway capacity when needed most.

Quick detection and removal of hazard reduces the likelihood of secondary collisions, minimizes traffic backlogs and associated driver inconvenience.

What WSDOT's Record of Preserving 90% of Roads in Satisfactory or Good Condition?

Pavement Condition by Fiscal Year



Source: WSDOT

- Baseline for evaluating the condition of pavement is 89.9% of pavement in good or satisfactory condition.
  - Preliminary analysis of 2005 data suggests an improvement from 2004, which may have resulted from increased experience with Lowest Life Cycle Cost rehabilitation.
  - 2006 data will be available by October 2007. The results of the next paving season (May - October 2007) will not be available until October 2008.
  - WSDOT owns and maintains 20,099 lane miles of highway, including ramps, collectors, and special use lanes.
- WSDOT anticipates the number of paved miles in good or fair condition will decrease in the long run.
  - WSDOT's pavement rehabilitation program is fully funded for chip seals, mostly funded for Hot Mix Asphalt (up to 90%), and mostly unfunded for concrete pavement.
  - Since "due" pavements and "past due" pavements are only partially funded, the backlog is expected to grow and pavement conditions are expected to deteriorate.

National Comparison:

- WSDOT rates its pavement on three factors:
  - Pavement Structural Condition
  - Rutting
  - Roughness
- FHWA rates 50 states' pavement condition, but is much narrower in focus
  - Only assesses one factor: roughness
- Based on the 2004 FHWA rating of roughness, Washington's pavement ranked 23rd in the nation.

Analysis and Actions:

- Resolve shortcomings of models to predict concrete pavement performance and best timing for rehabilitation.
  - The current model is 30 years old and needs revaluation and refinement. Work from 2005 indicates that it does not adequately measure deterioration rates for concrete pavements.
  - Understanding deterioration and adequately planning rehabilitation timing is key: if done too early, pavement life is wasted; if too late, costly repair may be required.
  - WSDOT is working with UW to improve its models to determine the best time for rehabilitation. This is expected to be completed by Fall 2007.

Ongoing Actions to Further Improve Pavement:

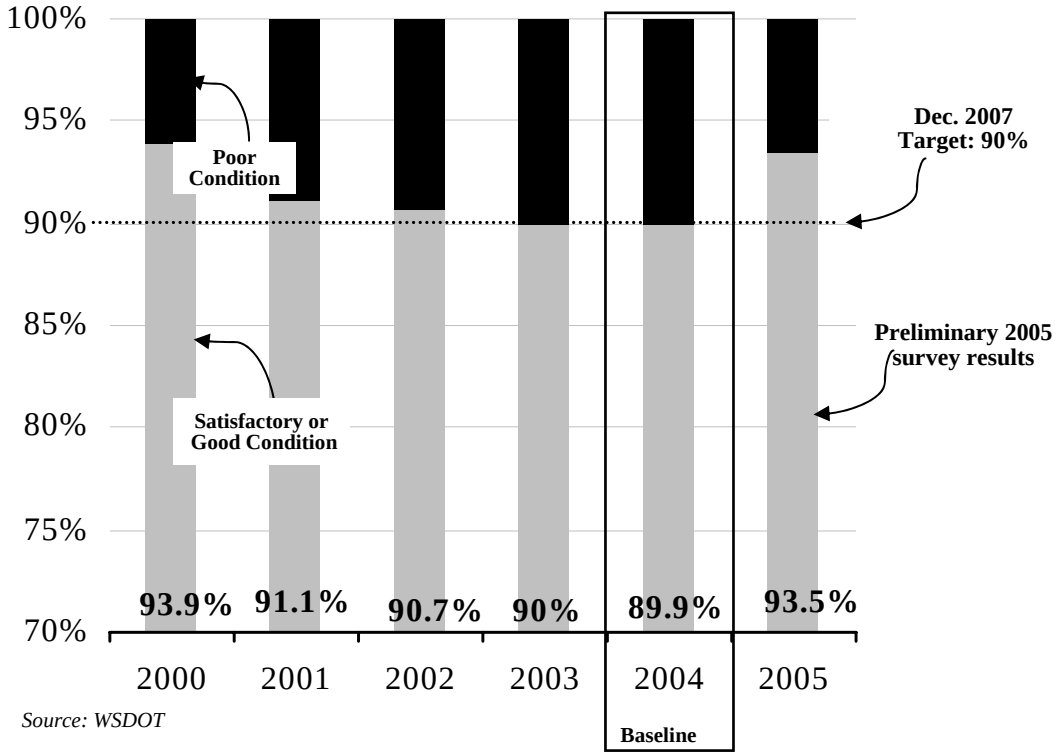
- Hot mix asphalt surface life has improved 14% over the past six years, though vehicle miles traveled has increased by 10%.

The keys lie chiefly in the following areas:

- Newer specifications using performance grade binders selected for expected climate regimes and traffic conditions;
- Use of Superpave mix designs keyed to temperature and traffic expectations;
- Improved asphalt pavement repair and asphalt placement techniques;
- Better attention to construction details and inspection, and,
- Continued application of LLCC rehabilitation programming.

DETAILED VIEW OF CHART FROM SLIDE 8
Road Conditions

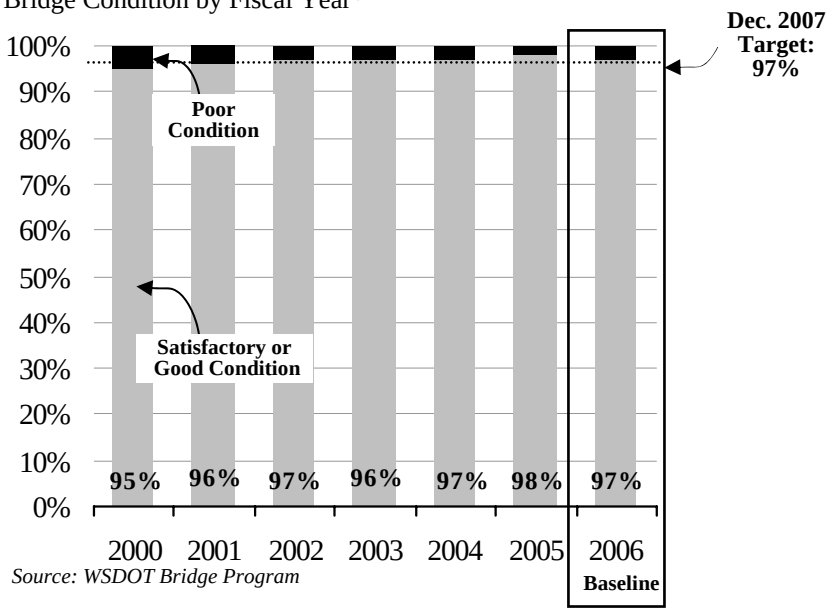
Percentage of pavement in satisfactory or good condition by fiscal year
Y-Axis Adjusted: chart included for readability purposes only.



Source: WSDOT

What is WSDOT's Record in Maintaining 97% of Bridges in Satisfactory or Good Condition?

Bridge Condition by Fiscal Year*



Source: WSDOT Bridge Program

- WSDOT does not expect a significant change in the condition of bridges before December 31, 2007.
- June 2006 data indicates that 78 out of 3,088 structures are in poor condition (97.5% of bridges in fair or better condition).
  - Even a target of 1% increase of bridges in good condition would have required improving at least 31 bridges during the 2006 construction season to show an impact by December 2007
- WSDOT's long term investment goal is to maintain 95% of its bridges at a structural condition of at least fair based on national criteria set by FHWA.
  - Good — Range from no problems to minor structural deterioration.
  - Fair — Primary structural elements are sound, but may have minor deficiencies.
  - Poor—Advanced deficiencies exist, and may have seriously affected primary structural components.

*No bridge that is rated as "poor" is unsafe for public travel.

Bridge Preservation Program Consists of Four Elements:

- Inspect one-half of all bridges every year.
- Bridge Repair, Rehabilitation, and Replacement:
  - Repair bridges with deteriorated elements;
  - Rehabilitate mechanical and electrical operating systems on movable bridges;
  - Replace bridges as needed.
- Preservation – Extend bridge service life by repainting steel structures; also repair and overlay of concrete bridge decks.
- Risk reduction – Seismic retrofit of bridges and scour repair of bridge piers in rivers. This work provides a proactive approach to minimizing damage to bridges due to earthquake and higher water events.

Analysis and Actions:

- The State's ability to address deficient bridges is highly dependent on federal aid program funding.
- Currently, WSDOT is funded and programmed to replace one bridge and to repair three bridges by contract before December 31, 2007.

Bridge Program Dive Team Action: Efficiency Savings

- Performed 71 underwater bridge and structure inspections since its 2004 formation.
- Cost of team's inspection activities run 40% of the cost of comparable work performed by the consultant community.
  - Achieved $262,000 in real savings.

Washington State Department of Transportation

Douglas B. MacDonald
Secretary of Transportation

Paula Hammond
Chief of Staff

John Conrad
Assistant Secretary

Transportation GMAP Forum

November 29, 2006

TAB 3: WSDOT Actions Related to the Transportation Performance Audit Board Graving Dock Review

Status Update of WSDOT Actions Related to TPAB Review of Hood Canal Graving Dock Project

Topic	Pages
Overview	3
Cultural Resources Work	4-10
Other WSDOT Actions: Project Management, Environmental Permitting, Fiscal Practices	11-14
List of TPAB Recommendations	15-20

Overview of Actions Related to TPAB Review

The Transportation Performance Audit Board's 2006 "Review of the Port Angeles Graving Dock Project" identifies lessons learned that can be incorporated into project procedures to minimize risks for future WSDOT projects. WSDOT has either implemented, is in the process of implementing, or has taken actions to address the underlying concerns of each the study's 31 recommendations.

The final report contains a number of recommendations specifically related to archaeological assessments and consultation with tribes. WSDOT has taken a number of steps over the past two years to improve its cultural resources program. The TPAB audit reinforced the need for these changes. The changes WSDOT has made and is making focus on:

- Providing explicit direction on how to comply with Section 106 of the National Historic Preservation Act, particularly in the early identification stages;
- Tightening the list of actions exempted from review under the National Historic Preservation Act;
- Increasing the level of agency oversight on scientific work conducted under the act to evaluate the potential impact of agency actions on historic properties;
- Ensuring well qualified consultants assist WSDOT in cultural resources work and that consultants use more sophisticated assessment tools;
- Improving tribal consultation to make sure tribes are contacted about projects and are meaningfully involved.

WSDOT and DAHP maintain ongoing relationships to discuss cultural resources issues:

- The Director of DAHP meets with WSDOT managers each month to ensure that cultural resources process issues are progressing smoothly.
- Cultural resources staff, including the DAHP Director, meet quarterly to discuss process and scientific requirements for cultural resource identification during projects.
- The Director of DAHP consults with the WSDOT cultural resources manager and WSDOT archaeologists on a weekly basis to review cultural resource identification requirements for various projects.
- DAHP transportation archaeologists consult with WSDOT archaeologists on a daily basis.

In addition, the review made recommendations related to project management, environmental permitting, and fiscal practices. WSDOT actions related to these recommendations are addressed in slides 11 - 14.

WSDOT's Recent and Pending Cultural Resources Process Changes

Action	TPAB Recommendations	Status	Detail
***Overall Compliance with Section 106 of the National Historic Preservation Act*:** Section 106 of the National Historic Preservation Act requires that federal funding or permitting agencies take into consideration the effects that their actions will have on historic properties (defined as properties eligible for listing on the National Register of Historic Places). Archaeological sites, historic structures, and traditional cultural places are examples of historic properties.			
Update the Section 106 Programmatic Agreement. The Programmatic Agreement represents an agreement between Federal Highway Administration, Dept. of Archaeology and Historic Preservation, Advisory Council on Historic Preservation and WSDOT. It provides direction on how WSDOT will comply with the National Historic Preservation Act. The existing Programmatic Agreement was signed in 2000. Revisions to the agreement are needed to: ▪ Clarify the role of tribes as consulting parties in the Section 106 process; ▪ Clarify the application of the PA on tribal lands; ▪ Require cultural resources specialists to participate throughout the process; and ▪ Require semi-annual program review meetings and an annual assessment by FHWA and DAHP of Section 106 compliance actions taken by WSDOT.	14, 21	In process, due December 2006	▪ The needed revisions are contained in the draft revised Section 106 Programmatic Agreement.
Update the Section 106 Programmatic Agreement list of exempted activities. Revisions are needed to bring the list up to date to reflect current activities and to tighten the applicability of exemptions. Specifically, the revisions: ▪ Require cultural resources specialists to participate in determining whether an activity or project can be exempted; ▪ Clarify that an exemption may become inapplicable based on new information about the Area of Potential Effects or changes to the project; ▪ Add exemptions covering Washington State Ferries activities; ▪ Restrict exemptions in areas of prior disturbance; and ▪ Screen exemptions to preclude proximity/indirect effects to historic properties.	14	In process, due December 2006	▪ Expect draft Section 106 Programmatic Agreement to be signed December 2006.

WSDOT's Recent and Pending Cultural Resources Process Changes

Action	TPAB Recommendations	Status	Detail
Overall Section 106 Compliance, con't.			
Update procedures and standards for defining Areas of Potential Effects. The Area of Potential Effects is the geographic area or areas within which an action may directly or indirectly cause alterations in the character or use of historic properties, if any such properties exist. Updated procedures to define Areas of Potential Effect were needed to clarify how those areas are to be established.	18, 20, 26	Completed, June 2006	▪ This direction is established in the WSDOT *Environmental Procedures Manual* and is also contained as an exhibit in the draft revised Section 106 Programmatic Agreement.
Increase oversight of archaeology work to ensure that the work meets all the requirements of applicable laws and regulations; and to improve tribal consultation in order to make sure tribes are contacted about projects, and if they want to consult, that the consultation is effective and meaningful. In order to improve the capacity for oversight and improve consultation, WSDOT has added staff and tribal liaisons. Also, WSDOT, DAHP, and Parks & Recreation Commission hold Cultural Resources training twice a year in the field for government staff.	6, 13, 20	Completed	▪ WSDOT has added 8 cultural resources specialists and 3 tribal liaisons since 2004.
Upgrade Section 106 compliance database. The database will be able to calculate timelines for completing actions and generate reports. Producing these reports will meet performance measures established by FHWA in the Revised Programmatic Agreement.		In process	▪ To be completed by June 2007.

WSDOT's Recent and Pending Cultural Resources Process Changes

Action	TPAB Recommendations	Status	Detail
***Cultural Resource Surveys**:* A cultural resource survey evaluates whether there are historic properties that will be affected by a particular action, and if so, identifies the type of effect. Cultural resource surveys include (1) a review of existing information on historic properties; (2) identification of previously unrecorded historic properties; (3) an evaluation of the eligibility of those properties for listing on the National Register of Historic Places; and (4) a discussion of the effects that an undertaking will have on them.			
Refine the archaeology on-call consultant selection process. Ensure all firms have deep testing capability.	11	Completed, September 2006	▪ All on-call consultants that were selected in September 2006 have deep testing capability. The selection process, including documentation of the process, responded to TPAB recommendations.
Provide more detailed guidance to both WSDOT cultural resources specialists and consultants on how to conduct a cultural resources survey, and on the content of the survey report, in accordance with the revised guidelines established by DAHP.	18, 27	Completed, June 2006	▪ This direction is established in the WSDOT *Environmental Procedures Manual* and is also contained as an exhibit in the draft revised Section 106 Programmatic Agreement. Consultant scopes of work are now reviewed by WSDOT cultural resources specialists to ensure that the surveys address all potential effects to historic properties, and that the work is well-documented.
Develop a deep testing protocol for use in those areas of the state where cultural resources may be deeply buried (>1 meter) due to relatively recent geologic processes (e.g., earthquakes, alluvial action).	12, 19	In process	▪ Synthesis of how other states are approaching deep testing was completed in July 2006; ▪ Scope of work for conducting research to develop the protocol is underway and should be completed by the end of 2006; ▪ Next step is to identify list of projects that are candidates for deep testing and to pursue project funding to do the research and complete the protocol; ▪ Develop list of projects by December 2006; ▪ Start protocol development by April 2007.

