

Appendix

A



WSDOT's Goals



Goal 1 STRATEGIC INVESTMENTS

Effectively manage system assets and multimodal investments on corridors to enhance economic vitality



Goal 2 MODAL INTEGRATION

Optimize existing system capacity through better interconnectivity of all transportation modes



Goal 3 ENVIRONMENTAL STEWARDSHIP

Promote sustainable practices to reduce greenhouse gas emissions and protect natural habitat and water quality



Goal 4 ORGANIZATIONAL STRENGTH

Support a culture of multi-disciplinary teams, innovation and people development through training, continuous improvement and Lean efforts



Goal 5 COMMUNITY ENGAGEMENT

Strengthen partnerships to increase credibility, drive priorities and inform decision making



Goal 6 SMART TECHNOLOGY

Improve information system efficiency to users and enhance service delivery by expanding the use of technology



MOVING WASHINGTON FORWARD

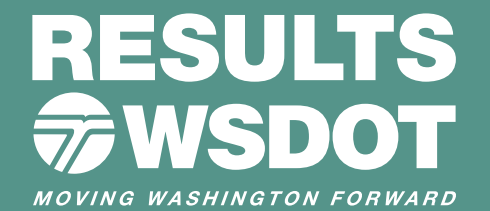
Read more about Results WSDOT at <http://www.wsdot.wa.gov/Secretary/ResultsWSDOT>

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Washington State Department of Transportation



2014 - 2017

WSDOT's Vision

The Washington State Department of Transportation's vision is to be the best in providing a sustainable and integrated multimodal transportation system.

WSDOT's Mission

The Washington State Department of Transportation provides and supports safe, reliable and cost-effective transportation options to improve livable communities and economic vitality for people and businesses.

WSDOT's Values

Safety - Promote the safety of the public and employees at all times

Inclusion - Ensure a wide array of perspectives, disciplines and backgrounds are represented in our outreach, decision making and workforce

Innovation - Foster an environment of trust that encourages creativity, finding solutions for challenges and leveraging opportunities

Integrity - Build trust with each other and our communities by being ethical, accountable, responsive and honest

Leadership - Inspire, motivate and support to give each other the confidence to do great things

Sustainability - Make decisions and take actions that promote the conservation of resources for future generations by focusing on the balance of economic, environmental and community needs

Six goals, 19 priority outcomes, 26 strategies and more than 200 tasks make up the work of Results WSDOT, the agency's strategic plan for 2014-2017. Three new strategies were added in 2016 to highlight the agency's emphasis areas: practical solutions, workforce development and inclusion.



Goal 1 STRATEGIC INVESTMENTS

Effectively manage system assets and multimodal investments on corridors to enhance economic vitality

Priority Outcome 1.1 Prioritize strategic investments for preservation, maintenance and capacity improvements on corridors, to achieve the broadest benefits to the system, within existing resources, by using appropriate scopes to deliver specific results.

Priority Outcome 1.2 Strategically manage assets on corridors.

Priority Outcome 1.3 Inform strategic investment decisions in corridors through a broad understanding of system performance and community goals and values.

Priority Outcome 1.4 Deliver transportation projects and services that are on time and on budget.

Strategy 1.1 (Strategic Investments) - Create a process to identify strategic preservation and maintenance investments and strategic operational and multimodal capacity improvement investments in corridors to achieve performance levels.

Strategy 1.2 (Corridor Planning) - Develop a collaborative multimodal performance goal setting and decision making process for corridor planning.

Strategy 1.3 (Asset Management) - Define a strategic, agency-wide asset management policy.

Strategy 1.4 (Performance Tracking) - Develop a methodology to define and track performance on the national highway system for federal Moving Ahead for Progress in the 21st Century (MAP-21) requirements.

Strategy 1.5 (Project Delivery) - Improve project delivery by ensuring that projects are properly scoped, staffed and use the most effective delivery method.

Strategy 1.6 (AEA Practical Solutions) - Advance the integration of Practical Solutions into WSDOT's processes and practices.



Goal 2 MODAL INTEGRATION

Optimize existing system capacity through better interconnectivity of all transportation modes

Priority Outcome 2.1 Reduce number of fatal and serious injuries for all transportation modes.

Priority Outcome 2.2 Align the operation of all modes in corridors to optimize throughput capacity to move people and freight.

Priority Outcome 2.3 Improve coordination between transportation providers and modes that results in more seamless system operations.

Strategy 2.1 (Multimodal Safety) - Align multimodal safety policy-making across the agency.

Strategy 2.2 (Operations and Demand Management) - Improve WSDOT processes to integrate operations and demand management.

Strategy 2.3 (Modal Integration) - Develop an approach for modal integration in WSDOT regions.

Strategy 2.4 (Planning Coordination) - Develop coordinated plans early in the planning and project development process to address the needs of different modes.



Goal 3 ENVIRONMENTAL STEWARDSHIP

Promote sustainable practices to reduce greenhouse gas emissions and protect natural habitat and water quality

Priority Outcome 3.1 Improve environmental conditions; leave it better than before.

Priority Outcome 3.2 Reduce WSDOT's overall carbon footprint.

Priority Outcome 3.3 Improve energy efficiency of transportation systems and WSDOT operations.

Strategy 3.1 (Fish Barrier) - Increase the number of WSDOT fish barrier correction projects designed and constructed.

Strategy 3.2 (Environment Review) - WSDOT plans and those major capital projects undergoing environmental review (at NEPA EIS and EA level) in the 2013-15 biennium will document how climate change and extreme weather vulnerability are considered, and propose ways to improve resilience.

Strategy 3.3 (Greenhouse Gas) - Meet or exceed legislatively prescribed Greenhouse Gas (GHG) emission reductions for WSDOT by increasing fuel efficiency and use of alternative fuels.

Strategy 3.4 (Clean Transportation) - Support the development of clean transportation infrastructure by increasing Electric Vehicle (EV) use and improving multimodal choices.



Goal 4 ORGANIZATIONAL STRENGTH

Support a culture of multidisciplinary teams, innovation and people development through training, continuous improvement and Lean efforts

Priority Outcome 4.1 Foster a capable, engaged and valued workforce balancing project and service delivery demands with professional development needs.

Priority Outcome 4.2 Improve multi-disciplinary engagement, early in the process, to increase collaborative solutions and improve decision making.

Priority Outcome 4.3 Cultivate and enhance WSDOT's ability to attract, develop and retain a core workforce targeting mission critical skills.

Strategy 4.1 (Workforce) - Implement various strategies that foster a safe, capable, engaged and valued workforce.

Strategy 4.2 (Engagement) - Improve project and program decision making and problem solving through early and multidisciplinary engagement of affected agency programs.

Strategy 4.3 (Critical Skills) - Define and identify agency-wide mission critical skills and develop a plan to retain employees with those skills in the agency.

Strategy 4.4 (Leadership) - Increase leadership training opportunities by partnering with established leadership programs.

Strategy 4.5 (AEA: Workforce Development) - Align the needs and priorities of the organization with those of our workforce to ensure we can meet our legislative, regulatory, service and production requirements and organizational objectives.

Strategy 4.6 (AEA: Inclusion) - Demonstrate an increased commitment to diversity and inclusion in WSDOT's planning, operations and services, both internally and externally.



Goal 5 COMMUNITY ENGAGEMENT

Strengthen partnerships to increase credibility, drive priorities and inform decision making

Priority Outcome 5.1 Increase consent on decisions made by WSDOT, communities, stakeholders and the Legislature based on a shared understanding of needs and opportunities.

Priority Outcome 5.2 Improve the understanding of transportation expenditures and investments and respective benefits (outcomes).

Priority Outcome 5.3 Improve public access to information and decision making so that WSDOT is recognized as the most credible source for information.

Strategy 5.1 (External Consultations) - Develop and institutionalize an early and ongoing consultation process with external stakeholders for WSDOT activities, including project selection and modal integration considerations.

Strategy 5.2 (Planning Partners) - Consistently engage with Metropolitan Planning Organizations (MPOs), Regional Transportation Planning Organizations (RTPOs), tribes, other regional entities and other stakeholders during their planning processes (project development plans, long range plans, funding plans, etc.) during the next plan update cycle (2014-2016), or when initiated by MPOs, RTPOs, tribes, etc.

Strategy 5.3 (Project Partnerships) - Build community relationships to reduce project costs through local partnerships and taking opportunities to combine projects with different funding sources.



Goal 6 SMART TECHNOLOGY

Improve information system efficiency to users and enhance service delivery by expanding the use of technology

Priority Outcome 6.1 Improve organizational effectiveness to expand the timely evaluation, adoption, application and deployment of new technologies used to manage demand and/or enhance system operations to improve system performance.

Priority Outcome 6.2 Improve organizational effectiveness to expand the timely evaluation, adoption, application and deployment of innovative technologies associated with internal enterprise systems.

Priority Outcome 6.3 Enhance traveler information exchange with the public by improving seamless integration and usability between transportation facilities, modes and services.

Strategy 6.1 (Innovative Technology) - Assess innovative technologies to identify tools to support operational and demand management strategies.

Strategy 6.2 (Technology Governance) - Improve the agency's enterprise technology capabilities supporting Practical Solutions, Inclusion, and Workforce Development through the effective use of agency resources, creating awareness of what enterprise technologies are available and identifying the agency's technology needs.

Strategy 6.3 (Traveler Information) - Identify how changes in technology can improve the use of the transportation system and increase the use of multimodal alternatives.

RCW 47.04.280**Transportation system policy goals.**

(1) It is the intent of the legislature to establish policy goals for the planning, operation, performance of, and investment in, the state's transportation system. The policy goals established under this section are deemed consistent with the benchmark categories adopted by the state's blue ribbon commission on transportation on November 30, 2000. Public investments in transportation should support achievement of these policy goals:

(a) Economic vitality: To promote and develop transportation systems that stimulate, support, and enhance the movement of people and goods to ensure a prosperous economy;

(b) Preservation: To maintain, preserve, and extend the life and utility of prior investments in transportation systems and services;

(c) Safety: To provide for and improve the safety and security of transportation customers and the transportation system;

(d) Mobility: To improve the predictable movement of goods and people throughout Washington state, including congestion relief and improved freight mobility;

(e) Environment: To enhance Washington's quality of life through transportation investments that promote energy conservation, enhance healthy communities, and protect the environment; and

(f) Stewardship: To continuously improve the quality, effectiveness, and efficiency of the transportation system.

(2) The powers, duties, and functions of state transportation agencies must be performed in a manner consistent with the policy goals set forth in subsection (1) of this section.

(3) These policy goals are intended to be the basis for establishing detailed and measurable objectives and related performance measures.

(4) It is the intent of the legislature that the office of financial management, in consultation with the transportation commission, establish objectives and performance measures for the department and other state agencies with transportation-related responsibilities to ensure transportation system performance at local, regional, and state government levels progresses toward the attainment of the policy goals set forth in subsection (1) of this section. The office of financial management shall submit objectives and performance measures to the legislature for its review and shall provide copies of the same to the commission during each regular session of the legislature during an even-numbered year thereafter.

(5) A local or regional agency engaging in transportation planning may voluntarily establish objectives and performance measures to demonstrate progress toward the attainment of the policy goals set forth in subsection (1) of this section or any other transportation policy goals established by the local or regional agency. A local or regional agency engaging in transportation planning is encouraged to provide local and regional objectives and performance measures to be included with the objectives and performance measures submitted to the legislature pursuant to subsection (4) of this section.

(6) This section does not create a private right of action.

[**2016 c 35 § 3**. Prior: **2015 3rd sp.s. c 16 § 1**; **2015 3rd sp.s. c 1 § 304**; **2013 c 199 § 1**; **2010 c 74 § 1**; **2007 c 516 § 3**; **2002 c 5 § 101**. Formerly RCW **47.01.012**.]

NOTES:

Effective date—2015 3rd sp.s. c 16: "This act is necessary for the immediate preservation of the public peace, health, or safety, or support of the state government and its existing public institutions, and takes effect immediately [July 6, 2015]." [**2015 3rd sp.s. c 16 § 2**.]

Findings—Intent—2007 c 516: See note following RCW **47.01.011**.

Effective date—2002 c 5 § 101: "Section 101 of this act takes effect July 1, 2002." [**2002 c 5 § 102.**]

Captions not law—2002 c 5: "Captions and part headings used in this act are not part of the law." [**2002 c 5 § 419.**]

Severability—2002 c 5: "If any provision of this act or its application to any person or circumstance is held invalid, the remainder of the act or the application of the provision to other persons or circumstances is not affected." [**2002 c 5 § 420.**]

The Gray Notebook

WSDOT's quarterly performance report on transportation systems, programs, and strategic priorities

Quarter ending March 31, 2017 • Published May 2017

Roger Millar, Secretary of Transportation, PE, AICP

Tomorrow's leaders

WSDOT developing its workforce
to meet the future needs of the state

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Keep on truckin'

WSDOT systems help commercial vehicles
get from point A to point B with fewer stops

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In the know

WSDOT uses social media to
provide travelers the information
they need before hitting the road

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Performance Highlights reported for the quarter ending March 31, 2017



16 SITES
that included
99 ACRES
added to WSDOT's
WETLAND & STREAMS
inventory in 2016

24 million
visits to WSDOT's statewide network of **safety rest areas** in 2016, a 3% increase from 23.1 million in 2015

\$23.3 million
in economic benefits provided through WSDOT's **Incident Response** program during the quarter

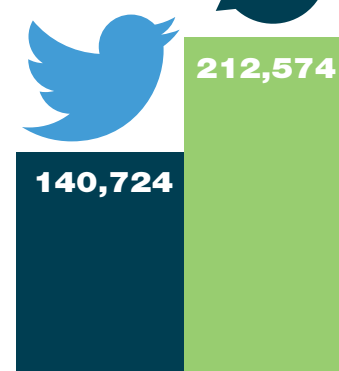
\$12.8 million
in operating costs were avoided by trucks using WSDOT's **Commercial Vehicle Information Systems and Networks** in 2016

44%
of WSDOT's **workforce** has the possibility of retiring by 2021, while 20% is considered probable to retire

THE NUMBER OF PEOPLE FOLLOWING THE "@WSDOT" TWITTER ACCOUNT INCREASED 51%

91
miles of **noise walls** have been constructed since 1963 by WSDOT

106
pedestrian and bicyclist fatalities in 2016, an increase of six compared to 2015



9.5%
decrease in **gasoline prices** from 2015 to 2016, showing a decline for the fourth consecutive year

On the cover: Commercial trucks make the grade near the Interstate 82 Manastash Ridge viewpoint near Ellensburg in Kittitas County.

