



Washington State
Department of Transportation

The Gray Notebook

Lite

WSDOT's quarterly performance report on transportation systems, programs, and department management

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Secretary of Transportation



GNB 40 Excerpts

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This *Gray Notebook Lite* provides highlights and performance topics selected from the *Gray Notebook*, WSDOT's quarterly performance report. This edition includes highlights from annual reports on pavement preservation, highway maintenance activities, pedestrian and bicyclist safety, fish passage barriers, and environmental compliance. It also includes selected results from the sixth semi-annual travel time trends report, and quarterly updates for Washington State Ferries and worker safety.

An insert provides updated figures for the 2003 Nickel and 2005 Transportation Partnership Account project delivery programs. A second insert provides information on the projects funded and supported by the 2009 federal Recovery Act.

An electronic copy of the *Gray Notebook Lite* as well as the complete edition of the *Gray Notebook* can be found at www.wsdot.wa.gov/Accountability/GrayNotebook/default.htm

Safety

Pedestrian and Bicyclist Safety

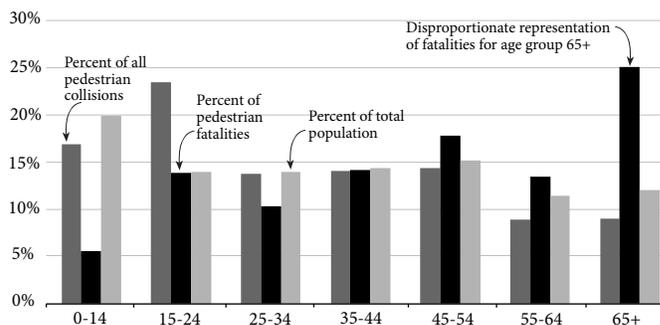
Walking and cycling are critical components of Washington's transportation system, serving as modes of transportation, providing connections between destinations, and supporting livable and sustainable communities. WSDOT is committed to improving conditions for walking and cycling by setting an aggressive target to reduce the number of serious injuries and fatalities statewide annually by 5% over the next 20 years. In 2009, the year with the latest data available, Washington's pedestrian fatality rate per 100,000 people improved to 0.92 from 0.96 in 2008. For cyclists, the state fatality rate per 1,000,000 people also improved to 1.35 from 1.37. However, the national rates for both groups saw larger improvements in 2009 when compared to Washington's rates.

In Washington, age and location are factors in incidents: children, senior citizens, and urban areas have a disproportionate number of pedestrian and cyclist serious injuries and fatalities. Statewide, 85% of pedestrians and cyclists are killed in urban areas on state highways and city streets. Additionally, children under 15, seniors over 65, and ethnic minorities are disproportionately represented

in this figure. WSDOT continues to target these at-risk groups with programs like Safe Routes to School, which has seen a 25% increase in walking and biking at participating locations since 2005, with no recorded serious injuries or fatalities. *For the complete Pedestrian and Bicyclist Safety Annual Report, see pp. 6-10.*

Number of pedestrian collisions and fatalities compared to population by age group

2001-2009, Washington only



Data source: OFM and WSDOT Statewide Travel and Collision Data Office.

Safety

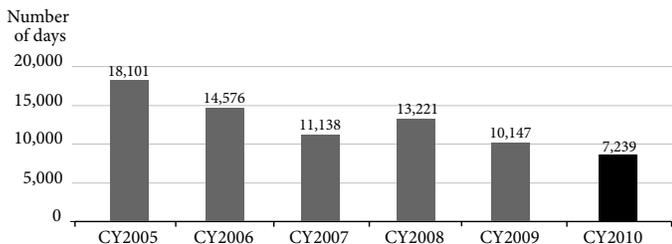
Worker Safety

The Worker Safety quarterly update includes the department's performance towards reducing the number of work days lost to injuries, the quarterly and annual hearing loss and sprain/strain injury rates, and the number of OSHA-recordable injuries sustained by worker category.

In 2010, WSDOT reduced the number of work-days lost due to injuries to 7,239, a 30% decrease from the 10,147 lost work-days recorded in 2009. This reduction provides strong evidence that the agency's Return to Work program is having a positive effect on reducing lost work days.

WSDOT reduces the number of lost work-days

Days away from work, all employees, January 2005-December 2010



Data source: WSDOT Safety Office.