WSDOT's Recent and Pending Cultural Resources Process Changes

Action	TPAB Recommendations	Status	Detail
Cultural Resource Surveys, con't.			
DAHP is developing a statewide applicability model for remote sensing/geophysical testing. WSDOT will be able to use the interactive computer model to determine the appropriate remote sensing methodology for the appropriate environmental setting.		In process, due 2007	▪ The legislature appropriated funds in the most recent transportation budget to allow DAHP to develop this study.
WSDOT and DAHP executive staff meet each month, and are joined by technical staff on a quarterly basis, to discuss various projects and challenges. These regular meetings keep lines of communication between the two agencies open and active.		Ongoing	
Consultation: The National Historic Preservation Act requires consultation with Indian Tribes that attach religious or cultural significance to historic properties that might be affected by a transportation project. Consultation is the process of seeking agreement among affected parties regarding matters arising in the Section 106 process.			
Negotiate Programmatic Agreements with those Tribes having Tribal Historic Preservation Officers to tailor consultation protocols, identify areas of interest, and develop inadvertent discovery plans.	22	In process, due December 2007	▪ Draft programmatic agreements are in process with Colville, Squaxin, Makah, Lummi, Spokane, Skokomish and Yakama Tribes. ▪ Expect final agreements with Colville and Squaxin Tribes by June 2007. ▪ Finalize the remainder of agreements by December 2007.
Develop model comprehensive tribal consultation process for WSDOT's NEPA work. The process will address cultural, historical, and environmental resources.		April 2007	▪Met with cultural and natural resources staff at 27 of 29 federally recognized tribes to discuss the importance of consultation.

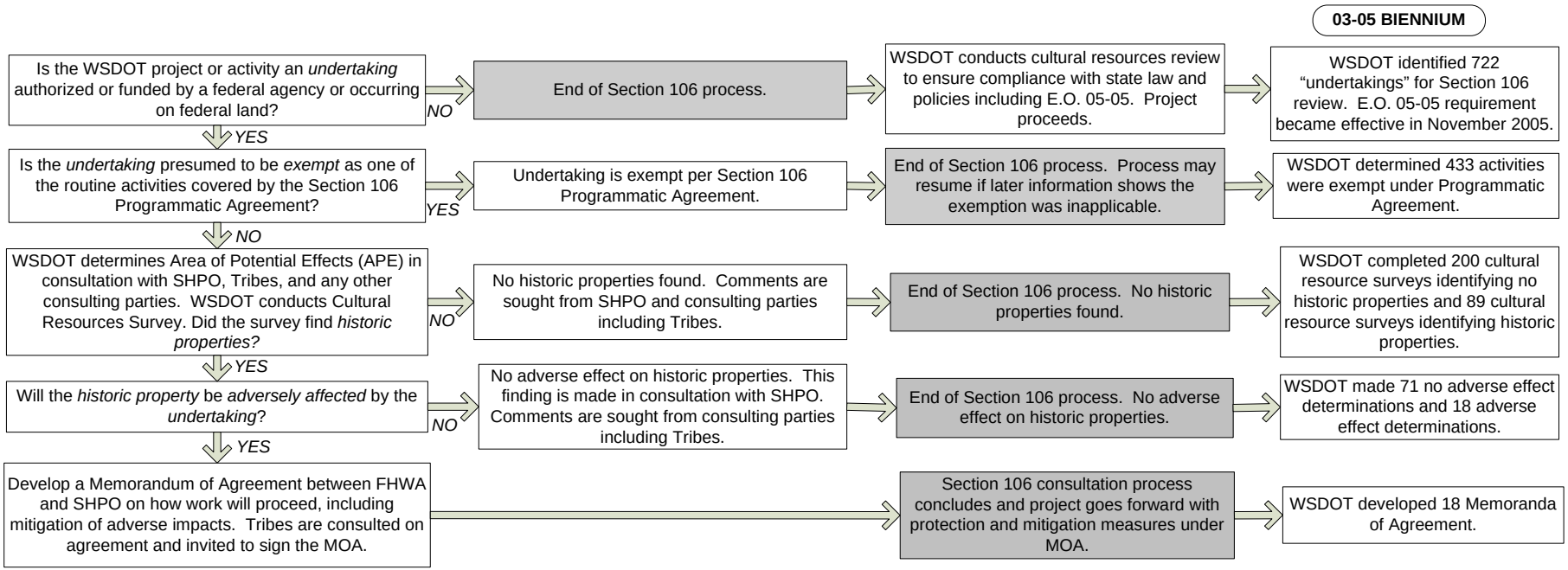
WSDOT's Recent and Pending Cultural Resources Process Changes

Action	TPAB Recommendations	Status / Detail
Better incorporate geology into archaeology investigations.		
TPAB Recommendations: Incorporate geology into archaeological investigations.		
DAHP has revised its standards and guidelines for archaeology investigations. DAHP recommends that the professional archaeology community use the guidelines to meet the requirements of archaeological permits and to conduct archaeological site investigations. Without meeting these guidelines, DAHP will not be able to Certify that the work was sufficient. The new standards require the integration of geomorphology, substantial environmental and paleo- environmental assessment and a reporting of field conditions.	23, 24, 25	▪Complete
DAHP received a transportation enhancement grant to do another phase of archaeology predictive modeling. The work will focus on areas in Western Washington with a focus on urban corridors projects. Funding isn't currently available to complete this mapping statewide.		▪Archaeological predictive model for western Washington areas should be completed by Fall 2007. Funding is not available for completion of the model statewide.
DAHP is in the process of completing a remote sensing study to correlate different remote sensing methods with environmental factors. This will give archaeologists a tool to determine which remote sensing method is most effective for locating archaeological sites in the project area. The study will conclude with a workshop for cultural resource specialists led by geoarchaeologists and geophysicists.		▪In process, due June 2007
TPAB Recommendation: Improve cultural resources business practices.		
The identity of principal investigators is included in cultural resources survey reports. WSDOT will modify its cultural resources survey scope of work template to include the Principal Investigator role.	28, 29	▪In process, due December 2006
It is a standard business practice for signatories to an archaeological Memorandum of Agreement to be consulted and agree to any archaeological method changes to the agreement.		▪Ongoing

Current Examples of WSDOT and DAHP Archaeological Methodology and Oversight

Project	Technologies used to evaluate the potential presence of cultural materials	Detail
Alaskan Way Viaduct	Sonic Core ("vibracore" solid column) is a long tube that is vibrated into the ground that creates a column of soil. The soil column is examined to determine the presence/absence of cultural resources, and to identify potential depth of human occupation. Prior to the vibracore, WSDOT used cores that were rotated into the ground. The physical rotation caused the profile to be mixed or obscured. The vibracoring reduces or completely negates these problems.	Six inch diameter Sonic Core sampling at regular intervals (33 ft. and 65 ft.) proposed to identify cultural resources and buried intact surfaces. Cores will be visually inspected and logged by professional archaeologists. Research design currently under internal review.
Mukilteo Multimodal Ferry Dock	Sonic Core ("vibracore" solid column) and backhoe.	Core sections and trench spoils containing observed shellfish fragments and/or artifacts were screened and inspected by professional archaeologists. Large shell midden site (including horizontal and vertical limits) and three historic-period structures were identified before construction and early in the environmental review process.
SR 520 Special Projects Construction Site	Sonic Core ("vibracore" solid column) and backhoe trenching. A GeoSlicer, a flat plane rectangle that looks like a window pane with a back, may be used to supplement coring. The GeoSlicer is vibrated into the ground. Then a front panel is inserted which captures the soil. Once the slicer is retrieved, the archaeologists can then examine the soil stratigraphy from a flat plane angle.	Cores will be used to construct landform evolutionary history, specifically looking for evidence of co-seismic subsidence (earthquake dropping) of ground surfaces. A positive finding would dramatically increase the likelihood of encountering large cultural resources. Cores will be logged by a professional geologist.

National Historic Preservation Act – Section 106 Consultation Process Flow Chart



Definitions:

SECTION 106 – A section of the National Historic Preservation Act (NHPA) establishing a federal review process requiring agencies to take into account how their undertakings may affect historic properties.

UNDERTAKING – Refers to a project, activity, or program having a federal nexus, such as funding (in whole or in part) under the direct or indirect jurisdiction of a federal agency, including undertakings carried out by or on behalf of a federal agency.

EXEMPT – The statewide Section 106 programmatic agreement (PA) presumes certain WSDOT undertakings will not affect historic properties and are thus exempt from further Section 106 review.

HISTORIC PROPERTY - Any prehistoric or historic district, site, building, structure or object included in or eligible for inclusion in the National Register of Historic Places. This term includes artifacts, records and remains that are related to and located within such properties. The term includes properties of traditional religious and cultural importance to an Indian tribe and that meet the National Register criteria. Eligible for inclusion in the National Register includes both properties formally determined as such and all other properties that meet the National Register criteria.

MEMORANDUM OF AGREEMENT - A legal document that is developed to resolve adverse effects to historic properties under Section 106. Involved parties must include the applicable federal agency and SHPO and may include WSDOT, Tribes, local government, and the Advisory Council on Historic Preservation (ACHP).

SHPO – State Historic Preservation Officer, a position established in each state by the NHPA. In Washington, this position is occupied by the Director of Department of Archaeology & Historic Preservation (DAHP).

FHWA – Federal Highway Administration. WSDOT conducts the Section 106 process on behalf of and in cooperation with FHWA.

CONSULTATION – The process of seeking agreement among affected parties regarding matters arising in the Section 106 process.

11/15/2006

Other WSDOT Actions Related to TPAB Review

- **Project Management and Process Improvements**
- **Environmental Permitting**
- **Fiscal Practices**

WSDOT Actions Related to Project Management and Process Improvements

Action	TPAB Recommendations	Status
***Project Management and Process** Improvement* –TPAB's audit recommended project management improvements. **Note that the State Auditor's Office is currently conducting an extensive performance audit of WSDOT's current project management practices. The outcome of this audit could update several of TPAB's recommendations.**		
TPAB Recommendations: Improve project management practices in the areas of new initiative implementation, critical path scheduling, project manager training, HQ oversight, and project documentation.		
WSDOT's July 2005 Executive Order 1032.00 on Project Management mandates a consistent process for project management and scheduling. The process includes training for project managers on critical path systems, cost risk assessments, the use of project development information systems and other measures to improve project management, reporting and control. WSDOT developed and offers 8 courses for project management. WSDOT is currently developing mandatory project management certification program that includes training, and experience such as participation in an upcoming Project Management Academy.	1, 2, 3, 7, 16 , 17	Completed, July 2005 Project Management Academy, Spring 2007
As a standard business practice, project managers manage projects overall, and technical experts are used as appropriate given the project particulars.		Ongoing
WSDOT's project control and reporting office monitors, tracks, and reports on delivery of capital construction projects statewide. The office led the process to select, and is integrated with, a construction team that increases agency capacity to ensure oversight of the capital program.		Statewide Program Management Group selected, 2005
WSDOT executives conduct quarterly meetings with each region and mode to review proposed changes to project scopes, schedules, and/or budgets. This review process assures the regular, systematic monitoring and control of projects, early identification of potential and actual risks to projects, a forum for collaborating, and firsthand information for WSDOT headquarters.		Ongoing
Regarding project documentation, WSDOT actively documents project progress as a standard business practice, and documents decision-making meetings.		Ongoing

WSDOT Actions Related to Project Management and Process Improvements and Environmental Permitting

Action	TPAB Recommendations	Status / Detail
Project Management and Process Improvement, continued		
TPAB Recommendations: Expand the use of consultants and improve the monitoring of their work.		
WSDOT retained a consulting team as a Statewide Program Management group to develop an overall strategy for program delivery and reporting, and to help implement program management systems. This group will provide long-term independent oversight of project delivery and presents a new role for outside consultants within WSDOT.	5, 15	Fall, 2005
WSDOT is meeting the staffing needs associated with delivering the 2005 Transportation Partnership Account projects by using engineering consulting firms. In January 2006, WSDOT awarded 8 major contracts to consulting firms for planning, design, and program management.		Completed, January 2006
As a standard business practice, WSDOT monitors consultant's progress between major project milestones. WSDOT requires monthly progress reports for work conducted by consultants.		Ongoing
Environmental permitting		
TPAB Recommendations: Several TPAB audit findings highlighted the need to incorporate natural resource issues earlier in project delivery, provide external leadership to permtting teams, and ensure appropriate expertise is included in permitting teams.		
WSDOT has initiated a number of efforts to partner both within the agency and with other agencies. An example includes the Multi-Agency Permitting Team that consists of King County, Army Corps of Engineers, Ecology, and Washington Dept. of Fish and Wildlife. This is a co-located team that focuses on permitting transportation projects in the northwest part of the state.	4, 8, 9 10	Multi-Agency Permitting Team established, 2003
In 2004, WSDOT, FHWA, USFW& NMFS signed an agreement that allows WSDOT to directly consult with federal resource agencies, and also establishes an elevation process for resolving difficult consultations. This collaborative approach allows for the early identification of fisheries and other ESA concerns.		July 2004
WSDOT is not moving forward with providing external leadership to interagency permitting efforts. However, we are involving external expertise to build consensus between WSDOT and resource agencies. For example, this approach is being used on SR520. Also, WSDOT supports resource agency liaisons. This program was cited in TPAB's 2005 *Business Review Study (p. 26)* as an important factor in streamlining permitting by enhancing communication with permitting agencies.		

WSDOT Actions Related to Improving Fiscal Practices

Action	TPAB Recommendations	Status / Detail
Fiscal Review		
TPAB Recommendation: Improve project financial reporting.		
The Transportation Working Group report established agreement between WSDOT, the Legislature, and executive oversight bodies on reporting schedules and budget information for highway construction projects.	Fiscal Review 1	Completed, March 2006
WSDOT is currently pursuing a Project Management Reporting System which will allow us to use standard tools, such as earned value and cost-to-complete, as well as provide project delivery information to decision makers in a timely manner.		Ongoing
TPAB Recommendation: Establish guidelines to ensure the appropriate application of economic analysis.		
WSDOT has developed a cost risk assessment process (CRA) that is mandatory for all projects that exceed $25 million, and for projects that exceed $100 million, has developed the cost estimate validation process (CEVP). A WSDOT Executive Order requires risk assessments on all projects, regardless of size. Workshops on the use of these tools are available for all project managers.	Fiscal Review 2	Ongoing
WSDOT also uses value engineering which has been successfully used on complex projects such as interchanges, major structures, new alignments, or projects with unusually high costs. Value engineering produced over $62 million in cost avoidance on I-405 corridor expansions. http://www.wsdot.wa.gov/eesc/design/VE/		Ongoing

Recommendations from TPAB Review: 1 - 8

Recommendation 1 – Every new WSDOT process or improvement to an existing process should be accompanied by a mandatory implementation plan and followed by an evaluation plan.

Recommendation 2 – WSDOT should require the use of critical path scheduling of the project development processes used on complex projects.