How Results WSDOT is making a difference

When the Legislature approved the \$16 billion Connecting Washington transportation package in 2015, WSDOT was delivering the last of the 2003 Nickel and 2005 Transportation Partnership Account funded transportation projects. The shift within the agency from gearing down from this work to now delivering the largest transportation investment in WSDOT history has created new opportunities and challenges.

To respond to these challenges, the agency is focusing on three areas of its strategic plan to deliver effective, strategic investments in the state's transportation system. These Agency Emphasis Areas (AEAs) create an ethic for how WSDOT is delivering Connecting Washington:

Workforce development - WSDOT aspires to maintain highly competent and motivated employees who continue to grow through appropriate training and developmental opportunities, with fair and equitable compensation.



Inclusion - WSDOT wants a workforce that looks like the diverse communities the agency serves. All businesses desiring to work with WSDOT will have fair and equal access to contracting opportunities. In order to be accountable to all citizens of Washington, WSDOT strives to be sensitive to the cultures of the many diverse communities the agency serves.



Practical solutions is WSDOT's approach to achieving its mission—how the agency plans, designs, builds, operates and maintains the state's transportation system. WSDOT's goal is to identify and solve problems, not just apply standards. This approach uses performance-based, data-driven decision making and early community involvement to guide the development and delivery of transportation investment strategies. Practical solutions strategies include safety, state of good repair, system management, demand management and capacity expansion investments.

These AEAs are strategies in Results WSDOT, the agency's strategic plan, which has six goals: Strategic Investments, Modal Integration, Environmental Stewardship,

Organizational Strength, Community Engagement and Smart Technology. They also support WSDOT's six legislatively-established policy goals.

Workforce development efforts help attract and keep qualified workers

While WSDOT delivers the 16-year Connecting Washington program, the agency is experiencing increasing attrition in mid-career and late-career engineering staff. Within the next five years, WSDOT projects it could lose up to 44% of its engineering staff through retirement or attrition.

A recent study found that WSDOT's engineers lag up to 33% behind both public and private sector employers in compensation, health care, leave and employee pension benefits. This negatively affects the agency's ability to hire and keep experienced, qualified engineers.

The Governor's budget supports WSDOT's retention efforts and included \$300,000 for resources specifically for workforce and leadership development training to successfully meet Connecting Washington delivery needs. Salary adjustments were funded at a level that begins to address the market disparity that exists for a number of engineering, technical, and maintenance positions.

Recruitment efforts include targeted outreach to minorities and military; expanded apprenticeship and internship programs; a reentry program for hiring ex-offenders; and, a retire/rehire option that would allow retired employees to work reduced hours.

Inclusion demonstrates WSDOT's commitment to diverse communities

WSDOT's values reflect an increased commitment to diversity and inclusion in planning, operations and services, both internally and externally. Results WSDOT goals reflect a renewed commitment to the diverse communities of Washington.

These commitments focus the agency's workforce, equal access and opportunity, and public accountability. WSDOT's inclusion efforts are designed to increase the agency's cultural awareness and collaboration with Washington's communities. Work focuses on implementing business practices that result in a more diverse workforce and increased outreach and inclusion

Results WSDOT strategic plan sets agency direction

strategies to historically under-served communities. Activities include conducting cultural competency and diversity training for WSDOT staff; emphasizing environmental justice through community engagement; strengthening our Disadvantaged Business Enterprise program to ensure equal access and opportunity; and increasing outreach in workforce recruitment to reflect the diversity of the communities WSDOT serves.

Practical Solutions helps deliver Connecting Washington







Practical Solutions is a performance-based approach to transportation decision making. This data-driven approach uses tools and performance measures to seek lower-cost approaches in operating highways, ferries, transit and rail to reduce travel demand; to reduce project costs; and to reduce the need for

building costly new infrastructure expansion. Community engagement is key in developing solutions.

Practical Solutions also represents a cultural shift among WSDOT employees, moving from a standards-based approach to a performance-based approach to solving transportation problems. The Legislature directed WSDOT to apply Practical Solutions to the projects funded through the Connecting Washington package.

Gray Notebook articles linked to strategic plan, emphasis areas

WSDOT's strategic plan goals are defined in the table below. Articles in this issue, indicated by a box with a goal logo, show how the plan's goals and AEAs are being implemented. For a copy of Results WSDOT, go to bit.ly/ResultsWSDOTStrategicPlan.

Results WSDOT sets agency direction 2014 through 2017 Strategic Plan	Recent Gray Notebook articles linked to goals and Agency Emphasis Areas (AEA)
 <p>Goal 1: STRATEGIC INVESTMENTS Effectively manage system assets and multimodal investments on corridors to enhance economic vitality</p>	<ul style="list-style-type: none"> -Aviation: GNB 63, pp. 16-19 -Bridges: GNB 62, pp. 14-22 -Capital facilities: GNB 63, p. 13-15 -Ferries preservation: GNB 62, pp. 23-28 -Highway maintenance: GNB 64, pp. 21-22 (AEA^{1,2}) -Multimodal assets: GNB 65, pp. 7-8 -Pavement conditions: GNB 64, pp. 13-20 (AEA²)
 <p>Goal 2: MODAL INTEGRATION Optimize existing system capacity through better interconnectivity of all transportation modes</p>	<ul style="list-style-type: none"> -Ferries: GNB 65, pp. 21-22 -Freight: GNB 64, pp. 32-34 -Highway system safety: GNB 62, pp. 10-13 -Pedestrian and bicyclist safety: GNB 65, pp. 11-15 (AEA^{2,3}) -Public transit: GNB 63, pp. 11-12 -Rail: Amtrak Cascades: GNB 65, pp. 23-24 -Trip reduction: GNB 60, pp. 22-24
 <p>Goal 3: ENVIRONMENTAL STEWARDSHIP Promote sustainable practices to reduce greenhouse gas emissions and protect natural habitat and water quality</p>	<ul style="list-style-type: none"> -Air quality: GNB 61, pp. 21-23 -Environmental compliance: GNB 64, pp. 30-31 -Fish passage barriers: GNB 62, pp. 35-36 -General permitting: GNB 62, p. 38 -Noise quality: GNB 65, p. 28 -Water quality: GNB 63, pp. 28-30 -Wetlands protection: GNB 65, pp. 25-27
 <p>Goal 4: ORGANIZATIONAL STRENGTH Support a culture of multi-disciplinary teams, innovation and people development through training, continuous improvement and Lean efforts</p>	<ul style="list-style-type: none"> -Lean: GNB 64, p. 40 (AEA¹) -Worker safety and health: GNB 64, p. 12 (AEA¹) -Workforce development: GNB 65, pp. 31-32 (AEA^{1,3})
 <p>Goal 5: COMMUNITY ENGAGEMENT Strengthen partnerships to increase credibility, drive priorities and inform decision making</p>	<ul style="list-style-type: none"> -Disadvantaged Business Enterprise: GNB 64, p. 38-39 (AEA³) -Incident Response GNB 65, pp. 18-19 (AEA²) -Local programs: GNB 62, p. 37
 <p>Goal 6: SMART TECHNOLOGY Improve information system efficiency to users and enhance service delivery by expanding the use of technology</p>	<ul style="list-style-type: none"> -Commercial Vehicle Information Systems and Networks: GNB 65, pp. 28 -Tolling: GNB 64, p. 35-37 -Travel information: GNB 65, pp. 17 (AEA³)

Data source: WSDOT Office of Strategic Assessment and Performance Analysis.
Notes: 1 = Workforce Development. 2 = Practical Solutions. 3 = Inclusion.

Results Washington, the state's performance management system, outlines Gov. Jay Inslee's priorities. This strategic framework sets the state's vision and mission, as well as the foundational expectation that state agencies will achieve goals collaboratively. Results Washington has five goals: World Class Education; Prosperous Economy; Sustainable Energy and a Clean Environment; Healthy and Safe Communities; and Efficient, Effective and Accountable Government. For more information, visit <http://www.results.wa.gov/>.

Results Washington measures by goal ¹	Previous period	Current period	On target ²	Current trend	Desired trend
Annual measures for which WSDOT is the lead agency					
Goal 2: Prosperous Economy					
Maintain the percent of Washington infrastructure assets in satisfactory condition at 2013 baseline levels through 2020 (2013 & 2014)	86% ³	85%	No	↓	↑
Control the percent of National Highway System bridges, state- and locally-owned, in poor condition from increasing over 10% by 2020 (Fiscal years 2015 & 2016)	8.8%	9.3%	Yes	↑	↓
Control the percent of National Highway System pavement, state- and locally-owned, in poor condition from increasing over 10% by 2020 (2014 & 2015)	6%	7%	Yes	↑	↓
Control the percent of ferry terminal systems that are past due for replacement from increasing over 6% by 2020 (Fiscal years 2015 & 2016)	3.7%	5.4% ³	Yes	↑	↓
Control the percent of ferry vessel systems that are past due for replacement from increasing over 10% by 2020 (Fiscal years 2015 & 2016)	8.3%	10.9%	No	↑	↓
Maintain percentage of transit fleet that exceeds the Federal Transit Administration's minimum useful life at 25% or below through 2020 (2014 & 2015)	37.3% ⁵	34.6% ⁵	No	↓	↓
Increase the percentage of Washingtonians using alternative transportation commute methods to 29% by 2020 (2014 & 2015)	27.6%	27.6%	No	↔	↑
Ensure travel and freight reliability on strategic corridors does not deteriorate more than 5% through 2020 ⁴ (2014 & 2015)	6.6%	8.1%	No	↑	↓
Operate strategic corridors at 90% efficiency or higher through 2020 (2014 & 2015)	94.6%	93.4%	Yes	↓	↑
Reduce the number of pedestrian and bicyclist fatalities on public roadways from 84 in 2012 to zero in 2030 (2015 & 2016)	100	106	No	↑	↓
Annual measures for which WSDOT is not the lead agency, but has an interest include:					
Goal 2: Prosperous Economy					
Increase state agency and educational institution utilization of state-certified small businesses in public works and other contracting and procurement by 2017 to: Minority-owned businesses, 10%; Women-owned businesses, 6%; Veteran-owned businesses, 5% (FY2016)	Minority-owned: 1.65% Women-owned: 1.23% Veteran-owned: 0.26%		No	N/A	↑
Goal 3: Sustainable Energy and a Clean Environment					
Reduce transportation related greenhouse gas emissions from 44.9 million metric tons/year (projected 2020) to 37.5 million metric tons/year (1990) by 2020 (2012 & 2013)	42.4	40.4 ³	Yes	↓	↓
Reduce the average emissions of greenhouse gases for each vehicle mile traveled in Washington by 25% from 1.15 pounds in 2010 to 0.85 pounds by 2020 (2012 & 2013)	1.11 ³	1.11	No	↔	↓
Increase the average miles traveled per gallon of fuel for Washington's overall passenger and light duty truck fleet (private and public) from 19.2 mpg in 2010 to 23 mpg in 2020 (2014 & 2015)	20.6	21.0	No	↑	↑
Increase the number of plug-in electric vehicles registered in Washington from approximately 8,000 in 2013 to 50,000 by 2020 (2014 & 2015)	12,351	16,529	No	↑	↑
Increase miles of stream habitat opened from 350 to 450 (per year) by 2016 (2014 & 2015) ⁶	599 ³	365	No	↓	↑
Increase number of fish passage barriers corrected per year from 375 to 500 by 2016 (2014 & 2015) ⁶	424 ³	479	No	↑	↑
Goal 4: Healthy and Safe Communities					
Decrease number of traffic-related fatalities on all roads from 454 in 2011 to zero in 2030 (2014 & 2015)	551 ³	537	No	↓	↓

Data sources: WSDOT Office of Strategic Assessment and Performance Analysis and Results Washington's Open Performance Program.

Notes: **1** In addition to the measures listed in the table, WSDOT contributes performance information that is combined and reported with data from all state agencies in Goal 5: Efficient, Effective and Accountable Government. **2** A measure is "on target" if it is currently meeting its goal or if it is on a path to meet its goal by the target date. Some measures may be trending in the desired direction but not on target. **3** Data has been corrected from previous *Gray Notebook* editions. **4** This is based upon a three year rolling average of the reliability index. **5** Values differ from previous editions. To better align with the FTA, WSDOT has updated its method for calculating useful life; it is now based on age or mileage instead of just age. **6** Includes work completed by all state agencies.

Statewide policy goal/ WSDOT performance measure	Previous period	Current period	Goal	Goal met	Five-year trend (unless noted)	Desired trend
Safety						
Rate of traffic fatalities per 100 million vehicle miles traveled statewide <small>(Annual measure: calendar years 2014 & 2015)</small>	0.80	0.95 ¹	<1.00	✓		↓
Rate of recordable incidents for every 100 full-time WSDOT workers <small>(Annual measure: calendar years 2015 & 2016)</small>	4.3	4.6	<5.0	✓		↓
Preservation						
Percentage of state highway pavement in fair or better condition by vehicle miles traveled <small>(Annual measure: calendar years 2014 & 2015)</small>	93.3%	93.0%	≥ 90.0%	✓		↑
Percentage of state bridges in fair or better condition by bridge deck area <small>(Annual measure: fiscal years 2015 & 2016)</small>	92.1%	91.2%	≥ 90.0%	✓		↑
Mobility (Congestion Relief)						
Highways: Annual (weekday) vehicle hours of delay statewide relative to maximum throughput speeds ² <small>(Annual measure: calendar years 2014 & 2015)</small>	32.3 million	N/A	N/A	N/A	 <small>(Four-year trend)</small>	↓
Highways: Average incident clearance times for all Incident Response program responses <small>(Calendar quarterly measure: Q4 2016 & Q1 2017)</small>	12.6 minutes	12.0 minutes	N/A	N/A	 <small>(Five-quarter trend)</small>	↓
Ferries: Percentage of trips departing on time ³ <small>(Fiscal quarterly measure: year to year Q3 FY2016 & Q3 FY2017)</small>	96.3%	96.2%	≥ 95%	✓		↑
Rail: Amtrak Cascades on-time performance ⁴ <small>(Annual measure: fiscal years 2015 & 2016)</small>	72.1%	74.8%	≥ 80%	—		↑
Environment						
Number of WSDOT stormwater management facilities constructed <small>(Annual measure: fiscal years 2015 & 2016)</small>	130	151	N/A	N/A		Not applicable
Cumulative number of WSDOT fish passage improvement projects constructed <small>(Annual measure: calendar years 2014 & 2015)</small>	291	301	N/A	N/A		↑
Stewardship						
Cumulative number of Nickel and TPA projects completed ⁵ and percentage on time ⁶ <small>(Calendar quarterly measure: Q4 2016 & Q1 2017, trendline for percentage on time)</small>	377/ 87%	377/ 87%	≥ 90% on time	—	 <small>(Five-quarter trend)</small>	↑
Cumulative number of Nickel and TPA projects completed ⁵ and percentage on budget ⁶ <small>(Calendar quarterly measure: Q4 2016 & Q1 2017, trendline for percentage on budget)</small>	377/ 91%	377/ 91%	≥ 90% on budget	✓	 <small>(Five-quarter trend)</small>	↑
Variance of total project costs ⁵ compared to budget expectations ⁶ <small>(Calendar quarterly measure: Q4 2016 & Q1 2017)</small>	Under budget by 2.2%	Under budget by 2.2%	On or under budget	✓	 <small>(Five-quarter trend)</small>	Not applicable

Data source: WSDOT Office of Strategic Assessment and Performance Analysis.