WSDOT misses hearing loss and strain/sprain goals

WSDOT recorded 1.5 hearing loss injuries per 100 workers in the fourth quarter of CY 2010, and 0.7 injuries annually in CY 2010, missing the goal of 0.4 injuries. For strains and sprains, the fourth quarter injury rate was 3.3 per 100 workers; the annual rate was 2.7 per 100 workers – both missed the agency's goal of 2.4. Workers sustained 102 OSHA-recordable injuries in the fourth quarter, an 18.2% increase over the fourth quarter of CY 2009. *For the complete Worker Safety Quarterly Update, see pp. 2-5.*

Mobility (Congestion Relief)

Semi-Annual Travel Time Trends

The sixth Semi-Annual Travel Time Trends report analyzes travel time data in the central Puget Sound region for July-December 2010 and compares it to the same period in 2009, 2008, and 2007. Travel times in the last six months of 2010 were mixed compared to 2009 – most morning commute times took slightly longer in 2010, mainly on the north-south routes, but were well below the highs recorded in 2007.

Capacity additions on I-405 are showing results

- The *Bellevue to Everett I-405 evening commute* improved by three minutes in 2010 after the new auxiliary lane opened to traffic from NE 195th Street to SR 527 in Bothell.
- The *Tukwila to Bellevue I-405 morning commute*, which saw a dramatic 13 minute improvement over 2008 travel times after the *I-405 South Bellevue Widening* projects opened, regained two minutes in 2010, possibly due to changing travel patterns of commuters.

Select commute travel time performance

	Average travel time in minutes*				Δ: 2009 vs. 2010
	2007	2008	2009	2010	
I-405/I-5: Bellevue - Everett (PM)	23	35	36	33	-3
I-405: Tukwila - Bellevue (AM)	35	33	20	22	+2

Source: Washington State Transportation Center (TRAC).

*Note: Travel times are for weekdays only; peak periods are 6-9 AM and 3-7 PM.

The semi-annual report also includes an analysis of I-90 and SR 520 cross-Lake Washington commute travel times, as well as continuing trends on traffic volumes, employment and unemployment rates, fuel prices, and transit ridership. *For the complete Semi-Annual Travel Time Trends Report, see pp. 22-25.*

Highway Construction: Nickel and TPA Project Delivery Performance Overview

Dashboard shows progress against 2010 Transportation Budget and includes individual programmatic and bucket projects

The 2010 Supplemental Transportation Budget signed into law by Governor Gregoire on March 30, 2010, directs WSDOT to develop and construct a specified list of projects in the course of the biennium. The greater part of these line-item projects were itemized in the original 2003 and 2005 Nickel and TPA programs. When the 2011 Transportation Budget is approved, the list and number of projects for the 2011-2013 biennium will very likely change the total project number and value of the program.

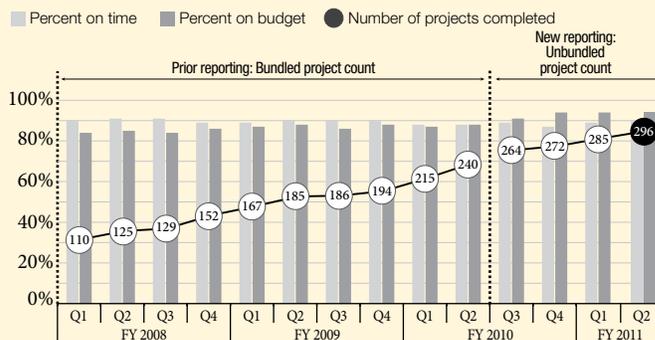
On time and on budget delivery performance on individual projects improves 1% on last quarter

WSDOT's cumulative capital program delivery performance improved slightly: 90% of all 226 projects in the current transportation budget have been delivered early or on time, and 94% under or on budget through the second quarter of fiscal year 2011 (FY 2011). Fourteen projects were completed in the quarter ending December 31, 2010; all were early or on time, and 13 were completed within the current approved budget. One bridge rail project saw an overall cost increase of about 16.5% when the budget was revised to better reflected the type of retrofit the project would require.

Forty-two Nickel and TPA projects are currently under construction, with 26 of those projects advertised for construction in the biennium to date. Six new projects were awarded in this quarter, with an estimated value of over \$6 million. Seventeen projects are scheduled for advertisement for construction bids between January 1, 2011, and June 30, 2011; 76% of these are advertising on or better than anticipated schedule.