Recommendation 3 – WSDOT should require all project managers to have project leadership, management and responsibility training.

Recommendation 4 – WSDOT should utilize "strategic partnering" to improve both intra- and inter-agency relationships.

Recommendation 5 – WSDOT should continue to expand the utilization of consulting firms for both project and program management.

Recommendation 6 – WSDOT should encourage and support the development of internal subject matter experts.

Recommendation 7 – WSDOT should develop greater project oversight by its headquarters' design, project management, and construction services.

Recommendation 8 – WSDOT should incorporate ESA and fisheries considerations at the earliest possible opportunity for any transportation project with the potential for impact.

Recommendations from TPAB Review: 9 - 13

Recommendation 9 – WSDOT should promote stronger inter-agency permitting team leadership by finding someone who can not only provide a balance between the developer and regulator, but a focus for the overall team.

Recommendation 10 – WSDOT and other State agencies should scope early in the inter-agency permitting team set-up process for the expertise needed and secure these team members for the inter-agency permitting team via an active, ongoing and collaborative

Recommendation 11 – WSDOT needs to ensure that objectivity and fairness are maintained and that knowledgeable reviewers assess the On-Call Contract proposals. WSDOT should record the full names and positions of every evaluator. More importantly, documentation of the consultant selection process, including the consultant submittals and evaluator score sheets, must be retained in accordance with the State's retention schedules.

Recommendation 12 – WSDOT should add a geoarchaeology/geomorphology specialty, including deep site testing, to the list of services in the Cultural Resource On-Call Contract scope of work for two reasons— 1) to enhance the multi-disciplined approach to archaeology and 2) to reduce the chances of identifying significant resources late in the project, particularly during the construction phase, which could impact both the project budget and schedule.

Recommendation 13 – WSDOT should require continuing education and training for all their cultural resources specialists to ensure continuation of the Department's core competency. This training should be taken through the Advisory Council on Historic Preservation (ACHP), the National Highway Institute (NHI), or other qualified institution (e.g., university).

Recommendations from TPAB Review: 14 - 18

Recommendation 14 – WSDOT should require their project managers to contact their Cultural Resources Program for all of their Section 106 compliance issues. Have a WSDOT cultural resources expert review the project, scope of work, and Area of Potential Effect (APE) before the project is completely designed, and consult early with stakeholders.

Recommendation 15 – WSDOT should implement methods to monitor a consultant's progress between major project milestones.

Recommendation 16 – WSDOT should divide management tasks between a project manager and technical expert on large and complex projects.

Recommendation 17 – WSDOT should have a standard protocol for project documentation that includes writing monthly summaries and recording meeting minutes.

Recommendation 18 – WSDOT should provide a detailed written description of the Area of Potential Effect (APE) to the consultant, and require that a detailed scope of work be submitted from the consultant as part of their proposal back to WSDOT. Any subsequent changes to the APE should be formally documented and discussed with regulatory agencies, Section 106 consulting parties, WSDOT's in-house experts, and WSDOT's archaeological consultant(s) performing the work.

Recommendations from TPAB Review: 19 - 22

Recommendation 19 – WSDOT should continue to develop deep-site testing protocols to lessen the chances of missing a buried site in the future.

Recommendation 20 – WSDOT should initiate Section 106 consultation early because consultation lies at the core of the Section 106 process. Detailed project information and project changes, such as changes to the APE, need to be submitted to the SHPO as well as tribes, and other federal agencies and stakeholders to maintain an informative dialogue. Meeting minutes should be taken and distributed to the consultants and other stakeholders for eliciting further comments, making corrections, and for future reference should disputes or other needs arise.

Recommendation 21 – WSDOT should consider coordinating with the FHWA to revise WSDOT's Programmatic Agreement to help ensure that FHWA meets its responsibilities for undertakings pursuant to Sections 106 and 110 of the National Historic Preservation Act; and that these changes should include several key stipulations that are based on current best practices promoted by other state DOTs and FHWA divisions.

Recommendation 22 – WSDOT should continue to pursue the implementation of a formal plan as required by the Millennium and Centennial Accords signed by both the State of Washington and the State of Washington's federally recognized tribes. WSDOT has already developed a formal plan as outlined in Executive Order 1025.00 and we recommend that they continue to build on this plan as they continue to implement procedural Programmatic Agreements with tribes living in or having ancestral homelands in Washington. WSDOT should consider coordinating with the FHWA when and where possible with continuing to develop procedural Programmatic Agreements with tribes who have ancestral homelands in Washington and live in or outside of the state.

Recommendations from TPAB Review: 23 - 27

Recommendation 23 – The DAHP and possible interested stakeholders such as WSDOT should adopt or amend a set of guidelines for the application of geology in all archaeological investigations and evaluations. Trained earth scientists should be required or highly recommended in all phases of archaeological investigations. The DAHP, should revise the archaeological guidelines and standards on how to perform fieldwork, laboratory work, and report writing. Geologic field work and documentation both need to be standardized between projects that are presented to the DAHP.

Recommendation 24 – WSDOT, FHWA, and DAHP should work together to secure resources (funding and labor) to help produce some standardized geologic mapping/modeling across areas that are expected to have a large developmental need for archaeological surveys in the next five to ten years

Recommendation 25 – DAHP and consulting archaeologists should begin a dialog with geologists knowledgeable of Washington to discuss interpreted areas of high potential for deeply buried sites.

Recommendation 26 – WSDOT, when defining the Area of Potential Effect on behalf of the lead federal agency, needs to consider what the impacts are to an archaeology site if subjected to vibration, settling/compaction, liquefaction, stress-strain, shearing, dewatering, flooding, oxidation, etc., caused by the undertaking. An archaeologist, other pertinent technical experts, and the SHPO and THPO, need to be consulted on the possible effects that might take place at and to the "site" given a set of circumstances predicted by the designers.

Recommendation 27 – WSDOT should require well-documented and standardized field notes, maps, figures, progress reports, final reports, etc. of their archaeological consultants.

Recommendations from TPAB Review: 28 – 29 and Fiscal Review Recommendations

Recommendation 28 – Future WSDOT projects should identify a lead Principal Investigator (e.g., federally qualified archaeologist) and define his/her role in detail.

Recommendation 29 – WSDOT should make certain that signatories to an archaeological Memorandum of Agreement are consulted and agree to any archaeological method changes in writing.

Summary of Recommendations – JLARC Fiscal Review

Recommendation 1 – WSDOT should continue its efforts to improve the financial reporting structure for transportation projects so that in the future, project budget and expenditure information is presented in a format that is consistent and meaningful to decision-makers and the public.

Recommendation 2 – WSDOT should establish and implement policies and guidelines for the appropriate application of different levels of economic analysis for proposed projects, including benefit-cost analysis, depending on the type and complexity of the proposed project.

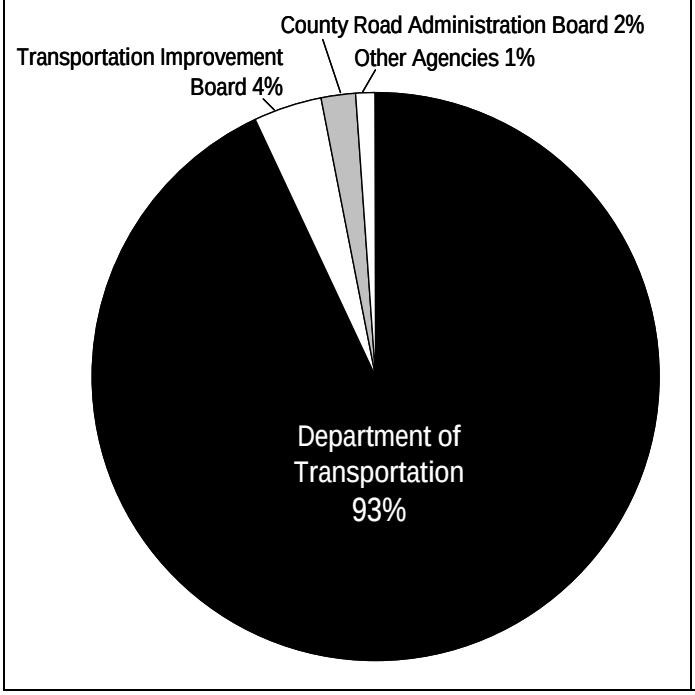
GMAP Fiscal Report

Mobility

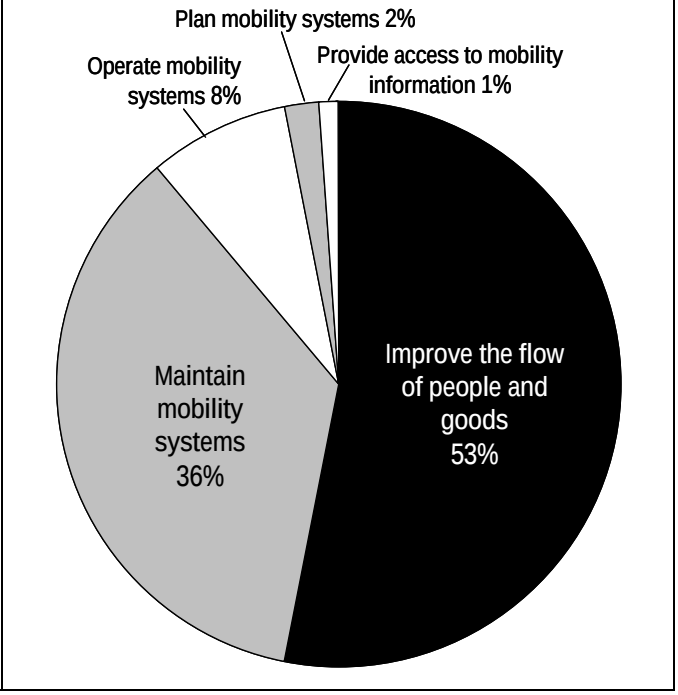
Biennial Operating Budget = $4.9 billion All Funds
$0 GFS

(Fund Sources: federal, dedicated funds)

By Agency



By Major Strategy



Current Fiscal Status (Major Agencies)

July 2005 – October 2006 Expenditures

Dollars in Thousands

	Estimates-to-date	Actuals-to-date	Current Variance under/(over)	Prior Report
Department of Transportation	$2,649,452	$2,452,588	7.4%	8.1%
Operating	816,658	803,099	1.7%	2.0%
Capital	1,832,795	1,649,489	→10.0%	→**10.9%**

GMAP Fiscal Report

Mobility

Current Fiscal Status (Program Detail)

July 2005 – October 2006 Expenditures

Dollars in Thousands

	Estimates-to-date	Actuals-to-date	% Variance under/(over)	Prior Report
Department of Transportation				
B00 Toll Operations and Maintenance				
FTE Staff	4.9	2.2	55.1%	65.1%
	$1,761	$971	44.9%	43.4%
C00 Information Technology				
FTE Staff	227.3	225.9	.6%	1.1%
	$44,412	$42,905	3.4%	4.8%
D00 Facility Maintenance/Operations-Operating				
FTE Staff	92.8	94.3	(1.6)%	(2.9)%
	$21,889	$21,465	1.9%	(2.2)%
D0C Facility Maintenance, Operations and Construction – Capital				
FTE Staff	4.1	4.5	(9.8)%	7.7%
	$1,263	$943	25.3%	32.9%
E00 Transportation Equipment Fund				
FTE Staff	204.0	200.5	1.7%	1.5%
	$70,649	$66,675	5.6%	9.1%
F00 Aviation				
FTE Staff	10.7	11.7	(9.4)%	(9.4)%
	$9,433	$6,228	→34.0%	→25.8%
H00 Program Delivery, Management & Support				
FTE Staff	260.6	251.3	3.6%	3.1%
	$34,549	$34,146	1.2%	1.9%
I0C Improvements – Capital				
FTE Staff	1,563.1	1,530.3	2.1%	.3%
	$1,237,344	$1,113,316	→10.0%	→10.4%
K00 Transportation Economic Partnerships - Operating				
FTE Staff	5.7	3.7	35.1%	35.1%
	$704	$529	24.9%	27.3%
M00 Highway Maintenance and Operations				
FTE Staff	1,414.7	1,373.8	4.9%	3.7%
	$201,848	$201,863	(.0)%	(1.4)%
P0C Preservation - Capital				
FTE Staff	1,142.2	1,002.1	12.3%	11.4%
	$356,857	$356,471	.1%	→12.9%
Q00 Traffic Operations - Operating				
FTE Staff	246.6	256.3	(3.9)%	(3.5)%
	$29,992	$30,560	(1.9)%	(1.7)%
Q0C Traffic Operations - Capital				
FTE Staff	18.0	22.6	(25.6)%	(23.7)%
	$16,708	$12,895	→22.8%	8.0%
S00 Transportation Management and Support				
FTE Staff	169.1	166.1	1.8%	2.3%

GMAP Fiscal Report

Mobility

	Estimates-to-date	Actuals-to-date	% Variance under/(over)	Prior Report
	$18,563	$18,091	2.6%	3.7%
T00 Transportation Planning, Data, Research				
FTE Staff	193.1	186.8	3.3%	2.5%
	$31,433	$27,833	→11.5%	6.9%
U00 Charges from Other Agencies				
	$41,670	$39,133	6.1%	5.5%
V00 Public Transportation				
FTE Staff	28.3	27.5	2.8%	2.9%
	$30,289	$28,931	4.5%	(1.6)%
W0C Washington State Ferries, Capital				
FTE Staff	160.1	140.6	12.8%	12.3%
	$133,531	$113,736	→14.8%	5.4%
X00 Washington State Ferries, Operating				
FTE Staff	1,645.4	1,551.4	5.7%	5.1%
	$252,398	$256,554	(1.6%)	1.6%
Y00 Rail - Operating				
FTE Staff	11.0	12.6	(14.6)%	(17.6)%
	$20,219	$20,656	(2.2)%	(2.1)%
Y0C Rail - Capital				
FTE Staff	8.2	5.2	36.6%	43.3%
	$36,730	$8,462	→77.0%	→80.4%
Z00 Local Programs - Operating				
FTE Staff	43.1	40.0	7.2%	6.9%
	$6,850	$6,559	4.2%	3.7%
Z0C Local Programs - Capital				
FTE Staff	0.0	.2	NA	NA
	$50,361	$43,665	→13.3%	4.1%
Department of Transportation Operating Totals				
FTE Staff	**4,404.3**	**4,404.2**	**4.0%**	**3.3%**
	$816,658	**$803,099**	**1.7%**	**2.0%**
Department of Transportation Capital Totals				
FTE Staff	**2,895.7**	**2,705.6**	**6.6%**	**5.3%**
	$1,832,795	**$1,649,489**	**→10.0%**	**→10.9%**

Key Fiscal Issues for the Department of Transportation

2007 Supplemental Operating Budget Request

- $10.1 million in Other Funds for increased fuel costs;
- $8.9 million in Other Funds for the labor contract settlements for the represented Ferries staff
- $.6 million in Other Funds for various other small items.

2007 Supplemental Capital Budget Request

The agency did not request a supplemental capital budget.

Mobility

Expenditure Trends

For both operating and capital budgets, the department does not accrue expenditures so work completed is either not yet billed by the contractor, or not yet paid by the department.

DOT Operating Budget

The DOT Operating budget is underspent by 1.7 percent as of the end of October. This variance is primarily due to the following programs:

- Aviation, Program F, underspent by 34 percent: Progress on local airport preservation projects, work on state owned airports, and consultant work on aviation studies and analyses continues to be slower than initially anticipated.
- Transportation Planning, Data, Research, Program T, is underspent by 11.5%. Billings from planning and research consultants for work planned through October have been less than anticipated.