Notes: See [p. 43](#) for more information on statewide goals. N/A = not available; goal has not been set. Dash (—) = goal was not met in the reporting period. **1** Traffic fatality data for 2015 was finalized January 1, 2017. **2** Compares the average travel time to the travel time associated with “maximum throughput,” the speed which allows the greatest number of motor vehicles to pass by a location on the highway in a given amount of time (70-85% of the posted speed limits). **3** WSDOT Ferries’ on-time departures include any trip recorded by automated tracking as leaving the terminal within 10 minutes of scheduled time. **4** Amtrak Cascades’ on-time performance includes any trip arriving within 10-15 minutes, depending on the route, of scheduled arrival time. **5** Construction projects only. **6** Budget and schedule expectations are defined in the last approved State Transportation Budget. See [p. 33](#) for more information.

Multimodal Asset Performance Dashboard

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WSDOT performance measure	Previous period	Current period	Goal	Goal met	Five-year trend (unless noted)	Desired trend
Highway Assets						
Bridges 53.5 million square feet of bridge deck						
Percentage of WSDOT-owned bridges in fair or better condition by bridge deck area <small>(Fiscal years 2015 & 2016, GNB 62, p. 14)</small>	92.1%	91.2%	≥90.0%	✓		↑
Number of WSDOT-owned bridges load restricted or load posted <small>(Fiscal years 2015 & 2016, GNB 62, p. 18)</small>	120	126	*	N/A		↓
Current WSDOT-owned steel bridge painting backlog in millions of dollars <small>(Fiscal years 2015 & 2016, GNB 62, p. 20)</small>	\$394.0	\$414.5	*	N/A		↓
Projected 10-year WSDOT owned steel bridge painting backlog in millions of dollars <small>(Fiscal years 2015-2025 & 2016-2026, GNB 62, p. 20)</small>	\$684.0	\$706.6	*	N/A		↓
Current WSDOT-owned bridge deck area due or past due for replacement in millions of dollars <small>(Fiscal years 2015 & 2016, GNB 62, p. 19)</small>	\$70.8	\$115.6	*	N/A		↓
Projected 10-year WSDOT owned bridge deck area due or past due for replacement in millions of dollars <small>(Fiscal years 2015-2025 & 2016-2026, GNB 62, p. 19)</small>	\$71.5	\$726.5 ¹	*	N/A		↓
Structurally deficient local and WSDOT-owned NHS bridges; percentage of deck area <small>(MAP-21 criteria, see p. 10) <small>(Fiscal years 2015 & 2016, GNB 62, p. 15)</small></small>	8.8%	9.3%	≤10.0%	✓		↓
Pavement 18,679 lane miles of pavement						
Percentage of WSDOT-owned pavement ² in fair or better condition; <small>(Calendar years 2014 & 2015, GNB 64, p. 15)</small>	93.3%	93.0%	≥90.0%	✓		↑
Highway Pavement Asset Sustainability Ratio; long term service replenishment rate ³ <small>(Calendar years 2014 & 2015, GNB 64, p. 14)</small>	0.53	0.57	≥0.90	—		↑
Highway Pavement Deferred Preservation Liability (backlog) in millions of dollars <small>(Calendar years 2014 & 2015, GNB 64, p. 16)</small>	\$351	\$403	\$0	—		↓
Highway Pavement Remaining Service Life as percentage of total useful life <small>(Calendar years 2014 & 2015, GNB 64, p. 16)</small>	46.9%	47.1%	45%-55%	✓		↑
Percentage of lane miles of interstate pavement in poor condition (MAP-21 criteria, see p. 10) <small>(Calendar years 2014 & 2015)</small>	3.9%	4.0%	≤5.0%	✓		↓
Safety Rest Areas 47 safety rest areas						
Safety rest area score ⁴ through the Maintenance Accountability Process <small>(Calendar years 2015 & 2016, p. 16)</small>	B	B	B	✓		↑
Total visitors at safety rest areas in millions of visitors <small>(Calendar years 2015 & 2016, p. 16)</small>	23.1	24.0	*	N/A		N/A
Highway Maintenance						
Percentage of funded maintenance condition targets achieved ⁵ <small>(Calendar years 2015 & 2016, GNB 64, p. 21)</small>	85%	93%	100%	—		↑

Continued on [p. 8](#)

Multimodal Asset Performance Dashboard (continued)

WSDOT performance measure	Previous period	Current period	Goal	Goal met	Five-year trend (unless noted)	Desired trend
Ferry Assets						
Vessels and Terminals 22 vessels, operating out of 20 terminals						
Ferry vessel systems past due for replacement ⁶ <small>(Fiscal years 2015 & 2016, GNB 62, p. 24)</small>	8.3%	10.9%	≤10.0%	—	 <small>(Three-year trend)</small>	↓
Ferry terminal systems past due for replacement ⁷ <small>(Fiscal years 2014 & 2015, GNB 62, p. 24)</small>	3.7%	5.3%	≤6.0%	✓	 <small>(Three-year trend)</small>	↓
Ferry vessel preservation needs as percentage backlog of total vessel value <small>(Fiscal years 2015 & 2016, GNB 62, p. 24)</small>	26.1%	30.6%	*	N/A	 <small>(Three-year trend)</small>	↓
Ferry terminal preservation needs as percentage backlog of total terminal assets <small>(Calendar years 2014 & 2015, GNB 62, p. 26)</small>	11.3%	12.8%	*	N/A	 <small>(Three-year trend)</small>	↓
Multimodal Assets						
Aviation 16 airports managed, nine owned, 137 public use						
Airport combined (federal, state, local) grant funding ⁸ in millions of dollars <small>(Fiscal years 2016 & 2017, GNB 63, p. 16)</small>	\$40.7	\$59.7	*	N/A	 <small>(Three-year trend)</small>	↑
Percentage of airport inspections conducted by WSDOT ⁹ <small>(Calendar years 2015 & 2016, GNB 63, p. 17)</small>	76%	100%	100%	✓	 <small>(Three-year trend)</small>	↑
Other Assets						
Facilities 3.59 million square feet						
Facilities ⁹ Preventive Maintenance Plan completion rate ¹⁰ <small>(Biennial measure: 2013-2015 & 2015-2017, GNB 59, p. 8)¹¹</small>	74% ¹²	88% ¹²	71%	✓	 <small>(Two-biennium trend)</small>	↑
Percentage of primary buildings ⁹ in fair or better condition <small>(Biennial measure: 2013-2015 & 2015-2017, GNB 59, p. 8)¹¹</small>	60%	58%	*	N/A	 <small>(Two-biennium trend)</small>	↑
10-year forecast of unmet needs (backlog) ¹³ in millions of dollars <small>(Biennial measure: 2013-2015 & 2015-2017, GNB 59, p. 9)¹¹</small>	\$473.0	\$475.5	*	N/A	 <small>(Two-biennium trend)</small>	↓

Data source: WSDOT Office of Strategic Assessment and Performance Analysis.

Notes: N/A = not available or not applicable. Asterisk (*) = goal has not been set. Dash (—) = goal was not met in the reporting period. **1** The significant increase in projected liabilities is due to the deterioration of physical assets and changes in accounting. Since 2009, many concrete overlays could not be adequately maintained as a result of budget constraints and are now coming due for rehabilitation. A change in accounting for projected asset deterioration to more accurately capture future needs was also implemented in FY2016. **2** Data includes only conditions for asphalt and concrete pavement; budget constraints prohibited data collection for chip seal pavement. Condition data is weighted by vehicle miles traveled. **3** Years of service life replenished through rehabilitation divided by service life consumed on an annual basis (long-term measure). **4** Safety rest areas are assigned a score according to the Maintenance Accountability Process on a level of service (LOS) scale, A through F. **5** Maintenance activities are assigned asset condition targets based upon an A through F level of service scale and funding levels; actual conditions are compared to funded asset condition levels on the LOS scale. See [GNB 32, p. 19](#) for additional information on LOS standards. **6** WSDOT Ferries use a risk assessment matrix, which combines the probability of system component failure with information on the failure's impact on ferry operations to gauge when ferry systems are past due for replacement; systems in condition rating 3 are past due for replacement. **7** WSDOT Ferries use an economic-based model for assessing terminal needs; the model has been updated each subsequent year to improve accuracy and is not directly comparable to previous data. **8** Asset condition data is not currently available for the WSDOT aviation programs; grant funding and inspections for the Airport Master Record are being used as stand-in measurements until data is available. The airport grant funding measurement applies to all public-use airports. The Airport Master Record inspection measurement only applies to public-use non-primary commercial airports. **9** Data is unavailable prior to 2012. **10** The Preventive Maintenance Plan is developed biennially and ranks maintenance activities based upon a criticality assessment scale. Funding is insufficient to complete all activities; completion rate is measured only for funded work categories. **11** Calibration of a newly deployed facility condition and maintenance tracking software made data unavailable at the time of the *Gray Notebook* 64 publication. **12** Reporting of the Facilities Preventive Maintenance Plan Completion Rate was changed from annually in *Gray Notebook* 63 to biennially in *Gray Notebook* 64. **13** Measured as backlog of unmet needs over the next 10 years as identified by the capital facilities strategic plan.

Multimodal Safety Performance Dashboard

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WSDOT performance measure	Previous period	Current period	Goal	On track/ meets goal	Five-year trend (unless noted)	Desired trend
Highway						
Total number of fatalities on Washington state public roads ¹ <small>(Calendar years 2014 & 2015, GNB 62, p. 10)</small>	462	551	0 ²	—		↓
Total number of serious injuries on Washington state public roads ¹ <small>(Calendar years 2014 & 2015, GNB 62, p. 10)</small>	2006	2099	0 ²	—		↓
Number of fatalities per 100 million vehicle miles travelled on Washington state public roads ¹ <small>(Calendar years 2014-2015, GNB 62, p. 10)</small>	0.80	0.95	0 ²	—		↓
Serious injuries per 100 million vehicle miles travelled on Washington state public roads ¹ <small>(Calendar years 2014 & 2015, GNB 62, p. 10)</small>	3.46	3.52	0 ²	—		↓
Non-motorist						
Number of pedestrian and bicyclist combined fatalities and serious injuries ¹ <small>(Calendar years 2015 & 2016, p. 11)</small>	493	593	0 ²	—		↓
Ferries						
Passenger injuries per million passenger miles traveled <small>(Fiscal years 2015 & 2016, GNB 64, p. 23)</small>	0.93	0.42	<1.0	✓		↓
OSHA recordable crew injuries per 10,000 revenue service hours ³ <small>(Fiscal years 2015 & 2016, GNB 64, p. 23)</small>	6.2	5.6	<8	✓		↓
Rail						
Total number of train-related fatalities in Washington state ⁴ <small>(Calendar years 2015 & 2016, p. 23)</small>	27 ⁵	13	*	N/A		↓
Aviation						
General aviation fatalities in Washington state ⁶ <small>(Calendar years 2014 & 2015, GNB 63, p. 16)</small>	10	9	*	N/A		↓
Public Transit						
Fatalities involving Washington state public transportation <small>(Calendar years 2014 & 2015, GNB 63, p. 11)</small>	3	3	*	N/A		↓
Injuries involving Washington state public transportation <small>(Calendar years 2014 & 2015, GNB 63, p. 11)</small>	234	295	*	N/A		↓

Data source: WSDOT Office of Strategic Assessment and Performance Analysis.

Notes: N/A = not available or not applicable. Asterisk (*) = goal has not been set. Dash (—) = goal was not met or is not on track in the reporting period. **1** Fatality and serious injury data was finalized in January 2017. **2** The goal of zero fatalities and serious injuries on Washington public roadways is established under the state's Strategic Highway Safety Plan, [Target Zero](#). **3** OSHA = Occupational Safety and Health Administration. **4** Count includes all fatalities involving rail (passenger rail and freight rail) in Washington State. **5** There was a large increase in trespassing incidents on tracks in Washington state. As a result, more than 80% (22 of 27) of fatalities in 2015 were due to trespassing. **6** General aviation includes all civil aviation operations other than scheduled air services.

White House extends freeze on two final MAP-21 rules

A current freeze on federal rulemaking was extended by the White House in March for a second 60-day period, which will now expire on May 20, 2017. This prevents two new performance management rules from the Federal Highway Administration (FHWA) from taking effect, and allows federal reviewers to determine whether to implement the rules, continue the freeze, or retract the rules.

If the current freeze is lifted, a one-year period for state departments of transportation (DOTs) to establish numeric targets for the performance measures prescribed by

the two affected rules begins. Metropolitan Planning Organizations (MPOs) then have 180 additional days to report targets for their jurisdictions. State DOTs may incur federal penalties and be held accountable if significant progress toward established targets is not made.

One of the frozen rules, the “combined rule,” relates to highway system performance (i.e. congestion), freight movement, and vehicle emissions. The other relates to the condition of pavement and bridge assets. The frozen rules are the second and third regulations to prescribe performance measures and reporting standards for states as mandated by the 2012 MAP-21 Act.