Cumulative on time and on budget performance of Nickel and TPA projects

296 of 421 projects completed as of December 31, 2010



Data source: WSDOT Capital Program Development & Management.

Project Delivery Highlights

WSDOT has completed 82 projects so far in the 2009-2011 biennium, and a total of 296 projects that were shown in previous or current Transportation Budgets.

90% of all Nickel and TPA projects were completed early or on time, an improvement of 1% on last quarter.

94% of Nickel and TPA completed projects combined were on or under budget, unchanged from last quarter.

85% of Nickel and TPA completed projects were both on time and on budget, an improvement of 1% on last quarter.

WSDOT is a national leader in transportation research and innovation

WSDOT is a nationally-recognized leader in developing transportation innovations, technologies, and best practices. Washington has the most "scanned" transportation system - other states seeking innovative solutions look to WSDOT more than any other DOT - and since 1999, WSDOT has been invited to participate in 17 international scans.

Eighty-two WSDOT employees currently serve on 236 and chair 23 national research committees, expert task groups, and panels to guide the identification of research needs and implementation of funded projects.

WSDOT's transportation research is funded primarily from federal sources with state match requirements. Research investments totaled almost \$11 million in the 2009-2011 biennium, involving 153 research projects.

WSDOT has 153 research projects, worth nearly \$11 million, in progress during the 2009-2011 biennium.

Current 2011 Legislative Transportation Budget Performance Dashboard: Highways

Highway construction performance dashboard

As of December 31, 2010; Dollars in thousands

Combined Nickel and TPA programs	Number of projects	Value of program
Projects completed in earlier biennia that <i>are not</i> included in the current Transportation Budget	70	\$239,794
Projects completed that <i>are</i> included in the current Transportation Budget	226	\$3,795,328
<i>Subtotal of completed projects</i>	296	\$4,035,122
Projects included in the current Transportation Budget but not yet completed	125	\$11,502,368
Total number of projects¹ in Improvement & Preservation budget²	421	\$15,537,181

Schedule and Budget Summary: Results of completed projects in the current Transportation Budget detailed on page 55.

	Combined Nickel & TPA
Number of projects in current Transportation Budget completed to date: 2003 – December 31, 2010	226
Percent completed early or on time	90%
Percent completed under or on budget	94%
Percent completed on time and on budget	85%
Baseline estimated cost at completion	\$3,795,328
Current estimated cost at completion	\$3,752,419
Percent of total program over or under budget	-1% Under
Total number of projects completed in 2009-11 biennium to date	82
Percent completed early or on time	94%
Percent completed under or on budget	96%
Percent completed on time and on budget	90%
Baseline estimated cost at completion this biennium	\$1,572,157
Current estimated cost at completion this biennium	\$1,536,945

Advertisement Record: Results of projects entering into the construction phase or under construction detailed on pages 56-59.

	Combined Nickel & TPA
Total cumulative number of projects in construction phase to date, 2003 – December 31, 2010	42
Percent advertised early or on time	81%
Total number of projects advertised for construction in 2009-11 biennium to date	26
Percent advertised early or on time	81%

Projects To Be Advertised: Results of projects now being advertised for construction or planned to be advertised, detailed on page 60.

	Combined Nickel & TPA
Total projects being advertised for construction bids January 1, 2011 - June 30, 2011	17
Percent on or better than anticipated advertisement schedule	76%

Budget status: 2009-2011 biennium

Dollars in thousands

	WSDOT biennial budget
Budget amount for 2009-2011 biennium	\$3,234,650
Actual expenditures to date 2009-2011 biennium	\$1,756,271
<i>Total 2003 Transportation Funding Package (Nickel) expenditure</i>	\$449,259
<i>Total 2005 Transportation Partnership Account (TPA) expenditure</i>	\$947,934
<i>Total Pre-Existing Funds (PEF) expenditure³</i>	\$359,079

Data source: WSDOT Capital Program Development & Management.

1. This project total has been updated to show "unbundled" projects which may have been previously reported in programmatic construction program buckets (such as Roadside Safety Improvements or Bridges Seismic Retrofit). See the June 30, 2010, *Gray Notebook* 38, page 55, for more details.