DOT Capital Budget

The DOT Capital budget is underspent by 10 percent as of the end of October.

- Highway Improvements, Program I, underspent by 10 percent: Actual funds spent to date are below the cash flow level originally anticipated. Examples of projects include I-405 Corridor Improvements, SR 16 New Tacoma Narrows Bridge, and SR 522 UW Bothell Campus Interchange.
- Traffic Operations, Program Q, is underspent by nearly 23 percent. The variance is the result of delays in six large projects. Two of these are scheduled for completion in FY 2007. The other four will not be completed until the 2007-09 biennium and will require reappropriations of the funding into the next biennium.
- Washington State Ferries, Program W, is underspent by nearly 15 percent. Expenditures for several terminal projects, vessel preservation projects, and the new auto ferries have been less than initially anticipated. These variances should be reduced by the end of the biennium.
- Rail, Capital, Program Y, is underspent by 77 percent: Significant variances in all three program areas continue. Rail Passenger projects have been progressing more slowly than planned due to outstanding engineering and design issues with the Burlington Northern and Santa Fe Railroad (BNSF). In the Rail Freight Capital program, expenditures for several projects are not occurring as anticipated. For the King Street Station project, construction work has been delayed until the agreement with BNSF to donate the building to the City of Seattle is completed.
- Local Programs, Program Z, is underspent by more than 13 percent. Requests for reimbursements by local agencies for both state and federal funded projects are occurring later than anticipated in the allotments.

Agency Action Plan

None needed at this time.

Washington State Department of Transportation

Human Resource Management Report

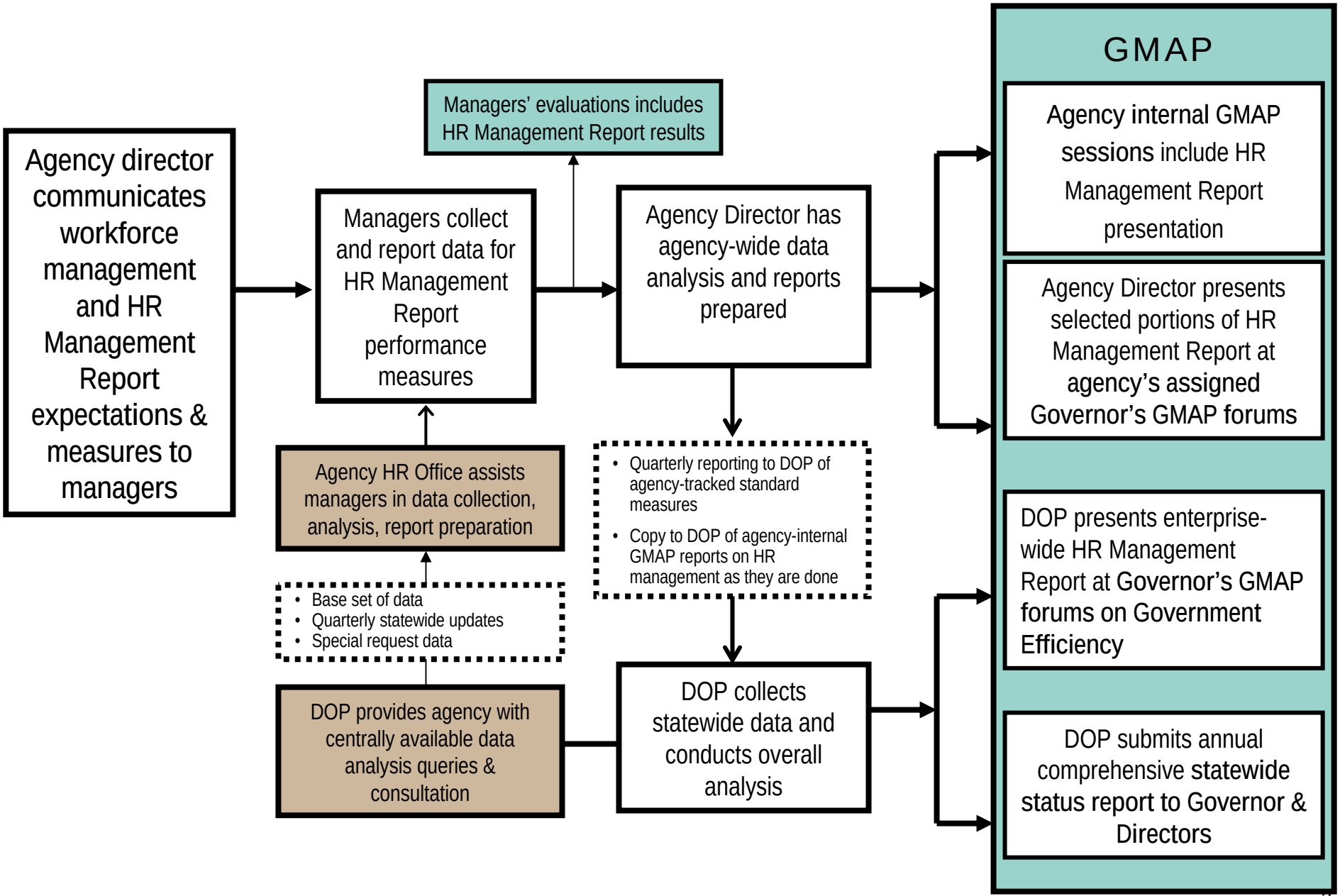
DATA IN THE REPORT DOES NOT INCLUDE THE MARINE DIVISION

Washington State Department of Transportation

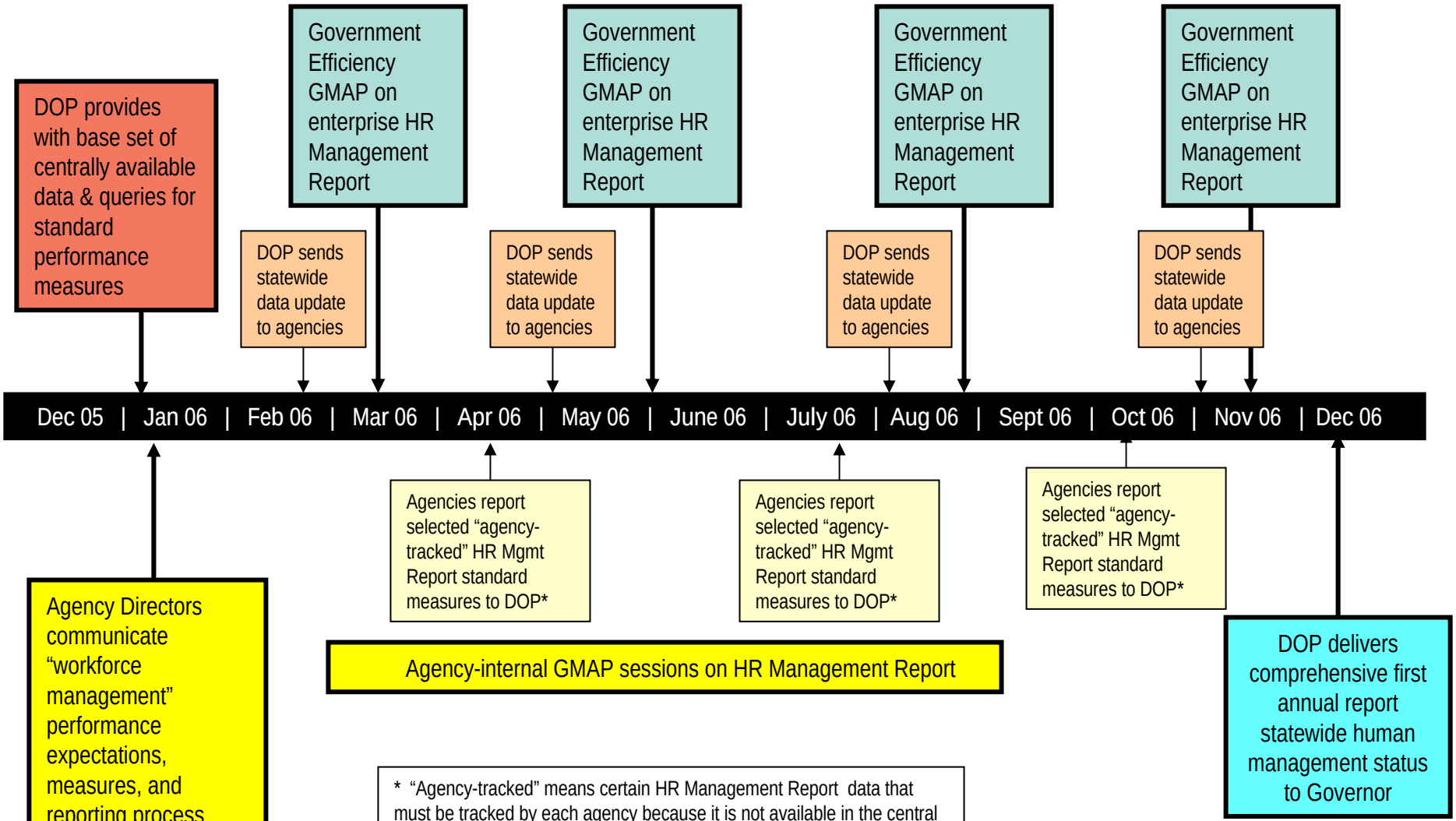
Prepared for:
Doug MacDonald, Secretary
Washington State Department of Transportation

By:
WSDOT Office of Human Resources
Kermit B. Wooden
Director

Human Resource Management Report - Reporting Process



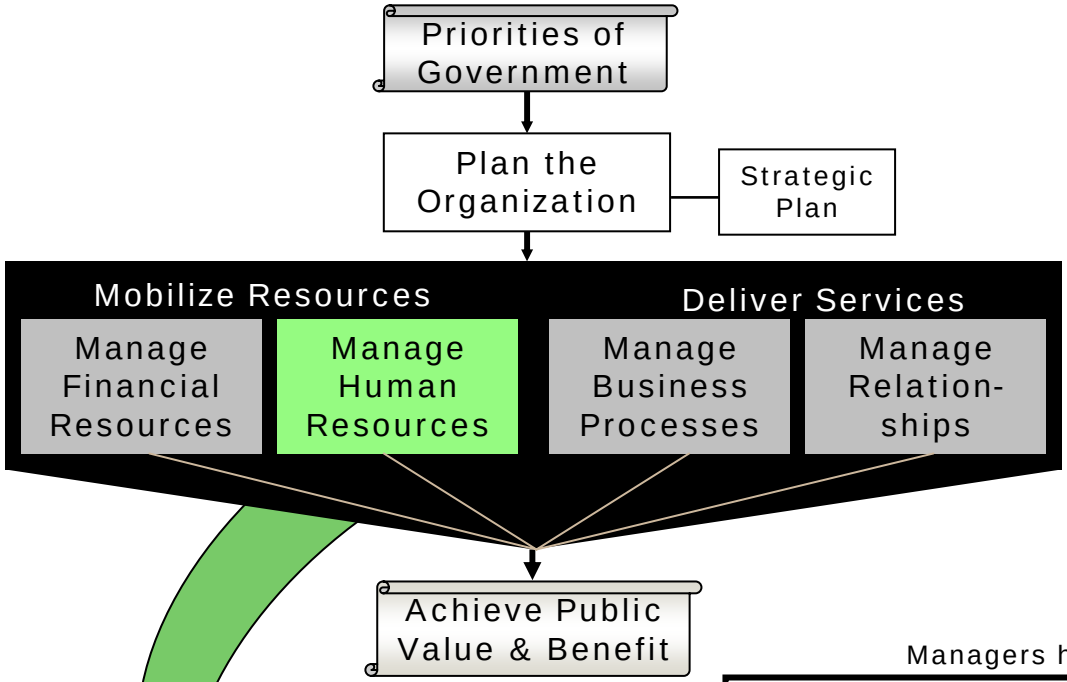
Human Resource Management Report - Reporting Timeline



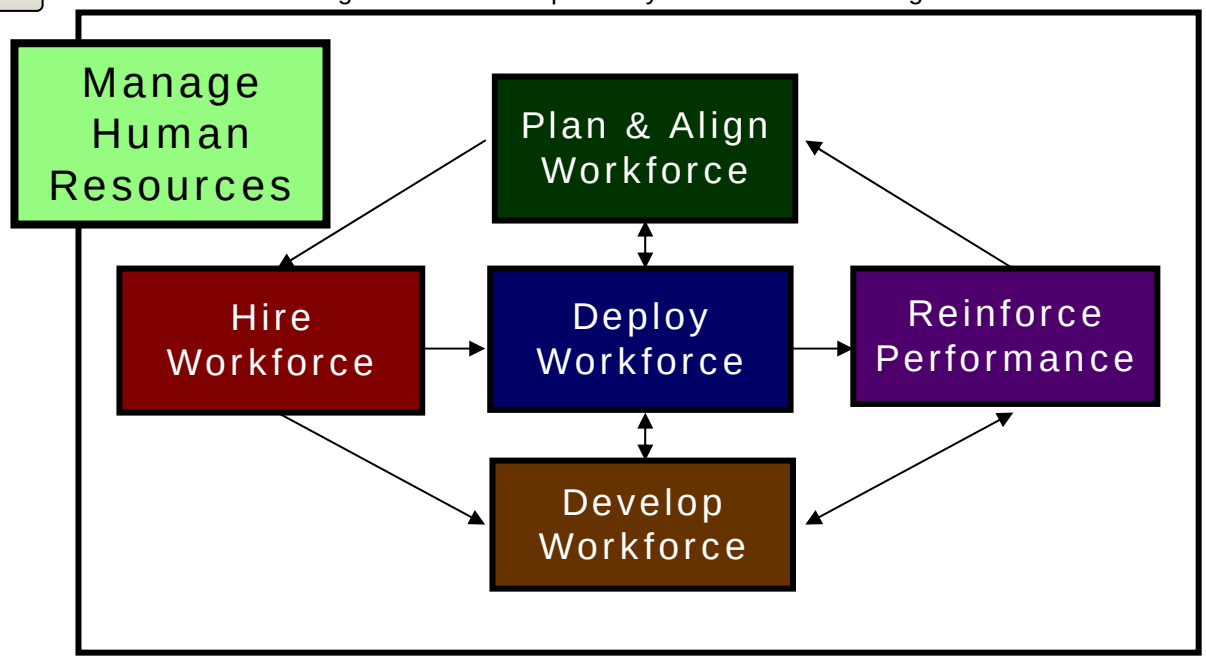
* "Agency-tracked" means certain HR Management Report data that must be tracked by each agency because it is not available in the central system.

** In addition, agencies send copies of their internal GMAP reports on HR Management Report to DOP as they are completed.

Managers' Accountability for Strategic Workforce Management



Managers have five primary workforce management functions:



Agency Managers' Logic Model for Workforce Management

	Key Outputs	Initial Outcomes	Intermediate Outcomes
Plan & Align Workforce	Articulation of managers HR performance accountabilities. HR policies. Job & competency analyses. Workforce plan. Positions classified, salaries assigned.	• Workforce levels, competencies, & strategies are aligned with agency priorities • Managers' accountabilities are communicated & understood	Foundation in place to build and sustain a productive, high performing workforce
Hire Workforce	Qualified candidate pools, interviews & backgrounding. Job offers. Appointments and initial performance monitoring.	Best qualified hired & reviewed during appointment period	The right people are in the right job at the right time
Deploy Workforce	Work assignments& requirements defined. Positive workplace environment & relations created. Coaching, feedback, corrections.	• Workplace is safe, gives capacity to perform, fosters productive relations • Employees know job requirements, how they're doing, & are supported	Time & talent is used effectively. Employees are motivated & productive.
Develop Workforce	Individual development plans. Time/ resources for training. Continuous learning environment created.	Learning environment created. Employees are engaged in develop-ment opportunities & seek to learn.	Employees have competencies for present job & career advancement
Reinforce Performance	Clear performance expectations linked to organizational goals & measures. Regular performance appraisals. Recognition. Discipline.	Employees know how their performance contributes to success of organization. Strong performance rewarded; poor performance eliminated	Successful performance is differentiated & strengthened. Employees are held accountable.