MAP-21 measures by program area	Federal threshold/benchmark ¹	MAP-21 target ²	WSDOT penalty ³ (Yes/No)	Rule release date	Existing WSDOT performance measures for this program area
Combined Rule – FINAL (frozen) 23 CFR Part 490; Rule ID No. 2125-AF54					
- System Performance (Congestion)					
Percent of the Interstate System providing for reliable travel	No	TBD (To be determined)	No	Final 1/18/17 ⁴	The 2016 Corridor Capacity Report details highway travel times and congestion trends in Washington state
Percent of the non-Interstate National Highway System (NHS) providing for reliable travel	No	TBD	No	Final 1/18/17 ⁴	The 2016 Corridor Capacity Report details highway travel times and congestion trends in Washington state
Percent change in tailpipe CO ₂ emissions on the NHS compared to the calendar year 2017 level	No	TBD	No	Final 1/18/17 ⁴	Fuel sales data is reported to FHWA on a monthly basis for Washington state
- National Freight Movement Program					
Truck travel time reliability index	No	TBD	No	Final 1/18/17 ⁴	A truck travel time reliability measure was established as part of the 2014 Washington State Freight Mobility Plan
- Congestion Mitigation and Air Quality Program					
Annual hours of peak-hour excessive delay per capita	No	TBD	No	Final 1/18/17 ⁴	The 2016 Corridor Capacity Report details highway travel times and congestion trends in Washington state
Percent of non-SOV travel	No	TBD	No	Final 1/18/17 ⁴	Data is available from the United States Census Bureau’s American Community Survey
Two- and four-year total emission reductions for each applicable criteria pollutant and precursor	No	TBD	No	Final 1/18/17 ⁴	CMAQ project emissions reductions are reported to FHWA annually
National Highway Performance Program – RULE (frozen) 23 CFR Part 490; Rule ID No. 2125-AF53					
National Highway System interstate pavement in good and poor condition	% of interstate pavement lane miles in poor condition not to exceed 5%	TBD	Yes	Final 1/18/17 ⁴	See GNB 64, p. 20 for an update on MAP-21 implications for pavement. On October 24, 2016, the Asset Management Plan final rule was released. It is linked to the final rule for pavement and bridge performance measures.
National Highway System bridges classified in good and poor condition	% of SD ⁵ bridges not to exceed 10%	TBD	Yes	Final 1/18/17 ⁴	Several measures of bridge condition including good/fair/poor condition rating and structural deficiency rating; see GNB 62, p. 14 and p.22

WSDOT tracks changes in MAP-21 rules

The first rule was unaffected by the freeze and has been in effect as of April 2016. This rule established metrics to track safety performance as part of the existing Highway Safety Improvement Program. For a walkthrough of this rule, see [WSDOT's MAP-21 Safety Folio](#).

While the final rule for pavement and bridges was released largely unchanged from its draft stages, the final combined rule has several changes, such as:

System Performance

States will report the percent of person miles traveled instead of the percent of highway miles when reporting travel time reliability. FHWA removed

performance measures that calculate the percent of peak hour travel times that meet expectations. It added the annual percent change in tailpipe CO₂ emissions as a performance measure.

National Freight Movement

States will report a Truck Travel Time Reliability Index instead of the percent of interstate mileage providing for reliable truck (freight) travel times.

Congestion Mitigation and Air Quality

FHWA added a performance measure requiring states to report the percent of person-miles traveled of non-single-occupancy vehicle travel (e.g. carpools and public transit).

MAP-21 measures by program area	Federal threshold/benchmark ¹	MAP-21 target ²	WSDOT penalty ³ (Yes/No)	Rule release date	Existing WSDOT performance measures for this program area
Highway Safety Improvement Program – FINAL (effective April 2016)					
					23 CFR Part 490; Rule ID No. 2125-AF49
Number of traffic fatalities on all public roads	No	TBD	Yes	Final 3/15/16	Traffic fatalities using the NHTSA ⁶ methodology; see GNB 62, p. 10
Rate of traffic fatalities per 100 million vehicle miles traveled (VMT) on all public roads	No	TBD	Yes	Final 3/15/16	Traffic fatality rates using the NHTSA ⁶ methodology; see GNB 62, p. 13
Number of serious traffic injuries on all public roads	No	TBD	Yes	Final 3/15/16	Serious injuries using the NHTSA ⁶ methodology; see GNB 62, p. 10
Rate of serious traffic injuries per 100 million VMT on all public roads	No	TBD	Yes	Final 3/15/16	WSDOT does not currently track the data or metrics for this measure as it is stated in the final rule.
Number of combined non-motorized (bicyclist/pedestrian) traffic fatalities and serious injuries	No	TBD	Yes	Final 3/15/16	Non-motorized (bicyclist/pedestrian) fatalities and serious injuries using the NHTSA ⁶ methodology; see GNB 61, p. 10
Rate of fatalities on high-risk rural roads	No	TBD	Yes	Final 3/15/16	Traffic fatality rates on high-risk rural roads as part of Target Zero ⁷
Rate of per capita traffic fatalities for drivers and pedestrians 65 or older	No	TBD	No	Final 3/15/16	The rate of traffic fatalities for pedestrians (65 or older) is part of Washington's Target Zero ⁷ traffic safety campaign
Highway-railway crossing fatalities	No	TBD	No	Final 3/15/16	Number of fatalities at highway-railway crossings

Data source: WSDOT Office of Strategic Assessment and Performance Analysis.

Notes: **1** Minimum threshold or benchmark to be established by the U.S. Department of Transportation, Secretary of Transportation. **2** Performance targets to be set for each performance measure by WSDOT in coordination with Metropolitan Planning Organizations (MPOs) statewide. **3** Penalties apply for some measures if WSDOT or the MPO does not attain the target within a given time frame. Penalties apply only to WSDOT and include minimum allocations of federal funding toward programs to progress toward the desired target. **4** A regulatory freeze has been placed on the effective date by the new White House administration until May 20, 2017. **5** SD = structurally deficient. **6** NHTSA = National Highway Traffic Safety Administration. **7** *Target Zero* is Washington state's Strategic Highway Safety Plan, www.targetzero.com.

Notable results

- *The share of Washington traffic fatalities involving people walking and biking grew 2% from 2015 to 2016*
- *Washington saw a 19% increase in K-8 children walking and biking to school in 2016 compared to 2014*
- *There were 93 more serious injuries to bicyclists and pedestrians statewide in 2016 compared to 2015*
- *WSDOT expanded Bicyclist and Pedestrian Count Program to develop estimates of statewide biking and walking trips*

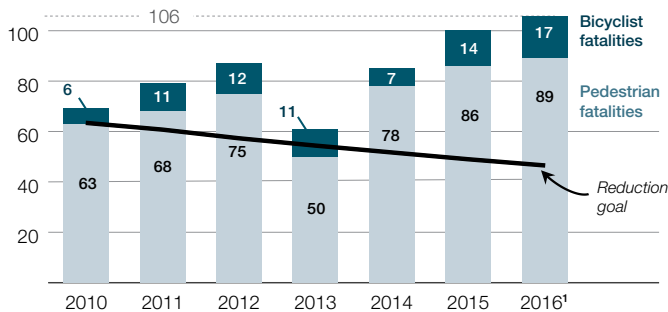
Children walking, biking to school up 19% in 2016

The number of children in grades K-8 walking and biking to school grew 19% in 2016 compared to 2014. More than 11,000 adults with children participated in the 2016 Student Travel Survey, which informs WSDOT about students' travel patterns (see box at right).

Children living in urban areas are more likely to walk to school (18.2%) than those in rural areas (11.2%). A greater percentage of Washington state children rode the school bus in 2016 (41.8%) compared to the 2014 national average (29.8%), the latest available, and a smaller percentage traveled to school via private vehicle (38.4% versus 51.5% nationwide). At schools where the percentage of children receiving free and reduced-price meals is less than the state average, fewer Washington children walk to school (14.9%) compared to other schools (17%). About 43% of children who live within one mile of school walk or bike there.

Total annual pedestrian and bicyclist fatalities climb to 106 in Washington

2010 through 2016¹; Washington state; reduction goal is 5% annually



Data source: Washington State Traffic Safety Commission - Fatality Analysis Reporting System

Notes: **1** 2016 data is preliminary; 2015 data is finalized as of January 2017.

Tracking student travel trends

WSDOT partnered with the Washington Department of Health and the Office of the Superintendent of Public Instruction to administer the Washington State Student Travel Survey. The survey collects information on how students travel to and from school. More information about the survey will be available in July 2017.

Fatalities, serious injuries increase for pedestrians, bicyclists

People walking and biking accounted for 20% of statewide traffic fatalities in 2016, up from 18% in 2015. Total annual deaths of people biking and walking on Washington state roads totaled 106 in 2016, up from 100 in the previous calendar year (six more fatalities). There has been an overall upward trend in the number of pedestrian and bicyclist fatalities, with an average of 88 fatalities per year since 2012.

The number of serious injuries involving pedestrians and bicyclists increased 19% from 393 in 2015 to 486 in 2016 (93 more injuries). Serious injury numbers and rates have varied over the years, with a slight upward trend between 2012 and 2016. Washington averaged 415 serious injuries involving bicyclists and pedestrians annually during that five-year period.

Fatalities of people walking, biking rises 2% as share of all Washington traffic fatalities in 2016

2012 through 2016; number of fatalities and percentage of total traffic fatalities on all public roads

	2012	2013	2014	2015	2016 ²
Total ¹ statewide traffic fatalities = 100%	438	436	462	551	537
Pedestrian and bicyclist fatalities	87 (20%)	61 (14%)	85 (18%)	100 (18%)	106 (20%)

Data source: Washington State Traffic Safety Commission - Fatality Analysis Reporting System.

Notes: **1** Total statewide fatalities includes all modes of travel.

2 2016 data is preliminary; 2015 data is finalized as of January 2017.

WSDOT expands Bicycle and Pedestrian Count Program

Population growth and changes in the prevalence of biking and walking are two possible causes of these trends. More data on the number of bicyclist and pedestrian trips made in Washington is needed to fully understand the underlying reasons for the increase.

Bicycle and Pedestrian Count Program now in 56 cities

WSDOT once again expanded the reach of its Bicycle and Pedestrian Count Program in 2016, adding 14 new permanent count locations in Clallam and King counties, and the cities of Issaquah, Kent, Richland, Seatac, Seattle, Tukwila, Vancouver and Woodinville.

The program now includes 25 permanent and 386 sample count sites active in 56 Washington cities. As with WSDOT's motor vehicle count data, the agency has expanded its data collection efforts in counting people walking and biking by using an approach that includes data collected both manually during short samples of time, and data from permanent automated counters.

WSDOT's Bicycle and Pedestrian Count Program expands to 25 permanent sites

Locations of permanent automated trip counters



Data source: WSDOT Active Transportation Division - Bicycle and Pedestrian Count Portal.

An interactive version of this map is available online

Since 2008, WSDOT has partnered with Cascade Bicycle Club and Feet First to organize volunteers to count people walking or biking in Washington. WSDOT hosts an open data website which provides the manual and permanent pedestrian and bicyclist volume data to the public. WSDOT uses this information to make decisions on safety and mobility improvements, and is available for download at bit.ly/BikePedCountMap.



League of American Bicyclists' Bicycle Friendly State survey due June 27

State Departments of Transportation will complete the "Bicycle Friendly State" survey this summer and later learn whether Washington can continue its streak of being ranked at the top in 2017. The League of American Bicyclists named Washington state No. 1 in its ranking for the eighth year in a row in 2015. The survey's evaluation criteria were redeveloped in 2016, and no survey was conducted.

Preliminary results using data from nine permanent count locations in Bainbridge Island, Bellevue, Lacey, Redmond, Spokane and Wenatchee indicate a 12% increase in biking and walking compared to 2015. There were 2,445 and 1,887 daily bicycle and pedestrian trips, respectively, at those sites on average in 2016. Over 1.58 million non-motorized trips were recorded there during 2016, with a split of 56% bicycle trips and 44% walking trips.

WSDOT, in partnership with local agencies across the state, will be installing additional permanent counters with the intent to have over 80 total permanent count locations established by the end of the 2017-2019 biennium (ending September 30, 2019). As the program expands, these counters allow WSDOT to monitor bicycle and pedestrian traffic on active transportation corridors throughout the state.

Knowing how many people are bicycling and walking informs planning efforts, provides insights into the use and value of facilities, and helps compare safety outcomes between modes. This data will allow WSDOT to determine estimates of bicycle miles traveled and pedestrian miles traveled to better understand changes in risk exposure rates for non-motorized transportation.

Risk to bicyclists and pedestrians of fatal crash varies by demographic

Age and other demographic factors play a role in the exposure to risk for those walking and biking. Children who walk and bike are under-represented in traffic fatalities, compared to those in other age groups. From 2012 to 2016, children aged 14 and younger represented 18% of the total state population, and were involved in 5% of pedestrian and bicyclist fatalities in Washington state.

Persons over the age of 65 are disproportionately represented in traffic fatalities of people walking and

WSDOT focusing on multimodal traffic safety

biking. From 2012 to 2016, persons aged 65 and older represented 14% of the total population and were involved in 24% of fatal non-motorist traffic incidents.

Income also correlates with the risk of a fatal crash. Locations which have poverty rates above Washington's average saw 53% of fatal injury crashes involving pedestrians and bicyclists although these areas comprise only 38% of the state's population. Fifty-six percent of such serious injury crashes also occurred in these areas.



Strategic Plan Goal 2: MODAL INTEGRATION

Multimodal Safety Strategy - Align multimodal safety policy-making across the agency.

In support of this strategy, WSDOT has been working toward expanding the pedestrian and bicyclist count program through the use of electronic counters to more accurately estimate user demand, measure investment benefits, and help prioritize and design safety projects.

WSDOT focuses on active transportation

Active transportation, any human-powered mode of transport, is essential to a transportation system that works for everyone. WSDOT reorganized its pedestrian and bicycle program into the new Active Transportation Division in March 2017. By creating the Active Transportation Division, WSDOT brings biking and walking to the table alongside other modes in agency structure and processes to achieve its vision of an integrated, multimodal transportation system for all travelers in the state.