2. Per the 2005-2007 Transportation Budget, Section 603.

3. For full details of the PEF program, see pages 80-83.

Recovery Act Reporting

The 2009 American Recovery and Reinvestment Act (Recovery Act) provided Washington with more than \$1 billion in transportation funds to preserve and expand the transportation system while helping create and retain jobs during the national recession. Washington and its local governments received \$492 million for highway projects, \$179 million for transit projects and won competitive grants totaling \$751 million for high speed rail projects and \$65 million in TIGER grants for road projects in Seattle and Spokane.

Through December 31, 2010, WSDOT and local governments have completed 185 highway projects, and certified more to use the remaining funds. In the quarter, WSDOT and local governments completed 23 projects.

WSDOT and local governments have taken advantage of low bids on stimulus projects to add 40 projects to the original list of 179 individual projects and two statewide programs. Twenty-one of these additional Recovery Act projects are now complete.

As work has now been completed on over 85% of the Recovery Act highway projects, construction crews continue working to deliver a smaller number of high priority projects across the state, including interchange improvements to I-82 in Yakima County and the I-405/NE 8th to SR 520 – Bellevue Braids project in King County.

Between October 1 and December 31, 2010, workers on FHWA Recovery Act projects earned \$15.5 million working more than 380,000 hours on the job.

To date, projects receiving FHWA stimulus funds have provided more than \$149 million in payroll on state and local projects. Employees have worked more than 3.8 million hours on the projects since the Recovery Act's passage in February 2009. With most of the projects completed and construction closed due to winter, hours and payroll related to highway stimulus projects are expected to continue to decline. See more employment data on page 48.



WSDOT is using Recovery Act funds to build new HOV lanes on I-5 in Pierce County. This project is one of the 10 state projects that was still under construction as of December 31, 2010.



WSDOT received up to \$161.5 million in additional Recovery Act high-speed rail funds in November, for a total of \$751 million in Recovery Act funds to improve speed and reliability on the Amtrak Cascades routes.

Additional High-Speed Rail funds awarded in November 2010

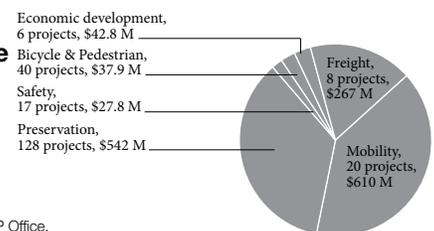
In November, the U.S. Transportation Secretary Ray LaHood announced that up to \$161.5 million of high-speed rail funds originally awarded to other states would be redirected to Washington. The funding is in addition to \$590 million awarded in January, 2010. WSDOT is working with the Federal Railroad Administration to identify projects, complete environmental permits and planning, and begin work.

Recovery Act highway projects by type

The Recovery Act funded many different types of highway construction projects. As of December 31, 2010 the majority of the 219 state and local Recovery Act highway projects were classified as preservation or mobility projects, including 128 preservation projects valued at \$542 million (\$229 million in Recovery Act funding) and 40 mobility projects valued at \$610 million (\$176 million in Recovery Act funding).

The graph below shows the number and types of projects funded through December 31, 2010. Note that the 219 projects in the chart to the right include the two safety 'bucket' projects that installed and upgraded cable median barriers and installed centerline rumble strips on urban and rural state highways across Washington.

Highway Recovery Act projects by type 219 state and local projects by type



Data source: WSDOT CPDM & H&LP Office.

Recovery Act Reporting, continued

Recovery Act-funded highway projects through December 31, 2010

Number of projects by jurisdiction; dollars in millions

Project information	State	Local	Total
Highway projects certified by the Governor ¹	51	168	219
Contracts awarded/Under construction	51	168	219
Projects completed	41	144	185
Financial information	State	Local	Total
Recovery Act dollars provided	\$340	\$152	\$492
Total cost of obligated projects	\$736	\$792	\$1,528
Total Recovery Act dollars spent ²	\$267	\$137	\$404

Data source: WSDOT Capital Program Development & Management Office, Highways and Local Programs Office.

Note: Project totals are cumulative, for example "projects awarded/under construction" include projects already completed. This includes two project state buckets described in more detail at right.

1 Seventeen state and 23 local projects were added to the list and received federal approval, 6 local projects are no longer receiving funds.