Ultimate Outcomes

- Agencies have workforce depth & breadth needed for present and future success
- Employees are committed to the work they do & the goals of the organization
- Productive, successful employees are retained

Agency is enabled to successfully carry out its mission. The citizens receive efficient, cost-effective government services.

Human Resource Management Report
Standard Performance Measures

Plan & Align Workforce

- Percent current position/competencies descriptions [agency tracking system]
- Percent supervisors with current performance expectations for workforce management [agency tracking system]

Hire Workforce

- Time-to-fill funded vacancies [agency tracking system]
- Percent satisfaction with candidate quality [agency tracking system]
- New Hire-to-Promotional ratio [DOP Data/Business Warehouse]
- Percent turnover during review period [DOP Data/Business Warehouse]

Deploy Workforce

- Percent employees with current performance expectations [agency tracking system]
- Employee survey ratings on "productive workplace" questions [DOP standard survey]
- Leave usage (sick, LWOP, unscheduled leave) [DOP Data/Business Warehouse]
- Overtime usage [DOP Data/Business Warehouse]
- Number & type of non-disciplinary grievances [agency tracking system]

Develop Workforce

- Percent employees with current annual individual development plans [agency tracking system]
- Employee survey ratings on "learning/development" questions [DOP standard survey]

Reinforce Performance

- Percent current performance evaluations [agency tracking system]
- Employee survey ratings on "performance accountability" questions [DOP standard survey]
- Number/type of disciplinary issues, actions, appeals disposition [agency tracking system]

Ultimate Outcomes

- Turnover rates and types (e.g., retirement, resignation, etc.) [DOP Data/Business Warehouse]
- Turnover rate of key occupational categories and of workforce diversity [DOP Data/Business Warehouse]
- Employee survey ratings on "commitment" questions [DOP standard survey]

Measures to add in the future:

Current workforce plans that align staff with business priorities

Safety and Workers Compensation measures

Competency gap analysis measure

Recognition/reward measure

Others to be determined

HR Management Report

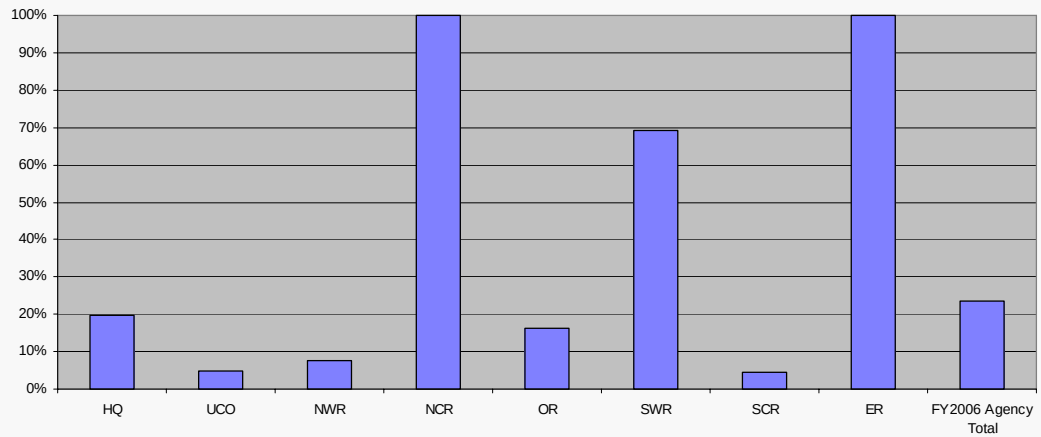
(preliminary standard measures)

- Percent current position/competency descriptions
- Percent supervisors with current performance expectations for workforce management

Percent positions with current job and competency descriptions

The agency's percentage of employees who have had competencies identified for them is approximately 57% as of the end of 2005. However, as you are aware, the agency is piloting it's new Performance Management Program in parts of headquarters as well as the North and South Central regions. Managers using the new program are just beginning to meet with employees to review their CQ's as well as to set the competencies for which the employees will be rated on during the upcoming pilot period (April thru October). We will begin building reports to track who has started the process as we move forward through the pilot program. We anticipate complete deployment of our new Performance Management Program during 2007.

Percent supervisors with current performance expectations for workforce management (FY 2006)



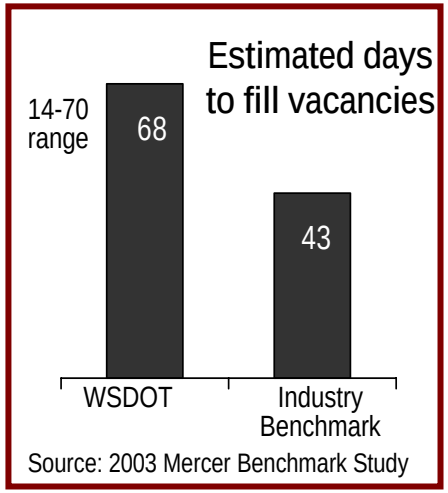
Source: WSDOT OHR

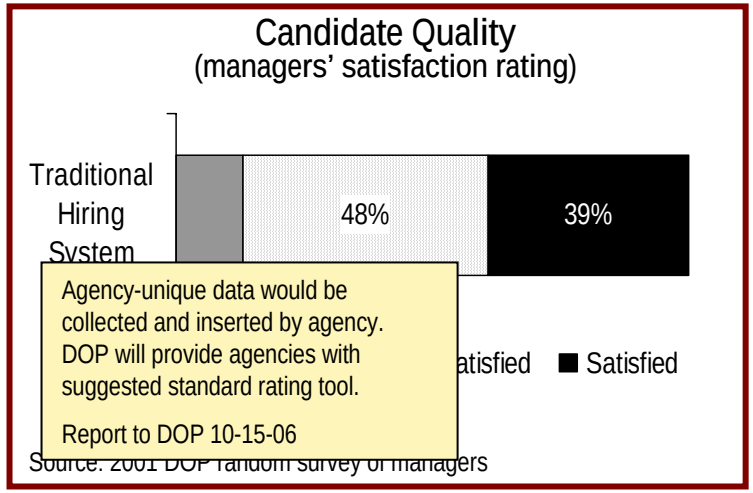
Hire Workforce | Right People in the Right Job at the Right Time

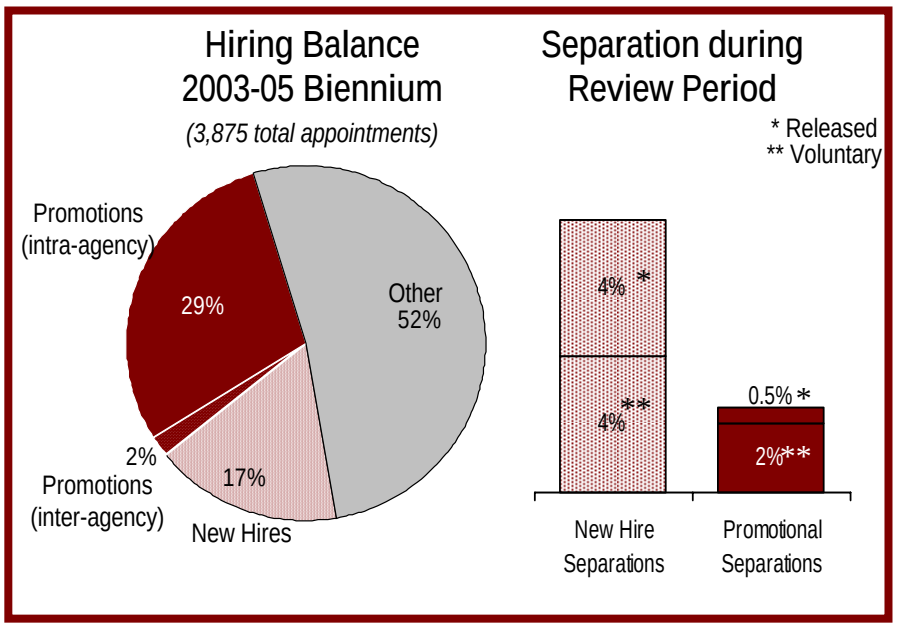
HR Management Report

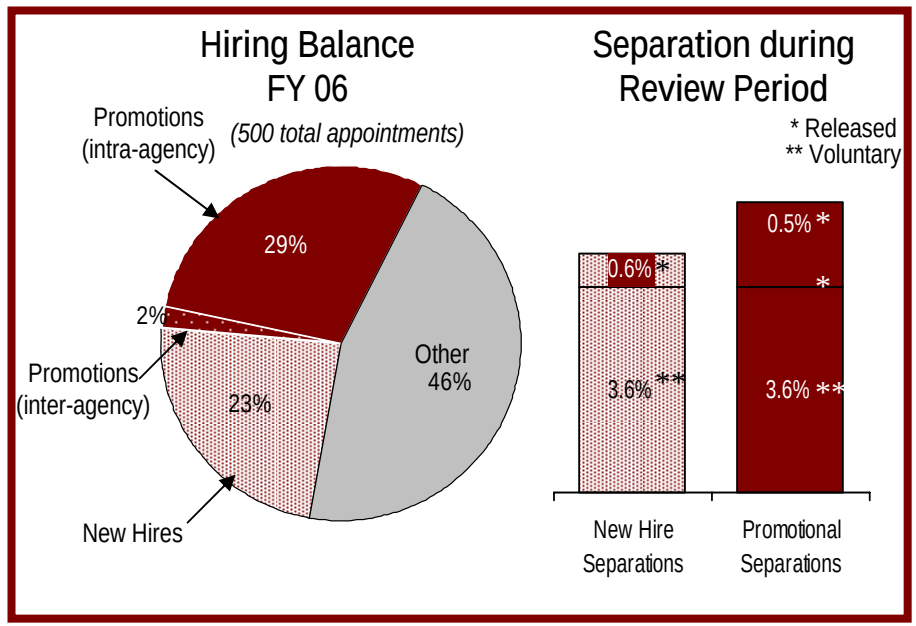
(standard measures)

- Days to fill vacancies (from requisition to job offer)
- % satisfaction with candidate quality
- % new hires; % promotional hires
- Retention/dismissal rate during appointment period









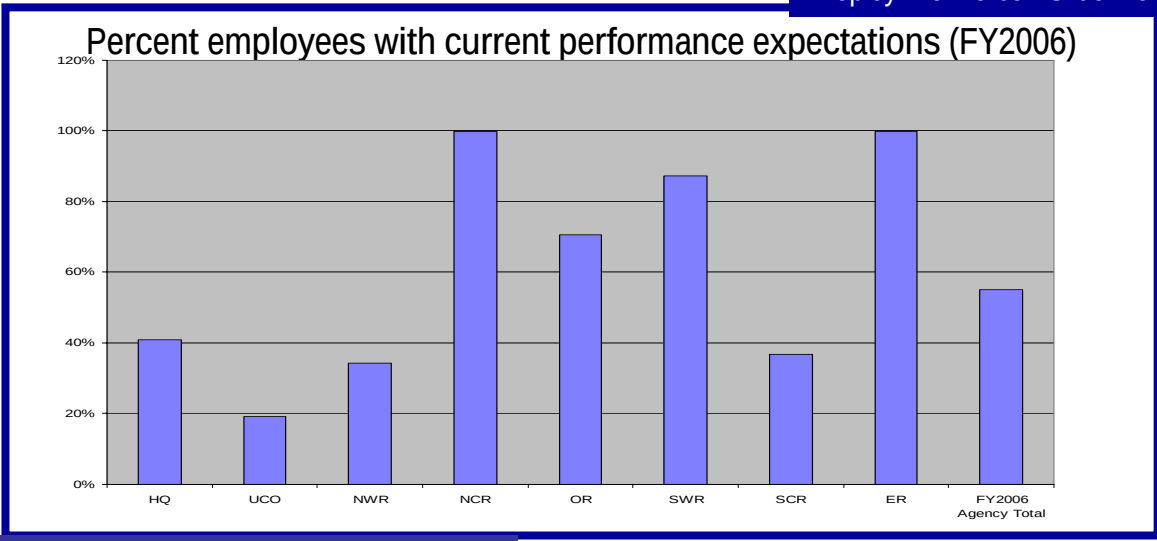
Source: DOP Data Warehouse

Deploy Workforce | Employee time and talent is used effectively. Employees motivated.

HR Management Report

(standard measures)

- Percent employees with current performance expectations
- Employee survey ratings on “productive workplace” questions
- Overtime usage
- Sick leave usage (and “unscheduled” leave if available)
- Number & type of non-disciplinary grievances and disposition



Source: WSDOT OHR

Deploy Workforce – Results from the DOP survey of WSDOT

Q4. I know what is expected of me at work.

Q1. I have the opportunity to give input on decisions affecting my work.

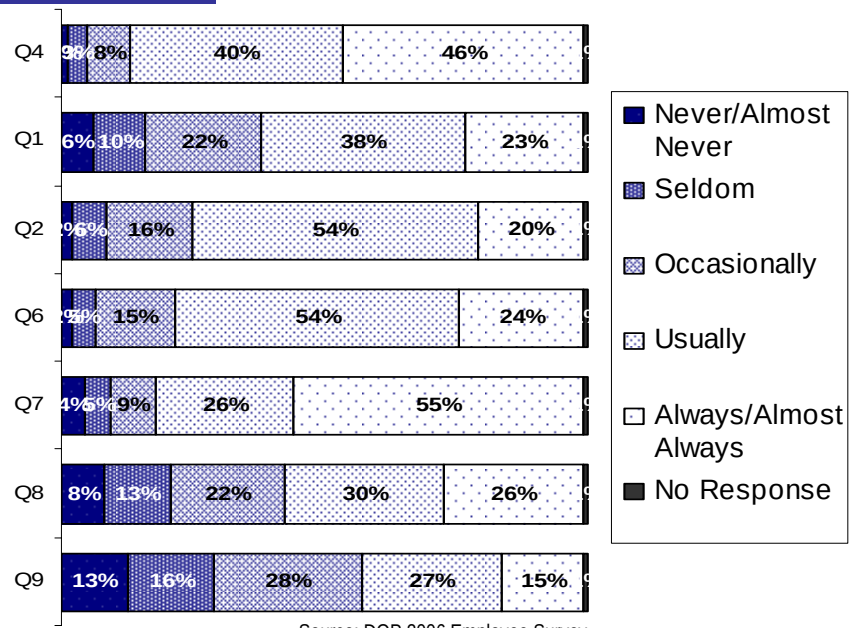
Q2. I received the information I need to do my job effectively.

Q6. I have the tools and resources I need to do my job effectively.

Q7. My supervisor treats me with dignity and respect.

Q8. My supervisor gives me ongoing feedback that helps me improve my performance.