Risk-reduction research will help guide safety improvements

WSDOT is undertaking research to develop a method to proactively reduce the potential for pedestrian crashes at different locations throughout the state roadway system. This effort will analyze pedestrian-vehicle crash data in an attempt to identify locations where a combination of factors might lead to increased exposure or higher future crash potential. The research will consider roadway, land use, traffic mix, traffic volume, socioeconomic and other data. Because crashes involving pedestrians are less common, relatively, this model would be used to compare and

prioritize locations and identify potential countermeasures, including at sites which may not yet have a crash history.

WSDOT collaborates on state's traffic safety plan, *Target Zero*

In 2016, WSDOT helped update the Washington state highway safety plan, *Target Zero* (www.targetzero.com). The goal is to decrease traffic fatalities and serious injuries of all types to zero by 2030. The plan sets priorities, lists potential strategies and monitors safety outcomes. The pedestrian and bicycle chapters emphasize the need to focus on vehicle speed, road crossings, and visibility. Recommended strategies include:

- Considering the context of the roadway and adjacent land use when designing speed limits;
- Installing features to lower traffic operating speeds, such as trees or lane configuration changes;
- Installing refuge islands, curb extensions and/or flashing beacons where pedestrian crossing enhancements are needed.

The plan points to the need to prioritize these efforts at locations where many people are walking and biking—where the risk exposure is expected to be highest. Such



a data-driven approach to traffic safety is exemplary of WSDOT's Practical Solutions Agency Emphasis Area, which focuses on using data to guide decisions.

Fatality data helps prioritize locations for safety improvements statewide

Insights from data reinforce the need to focus investment toward the strategies outlined in *Target Zero*. Over a five-year period from 2012 to 2016, 86% of fatal traffic incidents involving people walking and biking occurred at sites with a posted speed limit of at least 30 mph.

A lack of traffic control devices, such as stop signs or painted crosswalks, is another characteristic of many crash sites. During the same five years, these locations saw 83% of the fatal traffic incidents involving people walking and biking.

Such crashes occurred in urban areas 77% of the time, likely because biking and walking prevalence is higher there relative to rural areas. Fifty-four percent of incidents occurred while the person was crossing the street, and one-third occurred at designated intersections.

Legislature establishes Cooper Jones advisory council



WSDOT leverages funding sources to promote pedestrian and bicyclist safety

Active transportation facilities are part of the state highway system and eligible for most of the same funding sources as motor vehicle facilities. Eligible federal funding programs include the Highway Safety Improvement Program (HSIP) and the Surface Transportation Block Grant, among many others. A comprehensive list of federal funding available for bicycle and pedestrian programs is available at bit.ly/BikePedFunding.

In federal fiscal year 2016 (October 2015 through September 2016) approximately 18% of WSDOT's federal obligation set aside for local agencies was for projects primarily focused on safety and mobility for persons who bike and walk. During the same time period, \$13 million in state funds were invested in walking and biking improvements.

One notable example is the Beach Square Safe Routes to School project in Seattle, completed in February 2017. Funded from the HSIP, this \$248,000 project is located in a low-income neighborhood with a history of crashes involving pedestrians and bicyclists.

WSDOT spent \$6.2 million for Americans with Disabilities Act retrofits on 66 projects statewide in 2016. There are \$70 million in ADA retrofit investments planned over the next six years.

Two new councils will advise on bicyclist and pedestrian safety

The Washington state Legislature passed Senate Bill 5402 in April 2017, requiring the establishment of the Cooper Jones Bicycle Safety Advisory Council. Jones was a 13-year-old Spokane resident, who died due to a negligent driver in 1997 while participating in a race with his cycling club. The council will review and analyze data related to bicyclist fatalities and serious injuries, identify points at which the transportation system can be improved and identify patterns in bicyclist fatalities and serious injuries. The council reports to the Legislature's transportation committees on the strategies that have been deployed to improve bicyclist safety, and will recommend whether it should be continued by December 1, 2018.

Results Washington Leading Indicator

Reduce the number of pedestrian and bicyclist fatalities on public roadways from 100 in 2015 to zero by 2030

Status: Needs improvement (red)

Strategies:

- 1. Practical Solutions** - Implement multimodal planning and design that considers transportation and land use interactions and engages local partners and community members.
- 2. Education** - Work with all partners and citizens to raise awareness about pedestrian and bicyclist behavior.
- 3. Introduce the 5th E, Evaluation, to Target Zero** - Evaluation focuses on understanding the conditions and factors leading to crashes to better select appropriate countermeasures.

Immediate mitigation for at risk or off plan status:

1. WSDOT is working to expand the Safe Routes to School program
2. WSDOT created a Modal Safety Executive Committee to focus on highway safety from a multimodal perspective.

Number of pedestrian and bicyclist fatalities in 2016

Pedestrian fatalities	89
Bicyclist fatalities	17
Combined total	106

Note: 2016 data is considered preliminary.

The Washington state Legislature established the Pedestrian Safety Advisory Council in 2016 to "review and analyze data points at which the transportation system can be improved, and to identify patterns in pedestrian fatalities and serious injuries." The council, hosted by the Washington Traffic Safety Commission, includes representatives from WSDOT, law enforcement, public transit, injury prevention, cities, counties, tribes, and the King County coroner. It has reviewed data and compiled recommendations to prevent pedestrian deaths and serious injuries. Some of the focus areas council partners will be working to accomplish include:

- Expanding speed and red light enforcement by photo within and beyond school zones;
- Identifying key pedestrian crossing locations and install safety devices;
- Designing roads to reduce operating speed based on land use context;
- Collecting better exposure data (numbers of people walking and biking);
- Investing in the development and implementation of local plans that support pedestrian safety, and
- Having stakeholders who represent a cross-section of Washington's diverse population on the council and in its processes.

Contributors include Mike Bernard, Barb Chamberlain, Charlotte Claybrooke, John Milton, Ed Spilker, Matt Clark, Dan Davis and Dustin Motte

Notable results

- *Visits to safety rest areas increased statewide by 3% between 2015 and 2016, to 24 million*
- *Aging rest area systems resulted in 13 unanticipated emergent needs projects totaling more than \$730,000*

Rest area use increases in 2016 to 24 million visitors

An estimated 24 million visitors used WSDOT safety rest areas in calendar year 2016, which is about 615,000 or 3% more than the 23.1 million estimated visitors in 2015, and the highest number in the past decade.

Visitor estimates are generally based on water use. WSDOT is planning to install permanent traffic counters at rest areas to generate more accurate visitor and recreational vehicle (RV) dump station user information. WSDOT expects to add the counters as funding becomes available and anticipates the process will begin in 2018.

The 47 statewide rest areas provide safe places for travelers to take a break from driving. All rest areas provide bathroom facilities while most also have traveler information, picnic tables, pet areas, and may offer free coffee through a volunteer program.

WSDOT rest area operation costs per visitor increase slightly

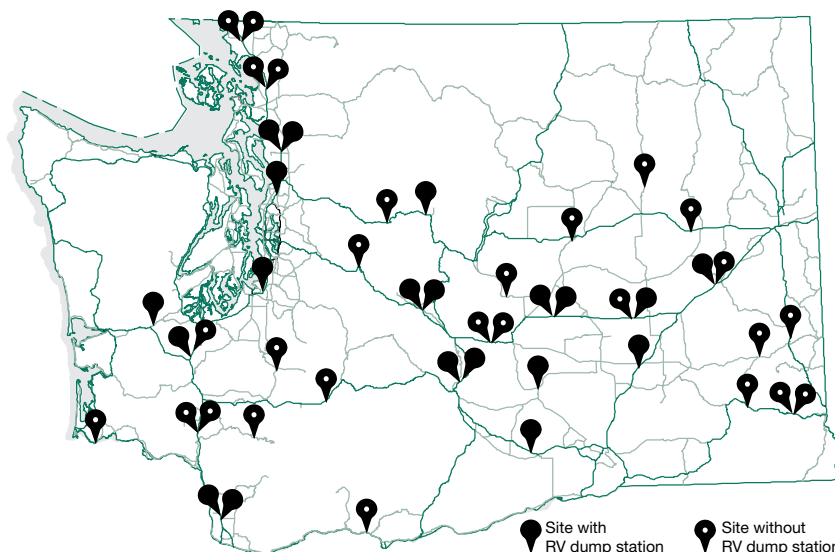
WSDOT's rest area expenditures are within 1% of the \$13.2 million 2015-2017 biennial budget. The cost per visitor using WSDOT rest areas increased slightly from the previous biennium. In the 2013-2015 biennium, the cost ranged from 10 cents to 80 cents per visitor. The 2015-2017 cost is 14 to 90 cents per visitor. Costs vary due to both the volume of visitors and the fixed costs to maintain and operate rest area facilities, regardless of use. The slight increase in cost between the bienniums is due in part to increased labor costs. WSDOT continues to track individual rest area expenditures to identify operational efficiencies. Tracking expenditures and preventive and corrective maintenance tasks provides WSDOT the information it needs to develop and analyze scenarios for operations improvements and cost savings. Tracking repair costs helps WSDOT accurately identify future system replacement needs.



This map is interactive online and is updated annually. Click anywhere on the map to explore information on visitor use levels for each safety rest area or go to <http://bit.ly/GNBrestareamap>.

WSDOT operates 47 safety rest areas in Washington state, 20 with recreational vehicle dump stations. Twenty-eight rest areas are located on the interstate highway system, each approximately 30 to 45 miles apart. This is consistent with the Federal Highway Administration's recommended spacing guidelines for safety rest areas on highways and major arterials. Another 20 rest areas are located on state routes and are particularly vital due to their more remote locations in areas with limited public services. The annual visitor use is much greater at the interstate sites, which are heavily used by commercial truck drivers.

WSDOT safety rest areas have 24 million visitors Calendar year 2016



WSDOT keeps its “B” grade for rest area maintenance

While visitor use increased, WSDOT safety rest areas again met their maintenance goal. As part of WSDOT’s Maintenance Accountability Process, staff conducts regular, random operational surveys of rest areas. Each survey examines the condition of a rest area at the time staff arrived on site. Survey items are scored and graded on an “A” through “F” scale. WSDOT rest areas continue to score a “B” grade on average. To earn a “B” grade a rest area site must appear clean, and have water and sewer systems that are operational. While the surveys indicate that the grounds and building are well cared for, some may show signs of wear, graffiti, or have minor damage.

Other factors that contribute to the grades include non-operational building utilities, fixtures, recreational vehicle dumps, and the appearance of landscaped areas, sidewalks and pavement. [Gray Notebook 60, p. 20](#) has a detailed overview of the grading scale for maintenance items.

Emergent needs projects total \$730,000 to date in current biennium

From July 1, 2015 through March 31, 2017, WSDOT executed 13 unanticipated emergent needs projects to repair or replace failed site infrastructure at a cost of more than \$730,000. These projects include repairs to failing rest area sewer systems at Elma, Maytown, and Quincy Valley, as well as repairs to failing water systems at Schrag Eastbound, Ryegrass Westbound, and Winchester Westbound. A major lagoon study is underway that will improve operation and maintenance and reduce emergent issues.

Thirty-nine of WSDOT’s 47 rest areas are 30 years old or older. This includes 31 restroom buildings that are at least 30 years old. The age of rest areas is a major contributing factor to the maintenance preservation backlog for buildings and the utilities that serve them. The highest priority is to maintain, operate and preserve building and system assets to extend their useful life and the service life of the safety rest area. As assets age, it is increasingly difficult to forecast needs for site infrastructure such as water, wastewater, and electrical



Renovations to winterize and replace components at the Silverlake rest area off Interstate 5 near Everett began in February 2017.

systems that are often underground. These deficiencies are typically detectable only upon system failure.

Silverlake rest area renovation to make it usable year round

Renovations began in February 2017 on the RV dump station at the Silverlake rest area near Everett. Renovations, expected to be complete in June 2017, include complete replacement and realignment and winterizing of the three existing dump stations to improve operations. An ongoing effort is underway to install effluent meters on the RV waste lines which are expected to more accurately assess system usage.

Twenty safety rest areas provide recreational vehicle dump station service. Recreational vehicle dump stations at safety rest areas are maintained and preserved with funds from a dedicated RV account (from RV license fees).

New condition assessment program data not yet available

The launch of a new Facility Inventory Condition Assessment Program for use in determining overall condition and preservation backlog of safety rest area facilities was reported in [Gray Notebook 61, p. 14](#). The data is not yet available and is expected to be reported in a future edition of the *Gray Notebook*.

Contributors include Alix Berg, Tim Hall, Steve Holloway, Zak Swannack, Shravan Aeneni, Dustin Motte and Yvette Wixson.

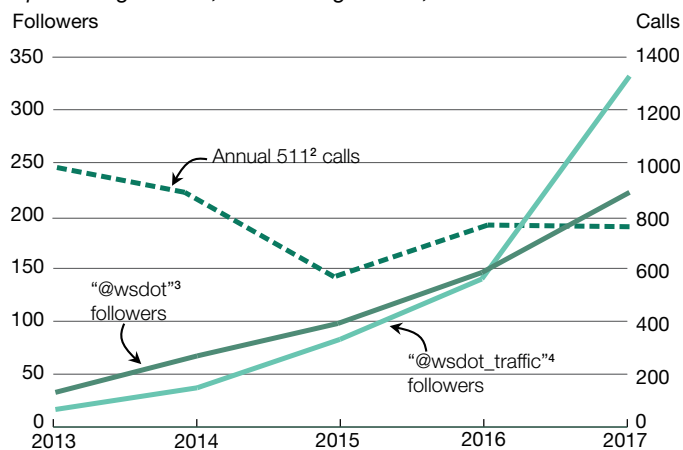
Notable results

- WSDOT's Facebook page "likes" increased 77% from 34,832 in April 2016 to 61,688 in March 2017
- The number of "@wsdot_traffic" Twitter followers increased 130% from 143,194 in April 2016 to 329,381 in March 2017

WSDOT's social media following sees growth

WSDOT's social media following continued to grow during the 2017 reporting period (April 1, 2016 through March 31, 2017). WSDOT's Facebook page "likes" increased by 77%, from 34,832 to 61,688. The most popular post from WSDOT's Facebook account was a video of the inside of the SR 99 tunnel, taken by drone, which has been viewed about 407,000 times. See the video here: <http://bit.ly/wsdotdrone>. WSDOT's two Twitter accounts gained followers during the reporting period. The number of people following the

Twitter followers increase, 511 calls decrease in past year
April through March, 2013 through 2017¹; Numbers in thousands



Data source: WSDOT Communications and Traffic Office.