2 Includes non-Recovery Act leveraged fund sources.

Recovery Act-funded state highway 'bucket' projects through December 31, 2010

Number of bucket projects by type; dollars in millions

Project status	Rumble strips	Cable median barrier	Total
Certified by Governor	28	13	41
Contracts awarded/under construction	28	13	41
Projects completed	28	13	41
Financial information			
Recovery Act Funds available for bucket-funded projects ¹	\$2.5	\$7.1	\$9.6
Total cost of obligated projects	\$3.0	\$11.5	\$14.5
Total Recovery Act dollars spent	\$2.5	\$7.1	\$9.6

Data source: WSDOT Capital Program Development & Management Office.

Note: 'Bucket projects' are defined as state projects using Recovery Act funds to address programmatic safety priorities statewide.

1 Bucket projects were originally allocated \$12 million in Recovery Act funding, \$3 million for rumble strips and \$9 million for cable median barrier, approximately \$2.4 million was later obligated to other state projects.

23 highway projects completed in the quarter

Five state projects completed

I-5/North Kelso to Castle Rock – Overlay
 I-5/Todd Road to Kelso Weigh Station – Paving
 I-5/Martin Way to 48th Street – Concrete Pavement
 I-5/Marysville to Stillaguamish River – ITS Improvements
 I-82/Granger to W Grandview Eastbound – Dowel Bar Retrofit/Concrete Rehabilitation

18 local projects completed

Bothell – Annual Asphalt Overlay
 Poulsbo – Viking Avenue Phase 3
 Port Angeles – Peabody Street
 Mountlake Terrace – 230th Street Reconstruction
 Pend Oreille County – Deer Valley Road
 Olympia – Union Avenue
 Benton County – Webber Canyon Road
 Everett – Annual Asphalt Overlay
 Port of Bremerton - Industrial Connector Phase 1
 Spokane -Wellesley Avenue
 Lakewood - Traffic Signal Upgrade
 Cheney - BNSF/UPRR Pedestrian Improvements
 Ellensburg - Canyon Road Overlay
 Lummi Nation - Haxton Way
 Wahkiakum County - Ferry Terminal
 Bothell - North Creek Trail Section 1 Phase 2
 Bothell - North Creek Trail Section 2 Phase 2
 Sammamish – East Lake Sammamish Parkway

Recovery Act highway project employment data

February 17, 2009 – December 31, 2010; Dollars in millions

	Hours	Payroll	FTE
Highest month to date: Oct 2009	298,728	\$11.4	143
First year: March 2009 – Feb 2010	1,762,402	\$67.6	847
Total: Feb 2009 – Dec 2010	3,835,234	\$149.1	1,844

Data source: Monthly Recovery Act employment data is collected from contractors, subcontractors, and WSDOT, then uploaded to FHWA's Recovery Act Database (RADS).

Note: One FTE (Full-time equivalent) is defined as 2,080 hours, the number of hours in a standard work year.

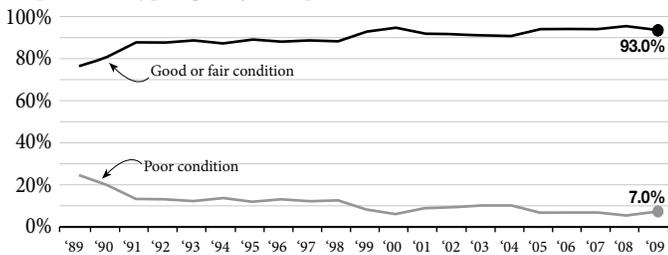
Preservation

Pavement Conditions

The Pavement Conditions annual report presents the results of WSDOT's work maintaining and preserving the 18,500 lane-miles of state highway pavements. The report provides condition ratings and analysis for the three pavement types WSDOT uses: chip seal (bituminous surface treatment – BST), asphalt (including hot mix asphalt and warm mix asphalt), and concrete. The 2009 condition survey showed 93.0% of state pavements to be in “good”

State highway pavement trends, 1989-2009

All pavement types, good/fair or poor condition



or “fair” condition, a 1.7% decrease from the 94.7% recorded in 2008. The remaining 7% of lane miles are rated in “poor” condition. Although the percentage of pavements in poor condition increased by 1.7% in 2009, WSDOT was able to rehabilitate 820 lane miles of pavement in 2009 with \$164.8 million in funding from the American Recovery and Reinvestment Act. *For the complete Asset Management Pavement Conditions Annual Report, see pp. 12-16.*

Recovery Act pavement preservation funding

December 2010; Dollars in millions

Type of construction	Dollars	% of Total	Lane miles
Chip seal resurfacing	\$9.0	5%	250
Asphalt resurfacing	\$76.9	47%	447
Concrete dowel-bar retrofit	\$29.8	18%	74
Concrete reconstruction	\$49.1	30%	49
Total	\$164.8	100%	820

Data source: WSDOT Materials Lab.