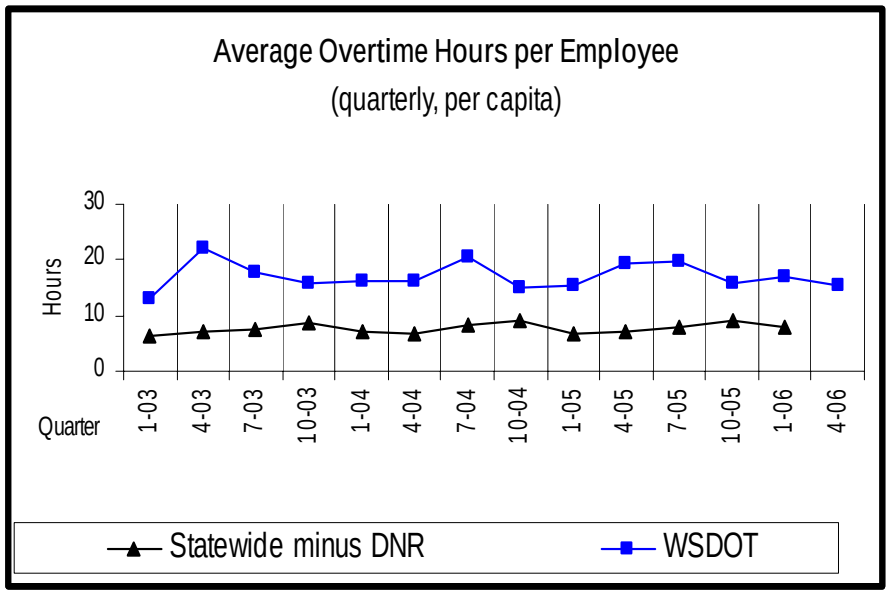
Q9. I receive recognition for a job well done.

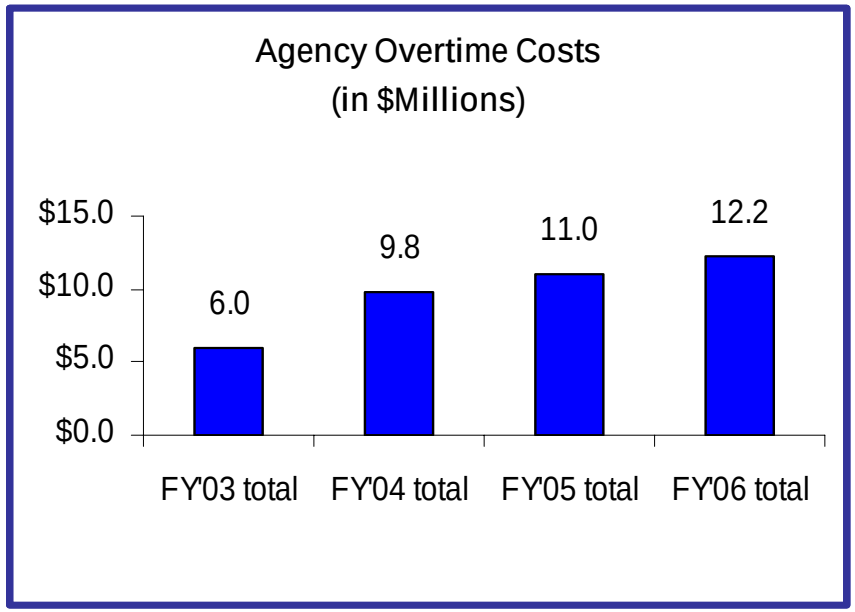


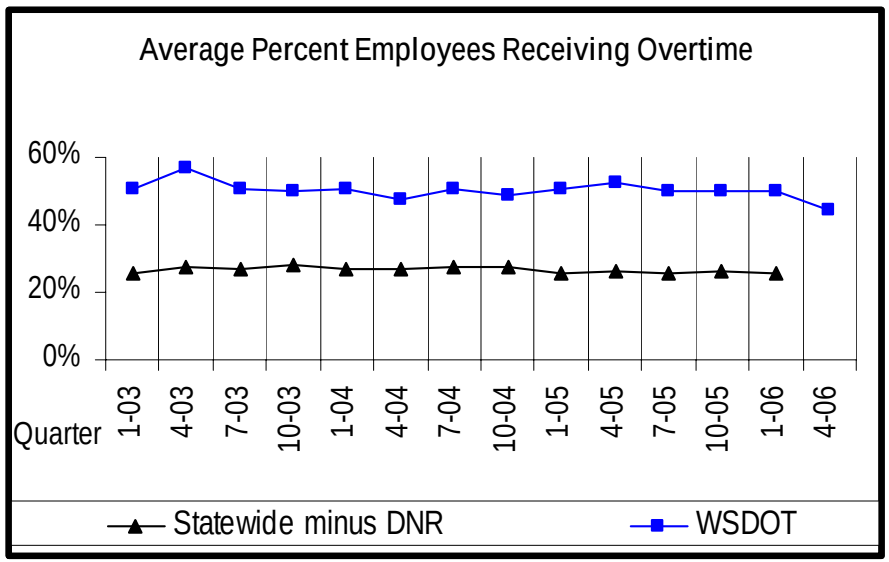
Source: DOP 2006 Employee Survey

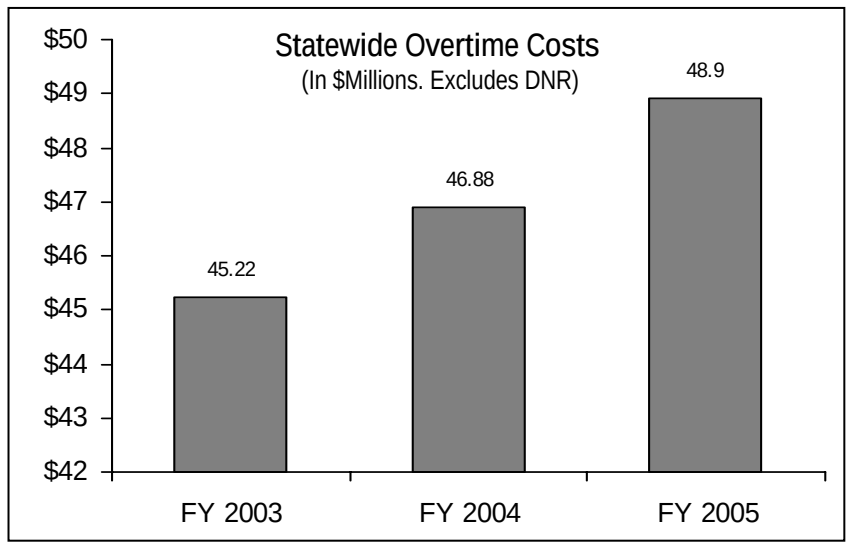
Deploy Workforce | Employee time and talent is used effectively. Employees motivated.

Overtime: Is employee time well managed?





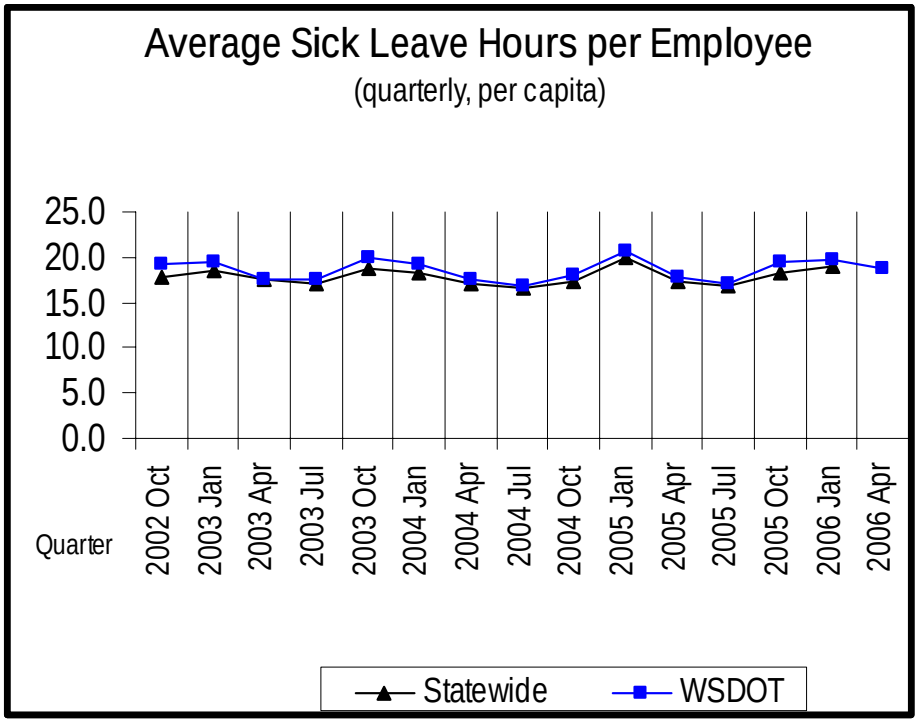




* Does not include DNR Source: DOP Data Warehouse

Deploy Workforce | Employee time and talent is used effectively. Employees motivated.

Leave: Do employees come to work as scheduled?



Notes:

- Statewide, peak sick leave usage tends to be October-December quarter. DOP indicates that this generally follows trend with overtime usage for most state agencies and institutions. However, WSDOT notices a decline for the July-October quarter. This is also when our overtime peaks for construction season.
- It is unknown whether the sick leave usage shown was planned or unplanned.
- For the most part, only actual leave time gone from work is shown. Leave hours donated and leave hours cashed out have been removed from this display (except for retirement cash out).

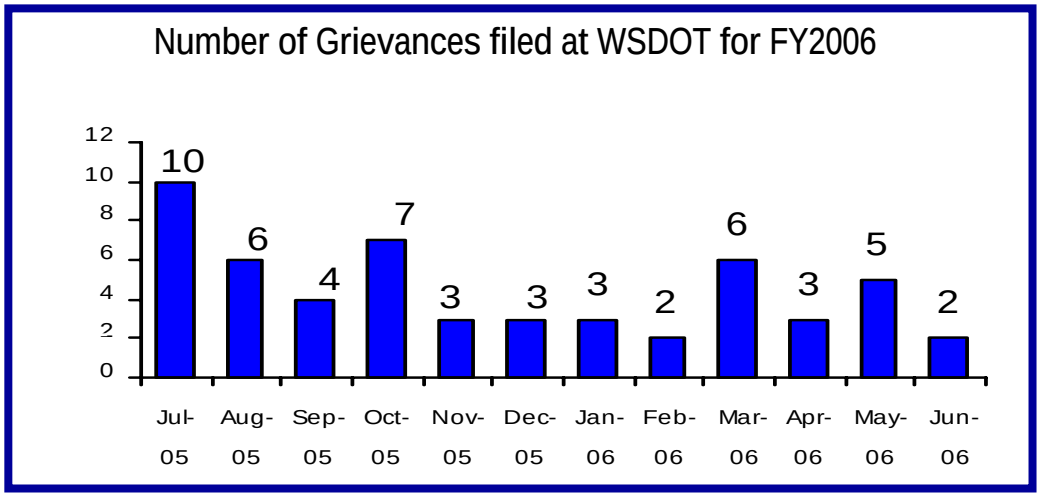
	Per Capita Sick Leave Use			Just Those Who Took Sick Leave		
	Ave. Sick Leave Hours Used per Qtr*		% of Earned Sick Leave	Ave. Sick Leave Hours Used per Qtr*		% of Earned Sick Leave
Statewide through FY06 3rd Qtr	17.8	hours	74%	22.8	hours	95%
WSDOT through FY06 4th Qtr	18.6	hours	77%	22.9	hours	95%

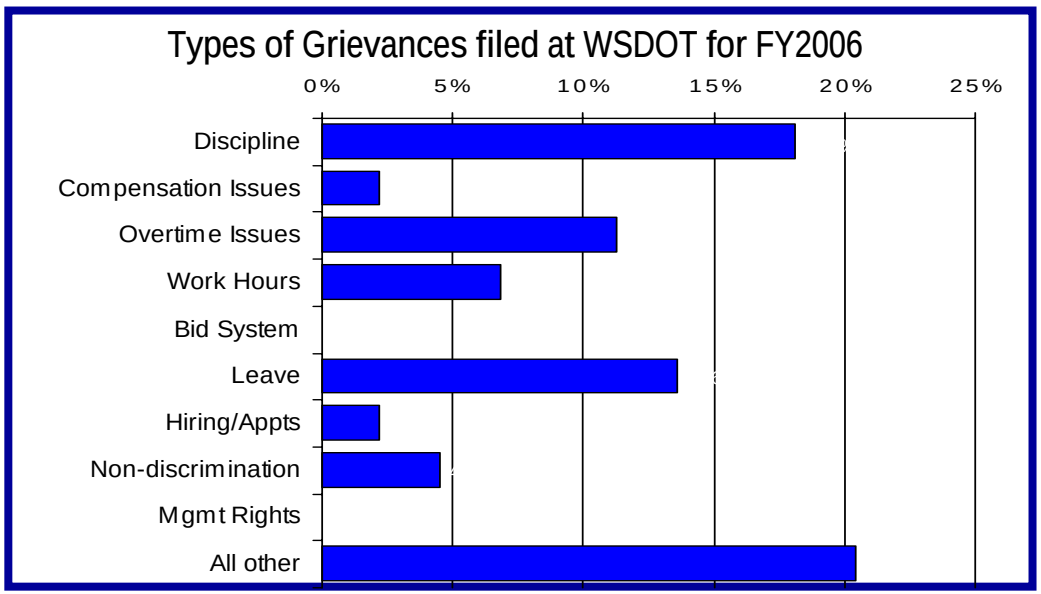
*Average since 10/01

Source: DOP Data Warehouse

Deploy Workforce | Employee time and talent is used effectively. Employees motivated.

Employee relations: Are contracts/policies applied appropriately?





Notes:

- Grievance filing information is reported monthly by the agency to the State Labor Relations Office (LRO). LRO then maintains statewide data.
- LRO tracks which grievances move on to pre-arbitration reviews and arbitrations. They also track outcomes and trends statewide and by agency. This information will be included in future GMAP reports.