Notes: **1** Reporting period is April 1 through March 31 of the following year. **2** WSDOT's travel information phone system; 10 days of data was imputed using mean historical data from the same days of the previous two years. **3** Official WSDOT Twitter account. **4** Official WSDOT traffic information Twitter account.



Strategic Plan Goal 6: SMART TECHNOLOGY

Traveler Information Strategy - Enhance traveler information exchange with the public.

In support of this strategy, WSDOT provides real-time updates about traffic, construction and weather events on Twitter to inform travelers of roadway conditions. WSDOT posted 32,976 updates on the "@wsdot_traffic" Twitter account from April 2016 through March 2017.



Social media resonates with WSDOT's Agency Emphasis Area of Inclusion as it provides information to customers from various and diverse communities. More and more people are accessing real-time travel information on-the-go from the agency's smartphone apps. During the 2017 reporting period, downloads of WSDOT's mobile apps increased by 35% from 562,759 to 760,025.

Smartphones are also becoming increasingly popular for accessing the WSDOT website; the number of people visiting the site on a mobile device increased to 63%, up from 49% in the last reporting period.

Web traffic and ad revenue decrease

WSDOT's travel information website had about 164 million page views during the 2017 reporting period, down 1.2% from approximately 166 million views last year.

The average net revenue from advertising commercial goods or services on WSDOT's travel information website was \$7,159 per month from April 2016 through March 2017. This is a 7.4% decrease in revenue from the monthly average of \$7,730 for the previous 12 months.

Increased Twitter usage lessens demand on WSDOT's 511 system

The number of calls to WSDOT's 511 travel information phone system decreased 1.1% to 774,700 calls during the 2017 reporting period, down from 783,200 calls during the previous 12 months. The drop in 511 call volume may be attributed to more people using WSDOT's Twitter feeds instead of the 511 system to get travel information. The most popular post from WSDOT's "@wsdot" Twitter account was viewed about 416,000 times during the reporting period, and the most popular post from "@wsdot_traffic" was viewed about 245,000 times.

Contributors include Jeremy Bertrand, Ida van Schalkwyk, Ron Vessey, Takahide Aso, and Dustin Motte

Notable results

- *WSDOT responded to 15,387 incidents during the quarter, providing an estimated \$23.3 million in economic benefits*
- *WSDOT cleared incidents in 12 minutes and 6 seconds on average, reducing traffic delay and the risk of secondary incidents*

Incident Response teams help at 15,387 incidents

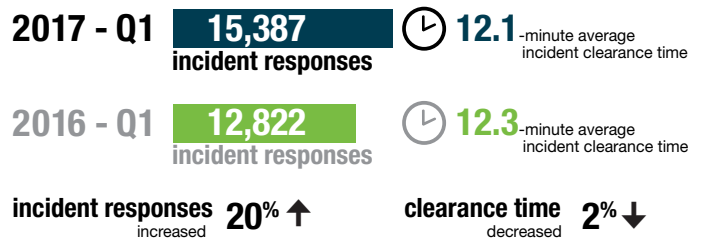
WSDOT’s Incident Response (IR) teams assisted at 15,387 incidents during the first quarter (January through March) of 2017, roughly one incident every eight minutes. WSDOT IR teams responded to 2,565 more incidents—about a 20% increase—during the first quarter of 2017 than during the same period in 2016. Data for the quarter is considered preliminary.

WSDOT IR teams cleared incidents in an average of 12 minutes and 6 seconds. This was about 15 seconds faster than the average incident clearance time for the same quarter in 2016. Of all reported incidents during the quarter, 23.1% blocked at least one lane compared to 24.0% during the same reporting period last year. There was also a 27.2% increase in incidents lasting more than 90 minutes (37 more incidents).

WSDOT focuses on safety when clearing incidents, working to reduce incident-induced delay as well as the potential for secondary incidents to occur. Secondary

The mission of WSDOT’s Incident Response program is to clear traffic incidents safely and quickly, minimizing congestion and the risk of secondary incidents. The statewide program has a biennial budget of \$12 million. This increase from \$9 million reported in *Gray Notebook* 63 is due to new funding passed by the Legislature and Governor for additional IR trucks and drivers. The IR program now has roughly 59 full-time equivalent positions and 69 dedicated vehicles. Teams are on-call 24/7 and actively patrol approximately 1,300 centerline miles (3,400 lane miles) of highway on major corridors around the state such as Interstate 5 (I-5), I-205, I-90 or State Route 167 during peak traffic hours. This covers approximately 18% of all state-owned centerline miles statewide.

WSDOT responds to 20% more incidents while average clearance times improve slightly by 2%
First quarter (January through March) 2016 and 2017



Data source: Washington Incident Tracking System.

Notes: Data above only account for incidents to which an IR unit responded. IR data reported for the current quarter (Q1 2017) are considered preliminary. In the previous quarter (Q4 2016), WSDOT responded to 15,388 incidents, clearing them in an average of 12.6 minutes.

incidents happen in the congestion resulting from a primary incident and may be caused by distracted driving, unexpected slowdowns or debris in the roadway. The IR teams help alert drivers about incidents and clear the roadway to reduce the likelihood of secondary incidents. A table summarizing the IR program’s performance and benefits for the quarter is on the next page.

WSDOT’s assistance at incident scenes provided an estimated \$23.3 million in economic benefits during the first quarter of 2017 by reducing the impacts of incidents on drivers. These benefits are provided in two ways. First, by clearing incidents quickly, WSDOT reduces the time and fuel motorists waste in incident-induced traffic delay.

About \$13.1 million of IR’s economic benefits for the quarter comes from reduced traffic delay. Second, by proactively managing traffic at incident scenes, WSDOT helps prevent secondary incidents. About \$10.1 million of IR’s economic benefit results from preventing an estimated 2,933 secondary incidents and resulting delay. This figure is based on Federal Highway Administration data, which indicates that about 20% of primary incidents on highways result in a secondary incident.

Incident Response saves motorists \$23.3 million



The Incident Response program aligns with WSDOT's Agency Emphasis Area, Practical Solutions, by improving the performance of the multimodal transportation system at the least cost. Based on WSDOT's budget for IR every \$1 spent on the program this quarter provided drivers roughly \$15.53 in economic benefit.

WSDOT teams help reduce incident-related delay

Incident-induced traffic delay on state highways cost motorists an estimated \$52.7 million in wasted time and fuel during the first quarter of 2017. This is about \$8 million more than in the same quarter of 2016. Without WSDOT's assistance, this economic impact would have been roughly \$76.0 million (\$23.3 million in prevented delay and secondary incidents plus \$52.7 million in actual delay).

For more information on how WSDOT calculates these figures and all IR performance metrics, see [WSDOT's Handbook for Corridor Capacity Evaluation 2nd edition, pp. 45-47](#).

WSDOT teams respond to 173 over-90-minute incidents

WSDOT Incident Response units provided assistance at the scene of 173 incidents that lasted more than 90 minutes during the first quarter of 2017. This is 37 more incidents (27.2%) than the same quarter in 2016. The increase was likely influenced by record below-normal temperatures and above-normal precipitation. While these over-90-minute incidents accounted for 1.1% of all incidents, they resulted



Customer feedback:

WSDOT IR teams give comment cards to drivers they help. Below are samples of the comments received from drivers WSDOT assisted during the first quarter of 2017:

- With heartfelt gratitude to Richard for rescuing in my most dangerous situation on I-405 South Freeway. Thank you for changing my flat tire. You are amazing.
- Trent showed up about 5 minutes after our flat tire on I-5 and had us on our way in less than 15 minutes!



in 19.5% of all incident-related delay costs.

Ten of the 173 over-90-minute incidents took six hours or more to clear (referred to as extraordinary incidents). The 10 extraordinary incidents took an average of eight hours and 36 minutes to clear, accounting for about 3.4% of all incident-induced delay costs for the quarter. This is seven more extraordinary incidents than the same quarter in 2016.

The average clearance time for all over-90-minute incidents was about two hours and 58 minutes. This is about seven minutes longer than the same quarter in 2016. Excluding the 10 extraordinary incidents, WSDOT's average clearance time for over-90-minute incidents was two hours and 37 minutes. Performance data reported in this article is from WSDOT's Washington Incident Tracking System, which tracks incidents to which a WSDOT IR team responded.

Contributors include Vince Fairhurst, Ida van Schalkwyk Takahide Aso and Dustin Motte

WSDOT's Incident Response prevents \$23.3 million in traffic delays and secondary incidents

January through March 2017; Incidents by duration; Times in minutes; Costs and benefits in millions of dollars

Incident duration	Number of incidents ¹	Percent blocking ²	Average roadway clearance time ³ (blocking only)	Average roadway clearance time ³ (all incidents)	Average incident clearance time ⁴ (all incidents)	Cost of incident-induced delay	Economic benefits from IR program ⁵
Less than 15 min.	11,940	13.3%	3.1	0.4	4.7	\$14.2	\$6.6
Between 15 and 90 min.	3,274	55.4%	16.8	9.3	30.1	\$28.2	\$12.3
Over 90 min.	173	91.2%	146.8	133.9	178.2	\$10.3	\$4.3
Total	15,387	23.1%	16.6	3.8	12.1	\$52.7	\$23.3
Percent change from first quarter 2016	↑ 20%	↓ 1%	↓ 24%	↓ 27%	↓ 2%	↑ 18%	↑ 18%

Data source: Washington Incident Tracking System.

Notes: Some numbers do not add up due to rounding. **1** Teams were unable to locate 721 of the 15,387 incidents. Because an IR team attempted to respond, these incidents are included in the total incident count, but are not factored into other performance measures. **2** An incident is considered blocking when it shuts down one or more lanes of travel. **3** Roadway clearance time is the time between the IR team's first awareness of an incident (when a call comes in or the incident is spotted by a patrolling IR unit) and when all lanes are available for traffic flow. **4** Incident clearance time is the time between an IR team's first awareness of an incident and when the last responder has left the scene. **5** Estimated economic benefits include benefits from delay reduction and prevented secondary incidents.



The online version of this article links to an interactive map with more route information; visit bit.ly/GNBferriesmap.

Notable results

- **WSDOT Ferries made 99.8% of its regularly scheduled trips during the third quarter of fiscal year 2017**
- **WSDOT Ferries on-time performance decreased from 96.3% to 96.2% between the third quarters of FY2016 and FY2017**

Four Ferries routes attain 100% reliability for quarter

WSDOT Ferries completed 99.8% (38,583 of 38,676) of its regularly scheduled trips during the third quarter of fiscal year 2017 (January 1 through March 31, 2017). This was above the annual reliability performance goal of 99% and slightly higher than the 99.7% achieved during the same quarter in fiscal year (FY) 2016. In the third quarter of FY2017, WSDOT canceled 152 trips and was able to replace 59 of them, resulting in 93 net missed trips. This was five less net missed trips compared to the same quarter in FY2016.

Four routes, Edmonds – Kingston, Fauntleroy – Vashon – Southworth, Mukilteo – Clinton, and the International Route all completed the third quarter of FY2017 with a trip reliability rate of 100.0%. The Fauntleroy – Vashon – Southworth route had the largest increase for last quarter compared to the same quarter in FY2016, improving from

99.8% to 100% in FY2017. That increase equates to 14 fewer net missed trips than the same quarter the prior year.

The Port Townsend – Coupeville route had the largest drop in reliability (1.1%) from the third quarter of FY2016 to the third quarter of FY2017, as well as the lowest reliability overall (96.1%). Weather and tides were the reasons for all cancellations on the Port Townsend – Coupeville route. Without those cancellations, the route would have performed at a 100% reliability level.

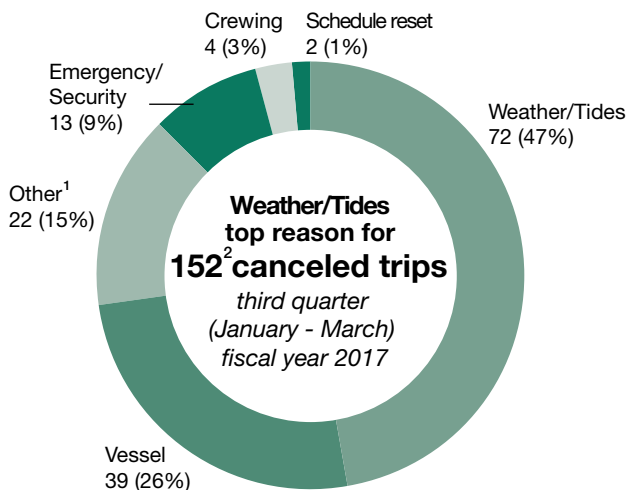
There were 152 system-wide cancellations in the third quarter of FY2017. This is the lowest number of cancellations in a quarter since the fourth quarter of FY2011 (139 cancellations). Tides and weather comprised 72 (47%), making them the largest reasons for cancellations. Vessel mechanical cancellations made up 39 (26%) and were the second most common reason.

Ferries on-time performance drops slightly, but meets goal

On-time performance for WSDOT Ferries decreased slightly in the third quarter of FY2017 to 96.2% from 96.3% in the third quarter of FY2016. The rate for the quarter meets Ferries' annual on-time performance goal of 95%.

On average in the third quarter of FY2017, 16 out of 429 daily trips did not leave the terminal within 10 minutes of the scheduled departure time, similar to the average of 20 out of 439 trips for the same quarter last year. Of the nine ferry routes, on-time performance improved on four, decreased on four, and remained unchanged on one compared to the third quarter of FY2016.

The Port Townsend – Coupeville route experienced the largest increase (0.7%) in on-time performance over the third quarter, improving from 98.7% in FY2016 to 99.4% in FY2017. Lower ridership resulted in fewer traffic related delays, leading to an improvement in on-time performance during the quarter.



Data source: WSDOT Ferries.
 Notes: Fiscal years run from July 1 through June 30. Percentages may not add to 100 due to rounding. ¹ "Other" includes issues at terminals, and events like disabled vehicles, environmental reasons or non-ferries related incidents that can impact operations. ² Ferries replaced 59 of the 152 canceled trips, for a total of 93 net missed trips.

Ferries ridership declines 2% during the third quarter

The Seattle – Bremerton route had the biggest decline in on-time performance compared to the third quarter of FY2016, decreasing from 99.2% to 97.6% in the same quarter in FY2017 due to a combination of heavy traffic, procedural issues, mechanical problems, and weather-related delays.