Mobility (Congestion Relief)

Washington State Ferries

The Washington State Ferries (WSF) quarterly update provides ridership, reliability ratings, and customer feedback for the ferry system during the second quarter of fiscal year 2011 (FY 2011). Ridership was down 1.6%; farebox revenues were also down but less than 1% against forecasted levels. Service reliability improved, with 32% fewer missed trips (226) for the quarter compared to the same quarter of FY 2010 (334); 99.44% of scheduled trips were completed. The ferry system met its on-time performance goal: 91.6% of trips departed on time, with an average sailing delay of 2.5 minutes past the on-time window. Compared with the same quarter in FY 2010, on-time performance was slightly better at 93.4%, but the average sailing delay was 17% longer at 3.0 minutes. For customer feedback, the Ferry System recorded an average of 5.36 complaints per 100,000 customers in the second quarter, 2.88 or 35% fewer than the first quarter of FY 2011, but 2.93 (120%) more than the second quarter in FY 2010. *For the complete Washington State Ferries Quarterly Update, see pp. 31-34.*

Washington State Ferries quarterly performance

Fiscal year 2011, quarter two (October 1, 2010 - December 31, 2010)

Measure	Result	Change
Total ridership	5,074,325	▼
Total farebox revenues	\$31,346,654	▼
Missed trips	226	▲
Overall trip reliability	99.4%	▲
On-time performance rating	91.6%	▼
Average sailing delay	2.5 minutes	▲
Complaints per 100,000 customers	5.36	▼

Data source: WSDOT Ferries Division.

Preservation

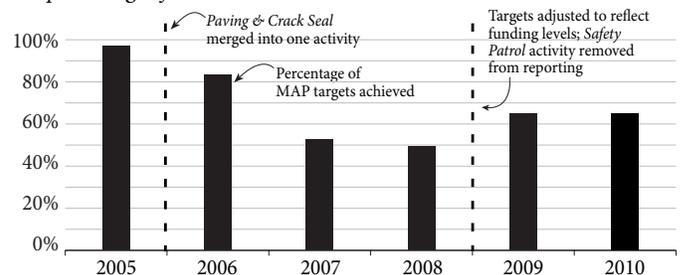
Highway Maintenance:

Maintenance Accountability Process

This edition includes the annual report on Highway Maintenance and WSDOT's Maintenance Accountability Process (MAP). MAP assesses the condition of highway system assets on 31 separate maintenance activities' Level of Service (LOS). In 2010, the agency achieved 20 of the 31 LOS goals – 65% of the program activities met the targets – the same performance rating achieved in 2009.

Statewide maintenance accountability process targets achieved

As a percentage of total, 2005-2010



Data source: WSDOT Maintenance Office.

Note: Targets are adjusted periodically based on funding levels and other maintenance priorities. In 2006, *Paving & Crack Seal* was merged into one activity, changing the total number of activities from 33 to 32. In 2009, in addition to targets being adjusted to better reflect funding levels, the *Safety Patrol* activity was removed from reporting, changing the total number of activities from 32 to 31.

After several years of a downward trend, this leveling off is a result of increased funding: catching up with the backlog of some maintenance activities, balanced against the increased maintenance workload related to a growing number of highway assets from the completion of new capital projects. *For the complete Highway Maintenance Annual Report, see pp. 18-20.*

Fish Passage Barriers

The annual Fish Passage Barrier report highlights WSDOT's efforts to correct or remove barriers to fish for waterways that flow under the state highway system. Since 1991, WSDOT and the Washington State Department of Fish and Wildlife (WDFW) have worked to inventory and prioritize existing barriers for correction. When a barrier is identified as a potential candidate for correction, the two agencies conduct a joint evaluation of the site to determine what corrections are needed as well as to evaluate what type of habitat gains might occur if the correction is completed. Finally, if funding is available, construction will take place within the appropriate in-stream work windows.