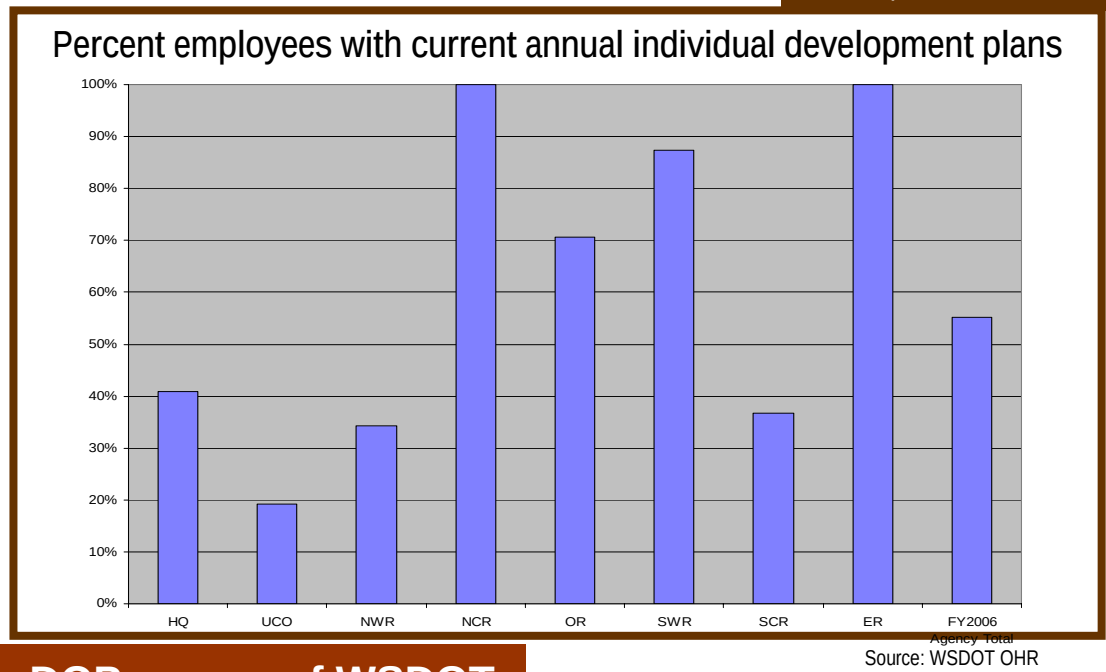
Source: State Labor Relations Office

Develop Workforce |

HR Management Report

(standard measures)

- Percent employees with current annual individual development plans
- Employee survey ratings on “learning & development” questions

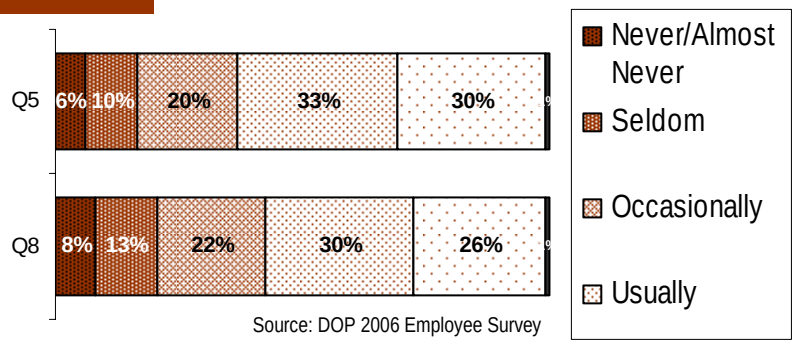


Source: WSDOT OHR

Develop Workforce – **Results from the DOP survey of WSDOT**

Q5. I have opportunities at work to learn and grow.

Q8. My supervisor gives me ongoing feedback that helps me improve my performance.



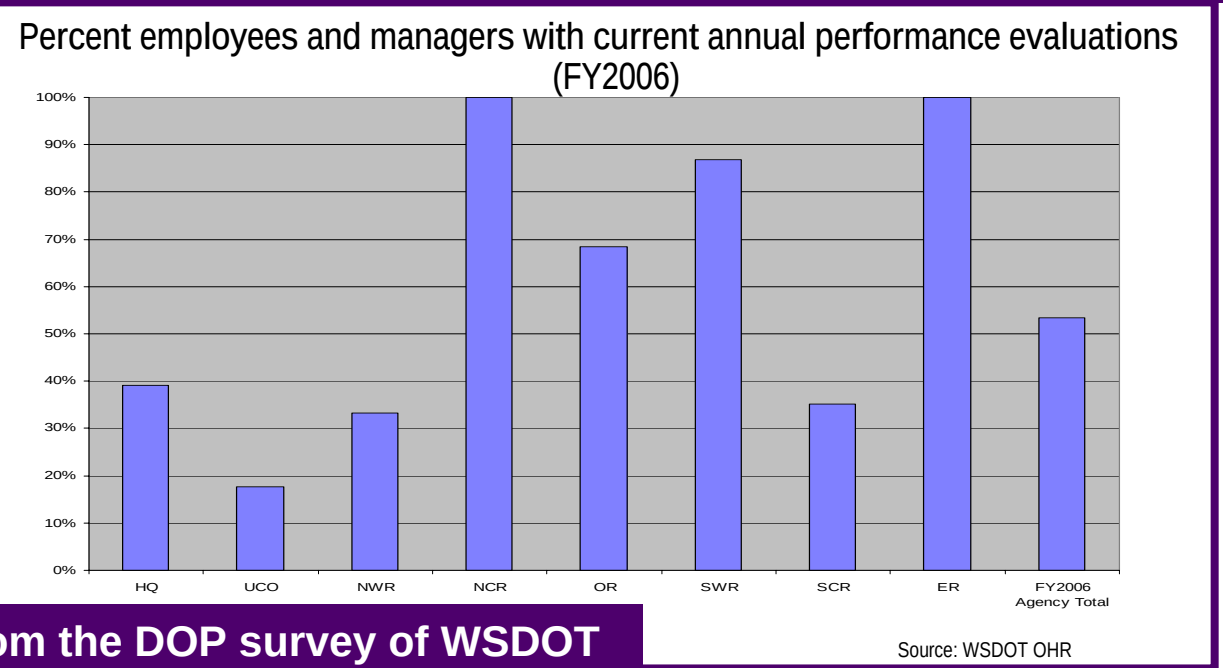
Source: DOP 2006 Employee Survey

Reinforce Performance |

HR Management Report

(standard measures)

- Percent employees and managers with current annual performance evaluations
- Employee survey ratings on "performance and accountability" questions
- Number and type of disciplinary issues, actions, appeals disposition



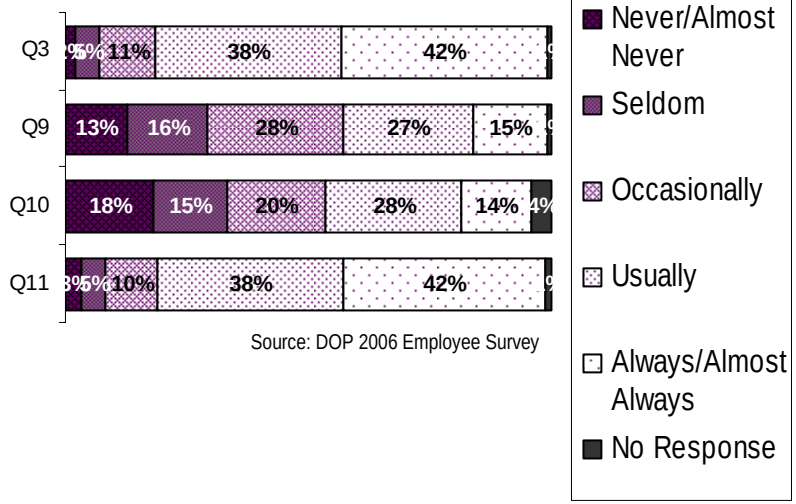
Reinforce Performance - **Results from the DOP survey of WSDOT**

Q3. I know how my work contributes to the goals of the agency.

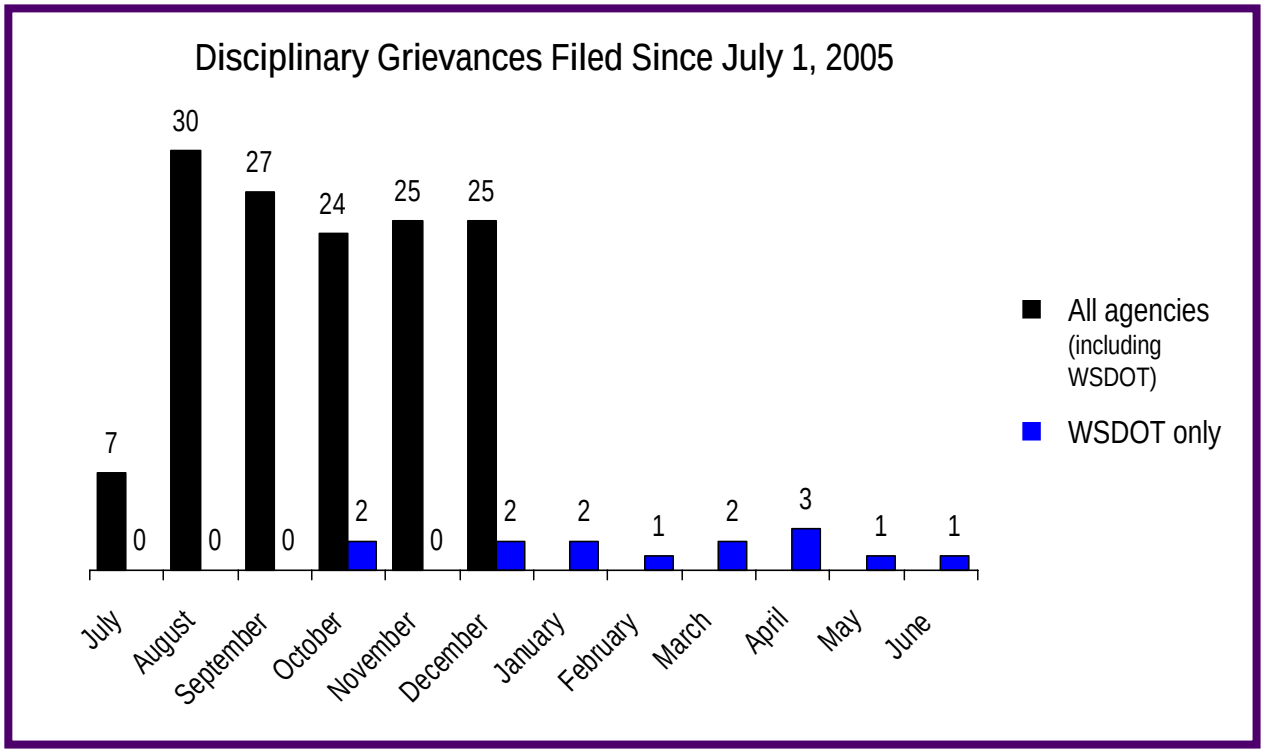
Q9. I receive recognition for a job well done.

Q10. My performance evaluation provides me with meaningful information about my performance.

Q11. My supervisor holds me and my co-workers accountable for performance.



Disciplinary action: Is poor performance dealt with?

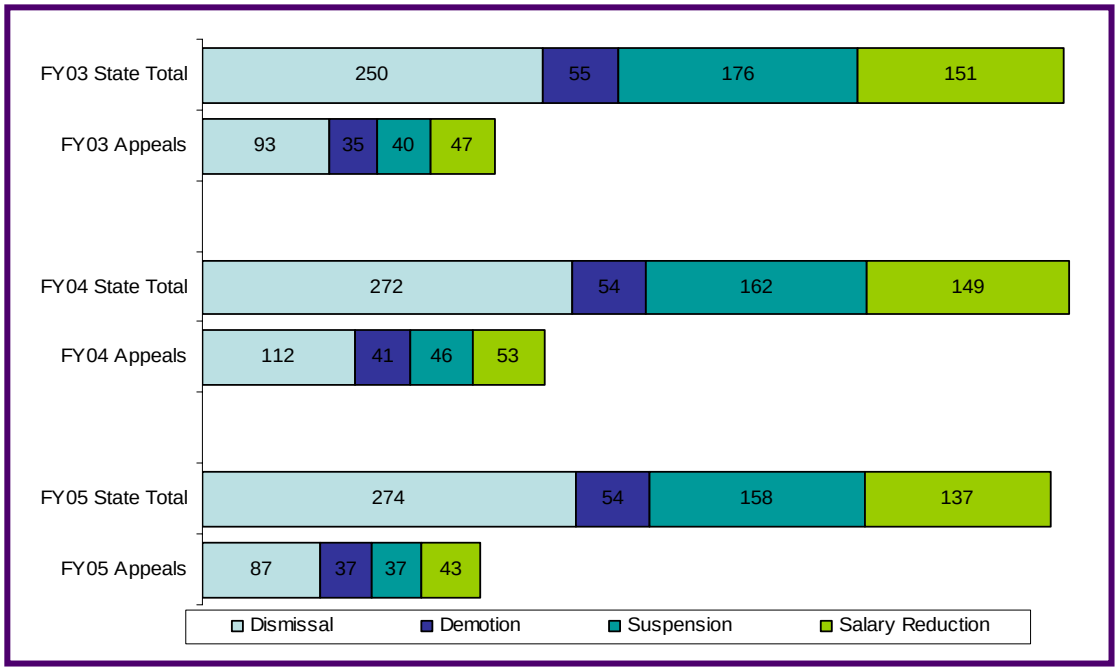


Issues Leading to Disciplinary Action and Disciplinary Grievances

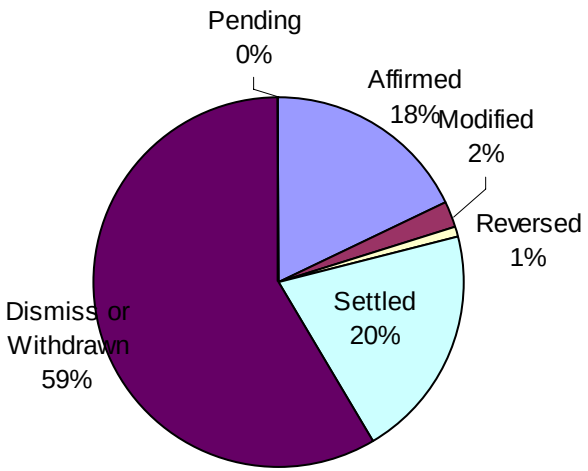
Placeholder. DOP is presently working with LRO and AGO to track types of issues that lead to disciplinary action and related grievances.

Reinforce Performance | Successful performance is differentiated & strengthened. Employees are held accountable.

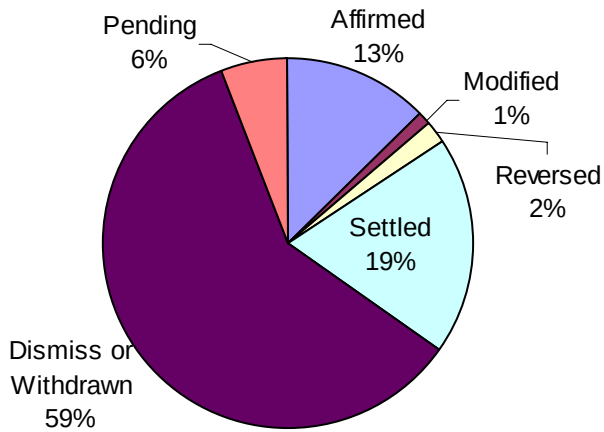
Disciplinary action: Is poor performance dealt with?