Ridership decreases but revenue remains steady due to fare hike

WSDOT Ferries ridership was more than 4.96 million during the third quarter of FY2017. This was approximately 100,500 (2.0%) less in total ridership than the corresponding quarter in FY2016 and about 87,000 (1.7%) lower than WSDOT projected for the quarter.

The decrease in ridership during the quarter can partially be attributed to 1) The leap year, as there were 1.1% fewer days (90 vs. 91) in the third quarter of FY2017 compared the same quarter of FY2016. 2) Multiple snow days that impeded travel for drivers and resulted in lower ridership. 3) A shift in the sailing season schedule that reduced capacity in the final two weeks of FY2017 compared to FY2016.

The Seattle-Bremerton was the only route with increased ridership (3.4%) for last quarter compared to the same quarter in FY2016. This increase is partially due to changes in

vessel assignments that increased the capacity on the route last quarter when compared to the same quarter a year ago.

Ferries farebox revenue was \$35.9 million for the third quarter of FY2017 and was within \$10,000 of the same quarter in FY2016, but was about \$230,000 (0.6%) below projections.

Revenue was affected by the drop in quarterly ridership, and represents the second time in the last four years that revenue hasn't increased compared to the same quarter of the prior year. A May 1, 2016, fare increase of 1% for passengers, and 2.5% for vehicles, helped offset the decrease in ridership.

Injuries decrease on state ferries

The rate of passenger injuries decreased from 0.79 per million riders in the third quarter of FY2016 to 0.40 in the third quarter of FY2017, representing a drop from four to two total passenger injuries. The rate of Occupational Safety and Health Administration recordable crew injuries per 10,000 revenue service hours decreased from 4.6 in the third quarter of FY2016 to 2.0 during the same period in FY2017. This represents eight fewer injuries compared to the same quarter in FY2016, and remains below Ferries' annual goal of having a rate of less than 7.6 crew injuries per 10,000 revenue service hours.

Contributors include Matt Hanbey, Kynan Patterson, Joe Irwin and Dustin Motte

Ferries' on-time performance dips, trip reliability up for the third quarter of fiscal year 2017

January through March FY2016 and FY2017; Annual on-time goal = 95%; Annual reliability goal = 99%

Route	On-time performance (second quarter)				Trip reliability (third quarter)			
	FY2016	FY2017	Status ¹	Trend	FY2016	FY2017	Status ¹	Trend
San Juan Domestic	90.7%	90.6%	-0.1%	↓	99.8%	99.8%	0.0%	↔
Anacortes/Friday Harbor – Sidney, B.C.	100.0%	100.0%	0.0%	↔	100.0%	100.0%	0.0%	↔
Edmonds – Kingston	99.3%	98.5%	-0.8%	↓	99.9%	100.0%	+0.1%	↑
Fauntleroy – Vashon – Southworth	95.0%	95.4%	+0.4%	↑	99.8%	100.0%	+0.2%	↑
Port Townsend – Coupeville	98.0%	97.7%	-0.3%	↓	97.3%	96.1%	-1.2%	↓
Mukilteo – Clinton	99.2%	99.3%	+0.1%	↑	100.0%	100.0%	0.0%	↔
Point Defiance – Tahlequah	98.7%	99.4%	+0.7%	↑	100.0%	99.9%	-0.1%	↓
Seattle – Bainbridge Island	94.9%	95.2%	+0.3%	↑	99.9%	99.9%	0.0%	↔
Seattle – Bremerton	99.2%	97.6%	-1.6%	↓	99.8%	99.8%	0.0%	↔
Total system	96.3%	96.2%	-0.1%	↓	99.7%	99.8%	+0.1%	↑

Data source: WSDOT Ferries.

Notes: FY = fiscal year (July 1 through June 30). A trip is considered delayed when a vessel leaves the terminal more than 10 minutes later than the scheduled departure time. Ferries operates 10 routes but combines the Anacortes – Friday Harbor route with the San Juan Interisland route as the San Juan Domestic for on-time performance and service reliability. Due to unique fare collection methods in the San Juan Islands, and similar origin and destination legs on both routes, some statistics cannot be separated between the two routes. ¹ Status is measured in percentage points.

Notable results

- *Amtrak Cascades ridership increased by 9.8% to 817,000 passengers in 2016; ticket revenues increased 6% to \$30.2 million*
- *Sixteen federally funded rail projects were complete and four were in construction as of March 31, 2017*

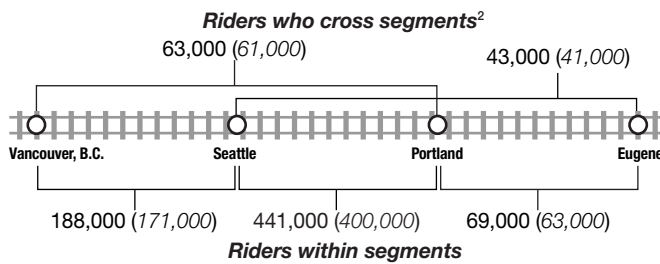
Amtrak Cascades ridership increases 9.8% in 2016

In 2016, 817,000 individual passengers traveled on Amtrak Cascades, an increase of 9.8% from 744,000 in 2015. An enhanced 2016 marketing campaign contributed to the increase, as did the weak Canadian dollar, which created an incentive for more travelers to head north. Amtrak Cascades staff also reported an increase in cruise ship passengers boarding trains in Vancouver, B.C. and Seattle.

There was a particularly large increase in ridership during July, August and September, which saw a combined increase of more than 15% (33,000 passengers) over the same three-month period in 2015.

More than half of Amtrak Cascades ridership is on the Seattle/Portland segment

Total ridership for 2016 = 817,000 (Total Ridership for 2015 = 744,000)¹



Data source: WSDOT Rail, Freight and Ports Division.

Notes: **1** Ridership numbers for 2015 are in parentheses throughout the graphic. Total ridership also includes about 12,000 riders in 2016 and about 8,000 riders in 2015 who were either unidentified by Amtrak or deferred their trip to another date, as well as over 1,000 passengers each year who used Sound Transit's RailPlus program to travel between Everett and Seattle. Ridership numbers are rounded and may not equal the total. **2** Riders who cross segments are riders who use a through-train (when a rider boards the train in one segment, then gets off the train in another segment, i.e., boards in Bellingham and gets off in Olympia). The three segments of the Amtrak Cascades corridor are defined as Eugene to Portland, Portland to Seattle, and Seattle to Vancouver, B.C.

On-time performance reported annually

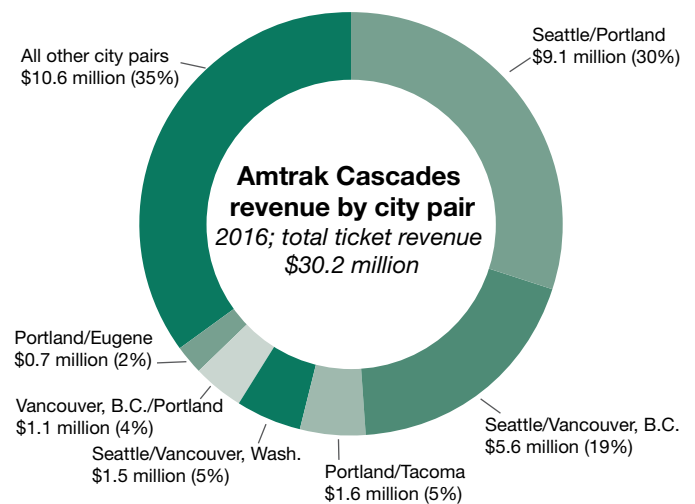
For the most recent information on Amtrak Cascades on-time performance, see [Gray Notebook 63 p. 22](#)

The segment of the Amtrak Cascades corridor between Seattle and Portland accounted for 54% of riders in 2016. More than 441,000 passengers took trips that both began and ended somewhere between the two cities. Seattle and Portland were also home to the two busiest stations on the Amtrak Cascades corridor in 2016, with 479,000 passengers getting on or off a train at Seattle's King Street Station, and 416,000 on-offs at Union Station in Portland.

This segment is expected to become even more popular beginning in fall 2017, when WSDOT adds two additional daily round trips between Seattle and Portland. The addition of a morning and evening train in each direction on this segment is expected to appeal to business travelers working between the two cities, as well as to leisure travelers.

Ticket revenues increase in 2016

Amtrak Cascades ticket revenue totaled \$30.2 million in 2016, an increase of 6% from \$28.5 million in 2015. The Seattle-to-Portland travel segment accounted for 30% of ticket revenues in 2016, totaling \$9.1 million. The Seattle-to-Vancouver, B.C. segment accounted for an additional 19% of revenue, at \$5.6 million.



Data source: WSDOT Rail, Freight and Ports Division.

WSDOT completes 16th of 20 high-speed rail projects

The two trains that travel the longest distance— between Vancouver, B.C. and Portland—generated 33% of the corridor’s revenue (\$10 million). For more details, see the 2016 Annual Performance Report for Amtrak Cascades at www.wsdot.wa.gov/Rail/PerformanceReports.

WSDOT completes two additional high-speed rail capital projects

Two of WSDOT’s 20 federally funded high-speed rail projects were declared operationally complete during the first quarter of 2017, bringing the total number of completed projects to 16. The four remaining projects are scheduled to be completed this year. More than 96% (\$760 million) of federal funding for these projects is from the American Recovery and Reinvestment Act of 2009. To view an interactive map of all 20 projects, visit bit.ly/GNBrailmap.

King Street Station Track Upgrades

New tracks, signals, and an additional platform and canopy are complete at Seattle’s King Street Station. The work, which wrapped up in March 2017, took place mainly at night and on weekends so that the station could continue to serve Amtrak, Amtrak Cascades and Sound Transit passengers. This project completes upgrades that began with the King Street Station Seismic Retrofit project (completed in 2013).

Kelso Martin’s Bluff – Kelso to Longview Junction

This project, which went into service in March 2017, is the second of a trio of projects in the Kelso-Longview-Kalama region to be completed. The project added a new rail bridge across the Coweeman River and a third main line near the junction that serves the Port of Longview, enabling passenger trains to bypass freight trains entering and departing the rail yard.



One of WSDOT’s new Amtrak Cascades locomotives; the new locomotives will be put into service in summer 2017.

WSDOT purchases new locomotives for Amtrak Cascades corridor

One of WSDOT’s 20 federally funded high-speed rail projects is the purchase of eight new Siemens Charger locomotives for the Amtrak Cascades; the new locomotives will be put into service in summer 2017.

The locomotives, which are being tested in Colorado, are more fuel efficient than those currently in use on the Amtrak Cascades corridor and have upgraded safety features, higher acceleration rates and faster top speeds. They also meet new U.S. Environmental Protection Agency standards that require large reductions in emissions of air pollutants such as diesel particulate matter and nitrogen oxides.

Once all the new locomotives are in service, they will move all of the passenger trains on the corridor, including the two new round trips between Seattle and Portland.

Contributors include Jason Biggs, Chris Dunster, Teresa Graham, Barbara LaBoe, Janet Matkin, David Smelser, Shravan Aneni and Helen Goldstein

WSDOT prioritizes rail safety

During the first quarter of 2017, WSDOT launched a major outreach and education program to inform the public about the dangers of walking on or near railroad tracks. WSDOT employees collaborated with non-profit rail safety organization Operation Lifesaver to make more than 60 train safety presentations to students, businesses, and community groups. WSDOT also unveiled its [Stay Back From The Tracks](http://StayBackFromTheTracks.com) website, which is dedicated to train safety and includes a video featuring Seattle Seahawks wide receiver Doug Baldwin. Promotions showing Baldwin delivering a message about rail safety appeared in venues ranging from movie theaters to military publications. They were targeted to reach those most likely to take dangerous risks around railroad tracks.

While WSDOT does not own the tracks or crossings on which Amtrak Cascades trains operate, the agency prioritizes safety on all modes of transportation. In 2016, there were 13 train-related fatalities in Washington state, which was lower than the 27 fatalities that occurred in 2015. However, because more than 80% of train-related incidents involve trespassers who are not at designated crossings, WSDOT believes it can help further reduce injuries and fatalities by educating citizens about the danger of walking on or near railroad tracks and about the importance of always expecting a train.

Notable results

- **WSDOT added 16 new wetland and stream mitigation sites on 99 acres in 2016, bringing the total to 279 sites on 1,573 acres**
- **WSDOT closed out 25 mitigation sites in 2016; 11 of these closed before the end of the 10-year monitoring period**
- **WSDOT completed the Pilchuck Creek advance mitigation site four years early**
- **Advance mitigation sites and banks provided agency transportation projects 2.2 credits in 2016**

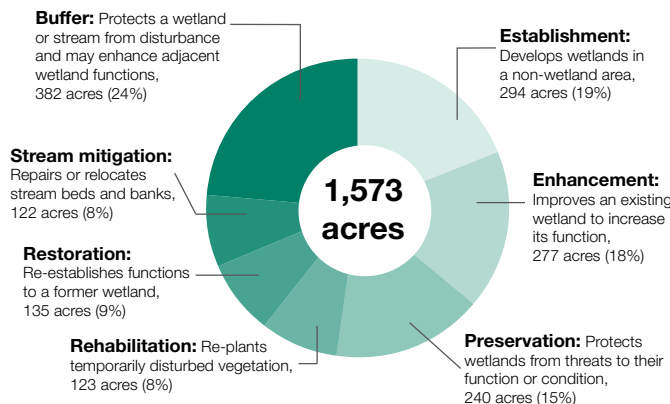
WSDOT adds 99 acres of wetland mitigation sites

WSDOT began monitoring 16 new wetland and stream mitigation sites on 99 acres in 2016, bringing the all-time total to 279 wetland and stream mitigation sites on 1,573 acres. WSDOT started issuing monitoring reports on mitigation sites in 1988 and has since transferred 166 sites to long-term stewardship with WSDOT partners.

WSDOT designs and builds transportation projects to avoid or minimize disturbance to wetlands and streams. When construction impacts cannot be avoided and are outside the service areas of other cost-effective mitigation options, WSDOT designs and builds wetland and stream mitigation sites as compensation.

To ensure these sites meet permit requirements, WSDOT monitors them as they develop—typically for 10 years—and then transfers them to long-term stewardship. WSDOT’s inventory of mitigation sites includes:

WSDOT mitigation site acreage increases to 1,573 1988 through 2016; Total acreage (and percent of total) of replacement wetlands and stream mitigation sites by type



Data source: WSDOT Environmental Services Office.