Since 1991, WSDOT has corrected 245 barriers, with seven correction projects completed in 2010. WSDOT and WDFW estimate that these 245 corrections have resulted in 845 miles in upstream habitat becoming available to multiple fish species including pacific salmon and steelhead trout. WSDOT expects to complete eight additional corrections in 2011. This year's report showcases a planned wildlife connectivity project on U.S. 97 that will remove a fish barrier and install a bridge that can serve as a wildlife underpass for migrating deer. WSDOT is designing the project to help reduce the number of vehicle-deer collisions that occur along this eight mile corridor in Klickitat County north of Goldendale. *For the complete Fish Passage Annual Report, see pp. 38-39.*

Completed fish passage construction in 2010

Project location	Funding	Description
SR 27 south of Tekoa	PEF	Replaced two 4-foot culverts with a 12-foot wide culvert at an unnamed tributary to Pine Creek
SR 305 near Poulsbo	PEF, TPA, FHWA ¹	Replaced a 3-foot culvert with a 12-foot wide culvert at Bjorgen Creek that flows into Puget Sound
SR 305 near Poulsbo	PEF, TPA, FHWA ¹	Replaced two 3-foot culverts with a 10-foot wide culvert at an unnamed tributary to Liberty Bay
SR 542 east of Deming	PEF, FHWA ¹	Replaced a 4-foot culvert with a 15-foot culvert at an unnamed tributary to the Nooksack River
SR 542 east of Maple Falls	PEF, TPA	Replaced a 5-foot culvert with a 40-foot bridge at Chain-up Creek a tributary of the Nooksack River
U.S. 2 north of Spokane	Nickel	Replaced a 8-foot wide box culvert with a 30-foot arched culvert on Deadman Creek
U.S. 101 near Chinook	SRFB ² , BPA ³	Replaced a 2-foot culvert with 12-foot wide culvert at an unnamed tributary to the Columbia River

Data source: WSDOT Environmental Services Office.

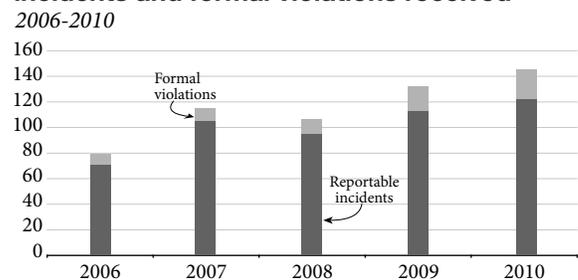
Data notes: 1 FHWA: U.S. Department of Transportation - Federal Highway Administration, 2 SRFB: Salmon Recovery Fund Board, 3 BPA: Bonneville Power Administration

Environmental Compliance

The annual Environmental Compliance report examines WSDOT's efforts to comply with environmental regulations while delivering projects, completing maintenance activities, and conducting ferry operations. In 2010, WSDOT recorded 124 reportable events, 11 more than 2009. Ninety-two of these events (74%) involved water quality issues, including high turbidity (water clarity), pH levels (water that is more acidic or alkaline), or spills. The remaining 26% included impacts to wetlands, fish or wildlife habitat, air or noise quality, and cultural resources, as well as handling of hazardous materials.

WSDOT received 23 formal violations for exceeding allowable limits or improper practices. Fourteen violations were for water quality, with the other nine violations for the categories noted above. Fines were issued to WSDOT for the first time in five years for four of the violations, ranging from \$3,000 to \$18,249. Increased activity levels from the busy 2010 construction season, and regular

Annual number of reportable environmental incidents and formal violations received 2006-2010



Data source: WSDOT Environmental Services Office.

maintenance activities and ferry operations, created more potential for non-compliance situations to occur. The agency has scheduled more training for employees in 2011 to help reduce the non-compliance events or prevent them altogether. *For the complete Environmental Compliance Annual Report, see pp. 40-41.*

How to find performance information

The electronic subject index on line gives readers access to current and archived performance information. This comprehensive index is easy to use and instantly links to every performance measure published to date. Measures are organized alphabetically within program areas. A click on the subject topic and edition number provides a direct link to that page. A copy of the subject index is also provided in the back of each *Gray Notebook* edition. To access the index electronically, visit: www.wsdot.wa.gov/Accountability/GrayNotebook/SubjectIndex.htm

The information presented here is a snapshot of what you'll find in the full version of *Gray Notebook* 40. The full version for the quarter ending December 31, 2010, is available on line at: www.wsdot.wa.gov/Accountability/GrayNotebook/default.htm

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