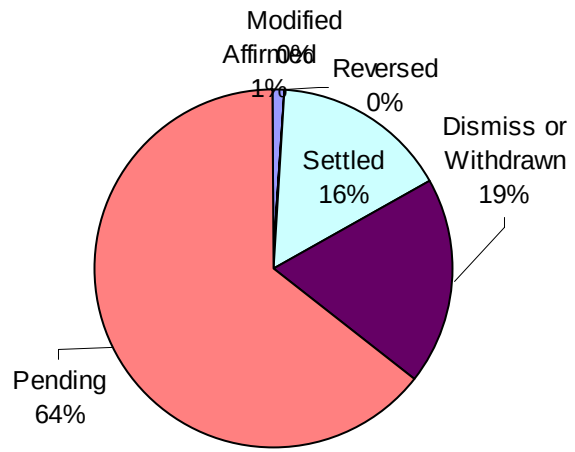
State FY03 Appeals



State FY04 Appeals



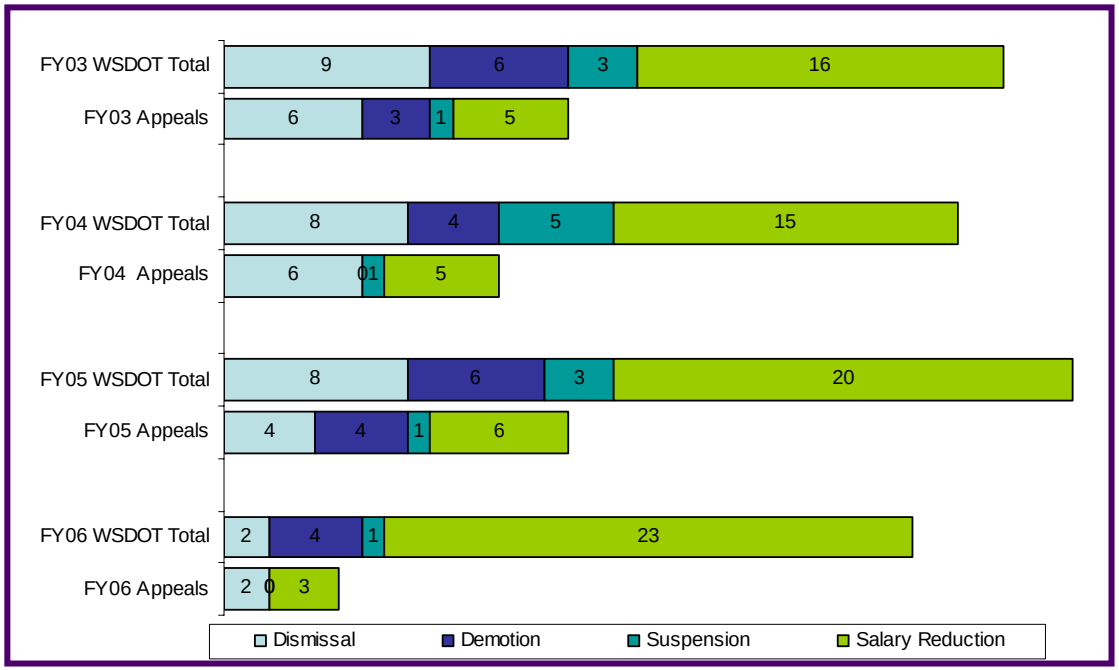
State FY05 Appeals



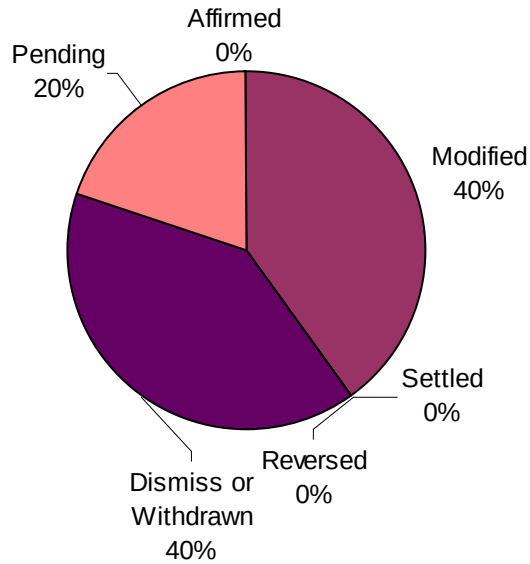
Source: WSDOT Labor Relations Office

Reinforce Performance | Successful performance is differentiated & strengthened. Employees are held accountable.

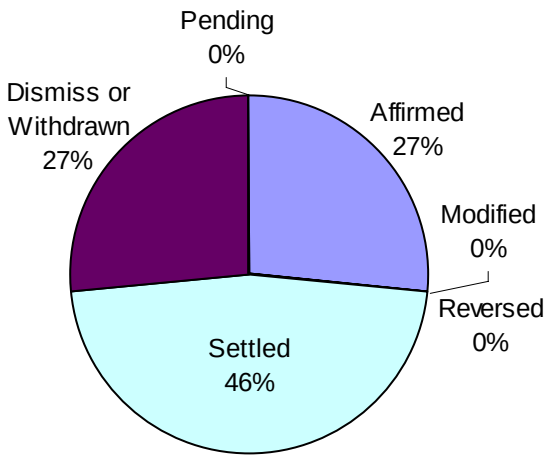
Disciplinary action: Is poor performance dealt with?



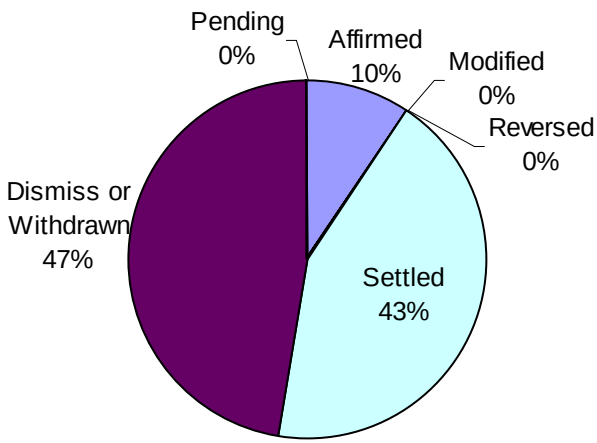
FY06 Appeals for WSDOT



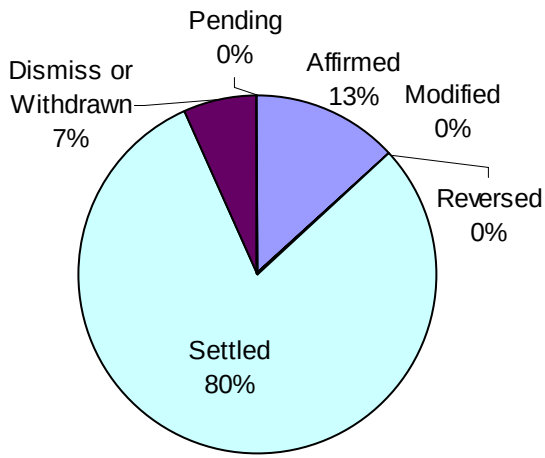
FY03 Appeals for WSDOT



FY04 Appeals for WSDOT



FY05 Appeals for WSDOT



Source: WSDOT Labor Relations Office

Ultimate Outcomes |

State has workforce breadth & depth for present & future success.

Employees are committed to the work they do and the goals of the organization.

Successful, productive employees are retained.

HR Management Report

(standard measures)

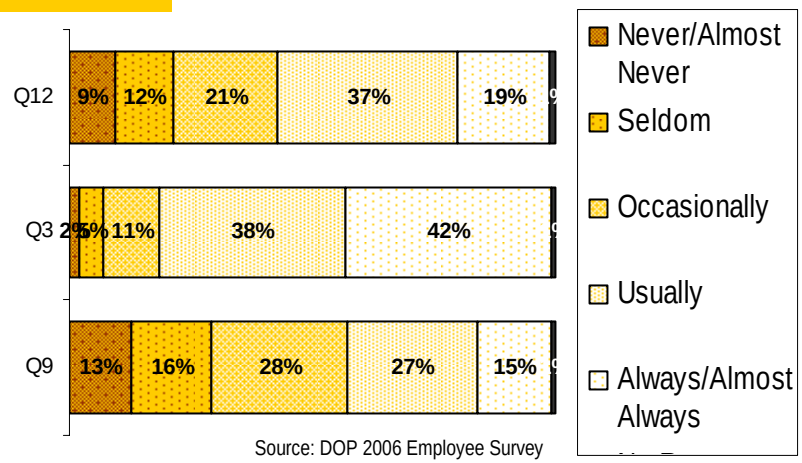
- Employee survey ratings on "commitment" questions
- Turnover rates and types (e.g., retirement, resignation, etc.)
- Turnover rate of key occupational categories and of workforce diversity

Ultimate Outcomes - **Results from the DOP survey of WSDOT**

Q12. I know how my agency measures its success.

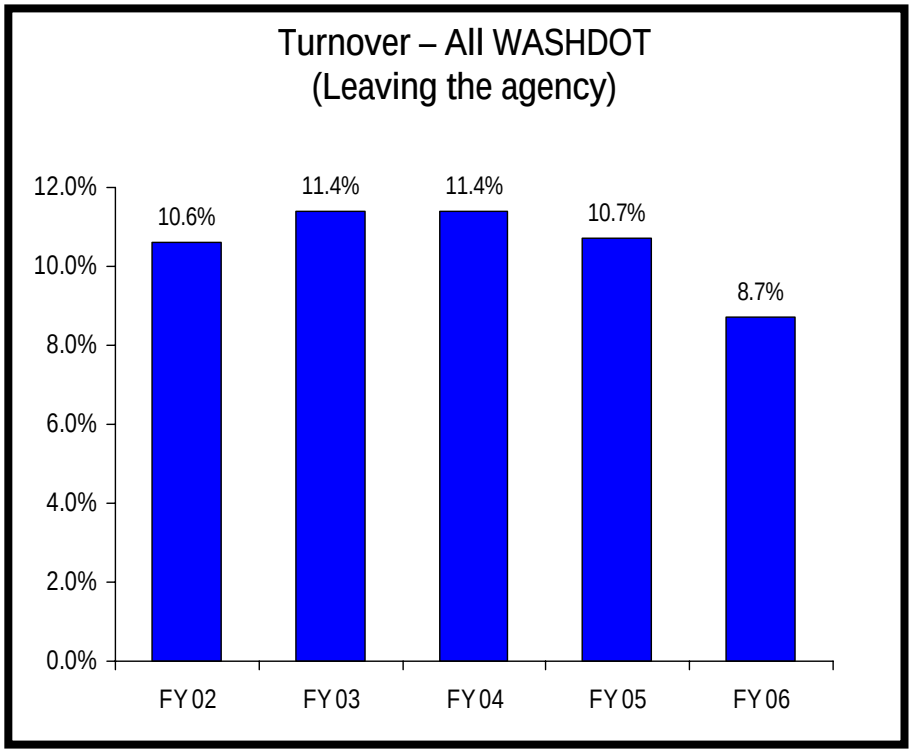
Q3. I know how my work contributes to the goals of my agency.

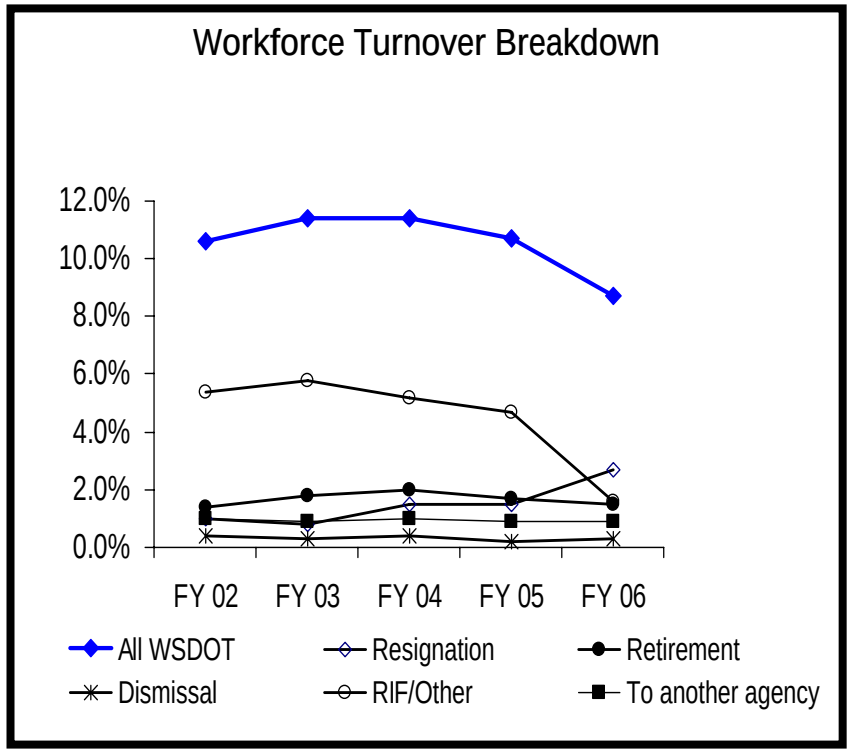
Q9. I receive recognition for a job well done.



Source: DOP 2006 Employee Survey

Ultimate Outcomes | continued





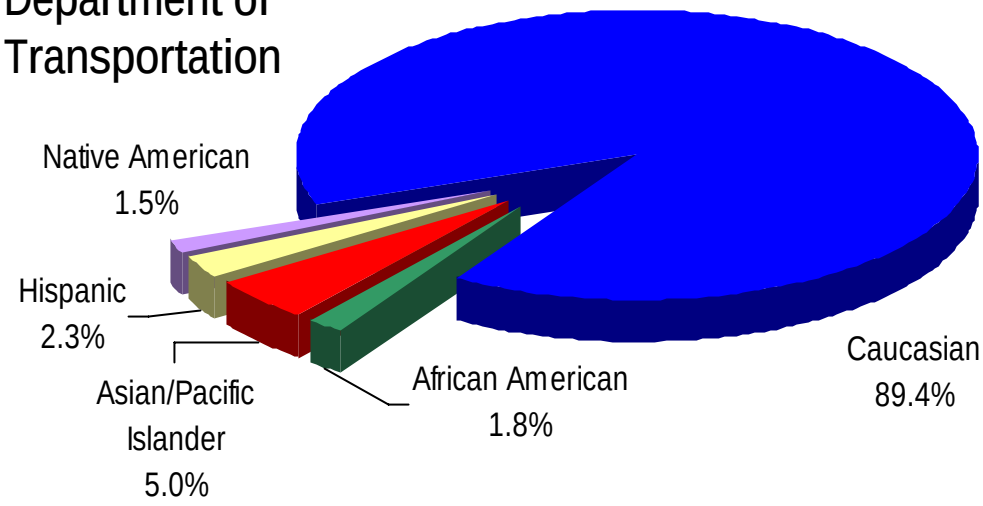
Source: DOP Data Warehouse

Ultimate Outcomes | continued

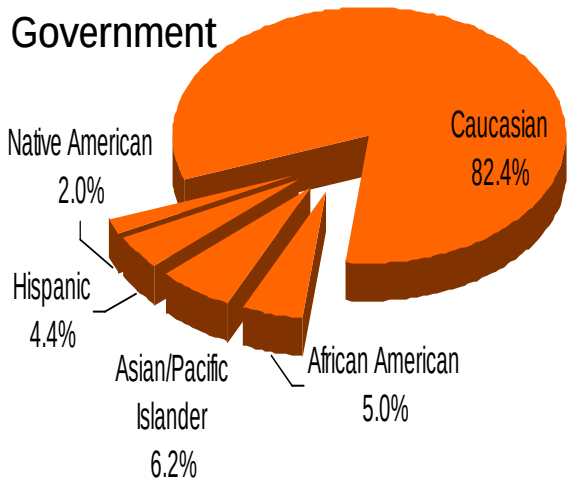
Workforce Diversity

Diversity Profile	WASHDOT	State
Women	25.5%	52.0%
Persons with disabilities	4.1%	5.2%
Vietnam Veterans	7.2%	7.3%
Disabled Veterans	0.6%	1.3%
Persons over 40	71.9%	73.1%
People of color	10.5%	17.6%

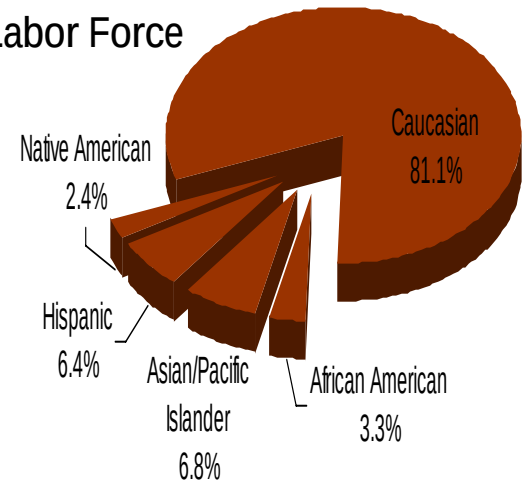
Department of Transportation



WA State Government



WA Labor Force



Source: DOP Data Warehouse