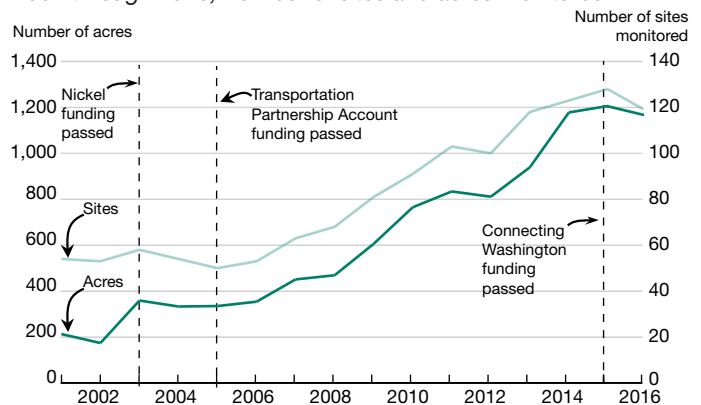
Note: These totals do not include mitigation banks. Percentages may not add to 100 due to rounding.

- 98 wetland and stream mitigation sites currently in the 10-year monitoring period;
- One site past the initial monitoring period that has not yet met all its permit requirements;
- 14 sites being evaluated by the U.S. Army Corps of Engineers (Corps) and Washington State Department of Ecology (Ecology) for completion of their permit requirements; and,
- 166 sites in long-term stewardship that have met their permit requirements.

Refer to [Gray Notebook 53, p. 20](#) for a description of the life of a typical WSDOT wetland mitigation site.

The number of monitored wetland and stream mitigation sites increased from 2001 to 2016 by 120% (54 to 119) and total acreage increased by 447% (213 to 1,165), mostly as a result of construction projects funded by the 2003 Nickel and the 2005 Transportation Partnership Account (TPA) revenue packages. The number of sites that required monitoring dropped from 2015 to 2016 as more sites funded by the Nickel and TPA revenue packages transferred to long-term stewardship compared to the

WSDOT monitors 119 mitigation sites and six bank units 2001 through 2016; Number of sites and acres monitored



Data source: WSDOT Environmental Services Office.

Note: Of the 119 sites above, WSDOT has 98 active mitigation sites, 14 sites submitted for closeout that are being evaluated, one site beyond the initial monitoring period and six bank unit sites.

WSDOT uses strategic partnerships to mitigate impacts

number of new mitigation sites that got underway through the 2015 Connecting Washington revenue package.

WSDOT completes monitoring requirements for 25 sites

WSDOT completed monitoring work at 25 mitigation sites where permit requirements were met. WSDOT has interagency agreements with the Corps and Ecology for liaisons, who issue and close permits for WSDOT projects. Many projects funded by Connecting Washington were being designed but not ready for permitting in 2016, which provided capacity for liaisons to increase the number of permits they closed.

The Corps and Ecology agreed to close 11 of the 25 sites before the end of the standard 10-year monitoring period because they achieved their permit requirements ahead of schedule. Sites that are at least five years old and meet final performance standards two years in a row can be considered for early closeout.

WSDOT mitigation sites provide benefits such as water quality improvement, wildlife and pollinator habitat, and a storage area for floodwater.

WSDOT improves five mitigation sites not meeting requirements

The number of sites past their initial monitoring period that had not yet met all permit requirements decreased from nine sites in 2015 to four in 2016. Of the five sites that were determined adequate and closed in 2016, four were closed by the Corps and one was closed internally under WSDOT's "no net loss" policy. Closing a site under the "no net loss" policy means an external review was not required. WSDOT determined the site provided adequate compensation for impacts.

WSDOT is waiting for requested permit completion reviews from the Corps and Ecology for three of the remaining four sites. The last site does not meet permit requirements and needs additional time to develop after recent plant replacement and weed control.

WSDOT increases efficiency with fewer staff on mitigation sites

WSDOT reduced the number of summer interns who worked on mitigation sites from 20 in 2015 to 16 in 2016. The reduction was due to the diminished

number of sites to monitor and increased efficiency because of new technology used to identify sample points. WSDOT staff used geographic information systems and global positioning satellites to collect data faster and more accurately on larger sites.

Mitigation banks benefit WSDOT projects and the environment

WSDOT's three mitigation banks earned 2.1 credits and debited 0.431 credits to transportation projects in 2016. Mitigation banks preserve, enhance, restore or create wetlands to offset impacts of construction projects on existing wetlands. WSDOT mitigation banks efficiently meet future project needs and maximize environmental benefits by replacing ecological functions—like creating amphibian habitat and providing a storage area for floodwater—prior to any damage project activity would cause to the ecological functions. The agency's mitigation banks save time and money by consolidating work efforts and banking credits for future projects.



Strategic Plan Goal 3: ENVIRONMENTAL STEWARDSHIP

Promote sustainable practices to reduce greenhouse gas emissions and protect natural habitat and water quality.

In support of this strategy, WSDOT added 16 new wetland and stream mitigation sites on 99 acres in 2016, bringing the total to 279 sites on 1,573 acres.

WSDOT completes Pilchuck Creek site ahead of schedule

The Pilchuck Creek advance mitigation site met its performance standards four years early, and in 2016 the Corps and Ecology agreed to close the site. The site provides 12.56 credits, of which 6.23 have been used by projects and 6.33 are available for future use.

The Pilchuck Creek advance mitigation site compensated for impacts from four projects on state routes (SR) 9, 530 and 532 as it was being constructed in 2009. WSDOT designed and constructed this mitigation site in close collaboration with the Stillaguamish Tribe. These activities were partially funded through a Salmon Recovery Funding Board grant. The Pilchuck Creek advance mitigation site is a 30-acre parcel that was once drained for farming. The collaborative design restored wetland

Pilchuck Creek site exceeds expectations

conditions and improved wildlife habitat. Three ponds provide habitat for amphibians and salmon, while also supporting the Stillaguamish Tribe’s goal of increasing summer water flows in the nearby Pilchuck River. The tribe installed a public access pavilion and educational materials overlooking the mitigation site. The Stillaguamish Tribe holds the site in permanent conservation status.

Contributors include Tony Bush, Cyndie Prehmus, Matt Clark, and Dustin Motte.



A Pilchuck Creek advance mitigation site pond in 2015. This area was once drained and used for farming. The Stillaguamish Tribe built an observation deck that looks over the pond.

Mitigation sites and mitigation options provide 2.2 credits for WSDOT projects in 2016

Project	Mitigation option	Credits used or purchased	Benefits of construction project
WSDOT’s three mitigation banks provide 0.431 credits to transportation projects to compensate for impacts			
SR 121 Blooms Ditch Fish Barrier Removal	North Fork Newaukum Bank	0.37 credits	WSDOT removed the existing fish passage barrier and replaced it with a fish passable structure.
I-405/SR 167 Interchange Direct Connector	Springbrook Creek Wetland and Habitat Mitigation Bank	0.061 credits	WSDOT constructed a high occupancy vehicle/transit direct connect ramp between SR 167 northbound and I-405 northbound to improve mobility at one of the most congested interchanges in the state.
WSDOT purchased 0.64 credits from private mitigation banks and 0.17 credits from In Lieu Fee programs			
I-5 Fisher Creek Fish Passage	Skagit Environmental Bank	0.2 credits	WSDOT removed the existing fish passage barrier and replaced it with a fish passable structure.
Point Defiance Bypass	Pierce County In-Lieu Fee Program,	0.17 credits	WSDOT improved passenger train reliability by reducing track congestion and eliminating travel on tight corners and tunnels by rerouting passenger trains to a rail line along the west side of I-5.
SR 92 Pilchuck River Chronic Environmental Deficiency	Snohomish Basin Mitigation Bank	0.44 credits	WSDOT protected SR 92 from erosion by the Pilchuck River by building a retaining wall of rocks and large logs and revegetated the remaining slope.
WSDOT advance mitigation sites provide 0.98 credits to transportation projects to compensate for impacts			
SR 548 Kickerville Road Intersection Improvements	SR 539 Potter Road advance mitigation site	0.16 credits	WSDOT installed a single lane roundabout at the intersection of SR 548 and Kickerville Rd. to improve mobility and reduce the risk of collisions.
US 101 North of Salmon Creek Bridge - Stabilize Slope	Tarlatt Slough advance mitigation site	0.7 credits	WSDOT stabilized a failing side slope along US 101 and reduced the risk of roadway closures.
SR 532 Church Creek Fish Passage	SR 532 Pilchuck Creek advance mitigation site	0.12 credits	WSDOT removed the existing fish passage barrier and replaced it with a fish passable structure.

Pilchuck Creek advance mitigation site provides 6.23 credits for four WSDOT projects from 2009 to 2016

Project	Credits used	Benefits of construction project
SR 532 Corridor Improvements – Design-Build - East & West ¹	4.91 credits	WSDOT replaced the existing narrow bridge, widened nine miles of highway, added truck-climbing lanes, and provided seismic upgrades and traffic-flow elements.
SR 9 Pilchuck Creek Replace Bridge	0.67 credits	WSDOT built a new bridge on SR 9 to replace one of the oldest bridges on a state highway and realigned the highway to improve traffic.
SR 530 Skaglund Hill Slide - Permanent Repair	0.53 credits	WSDOT stabilized the roadway and underlying slope at a slide on SR 530 east of Oso.
SR 532 Church Creek Fish Passage	0.12 credits	WSDOT removed the existing fish passage barrier and replaced it with a fish passable structure.

Data Source: WSDOT Environmental Services Office

Notes: ¹ “East” and “West” are two individual projects that used mitigation credits from the Pilchuck Creek advance mitigation site.

Notable results

- *WSDOT conducted 23 traffic noise studies for upcoming transportation projects between April 2016 and March 2017*
- *Approximately 91 miles of noise walls have been constructed since 1963, with 1.4 miles built between April 2016 and March 2017*

WSDOT conducts 23 noise studies for future projects

Between April 1, 2016 and March 31, 2017, WSDOT conducted 23 traffic noise studies, all of which were for Type 1 projects (see box below). Two of the 23 studies (the I-405 hard shoulder running project and the I-405 Renton-to-Bellevue project) resulted in recommendations that a new noise wall be built.

WSDOT evaluates noise for Type 1, Type 2 projects

WSDOT conducts noise studies by collecting noise measurements and traffic counts, using computer modeling to project future noise levels with and without a noise barrier, and then determining whether a barrier would meet standards for noise reduction and cost-effectiveness. WSDOT conducts these studies for two types of projects:

- **Type 1** projects are prospective noise barriers near new construction which could potentially increase traffic noise for nearby residents;
- **Type 2** projects are retrofits for existing high-traffic roadways near residential areas that were constructed before 1976 (when noise evaluations were first required for highway projects). WSDOT maintains a prioritized list of eligible Type 2 projects to be considered for completion.

For both types of projects, WSDOT evaluates how noise can be cost-effectively reduced and seeks input from affected communities before taking any noise-reducing action (such as constructing a noise wall).

Noise barriers reduce traffic sounds along State Route 167 corridor

WSDOT constructed one new Type 1 noise barrier between April 1, 2016 and March 31, 2017—a 1.4-mile noise wall along northbound State Route (SR) 167 near

Algona. The wall was completed in September 2016 and was expected to reduce noise levels at adjacent homes by 5 to 10 decibels (dB). Reducing noise by 5 dB is like hearing a blender operate three feet away versus a neighbor mowing the lawn 50 feet away. Reducing noise by 10 dB is the difference between standing 50 feet away from a freeway and hearing a television 10 feet away. Overall, WSDOT has constructed approximately 91 miles of noise barriers since 1963.

WSDOT utilizes noise variance permits for construction noise

Between April 1, 2016 and March 31, 2017, WSDOT obtained 37 noise variance permits from local jurisdictions, primarily in the central Puget Sound region. These permits give construction crews permission to produce more noise than is generally acceptable during night hours, allowing for construction work to be completed on time in areas with heavy traffic and safety concerns during the day.

WSDOT continues research into reducing rumble strip noise

WSDOT is continuing to research rumble strip designs that may reduce roadway noise. Rumble strips are grooves cut into pavement that, when driven over, produce noise and vibration within the vehicle to alert inattentive drivers that they are beginning to drift out of their lanes.

WSDOT installed several sections of experimental rumble strips in fall 2016. Three of these, all on SR 24 south of Othello, were designed following an analysis of previous WSDOT research into the noise levels produced by rumble strips with different divot dimensions. The second test section, which is on SR 155 near Grand Coulee, is a sinusoidal centerline rumble strip, or “mumble strip”—a type of rumble strip with shallow waves in long parallel grooves rather than the typical divots. “Mumble strips” are currently used in California, Minnesota, and Pennsylvania.

Contributors include Jim Laughlin, Helen Goldstein and Zach Mason

Notable results

- WSDOT's electronic screening system helped the trucking industry avoid 110,695 travel hours and \$12.8 million in operating costs in 2016
- There were approximately 1.33 million "green lights" given in 2016 in the state, 5% more than the 1.27 million given in 2015

WSDOT saves trucking industry time and money

WSDOT gave commercial trucks equipped with Commercial Vehicle Information Systems and Networks (CVISN) transponders the green light to bypass open weigh stations 1.33 million times in 2016. This is 5% more than the 1.27 million given in 2015.

A weigh station on southbound Interstate 5 near Everett was destroyed by a drunk driver in 2011 and reopened in June 2015. As a result, roughly 50% of the data for this station, which has approximately 3,800 green lights daily, was not available for 2015.

Weigh station bypasses (green lights) created roughly \$12.8 million in economic benefit in 2016 by helping the trucking industry avoid an estimated 110,695 hours of travel time and saving an estimated 531,000 gallons of diesel fuel. Trucks not equipped with CVISN transponders must pull into each open weigh station they pass. As a result of the reduced diesel, carbon dioxide emissions were cut by 11.9 million pounds. WSDOT calculates these benefits using industry standards of five minutes avoided travel time and 0.4 gallons of fuel saved for each bypass. This provided a \$9.60 economic benefit per bypass in



Strategic Plan Goal 6: SMART TECHNOLOGY

Innovative Technology Strategy: Assess innovative technologies to identify tools to support operational and demand management strategies.

WSDOT's CVISN program uses multiple technologies to screen trucks nearing weigh stations including weigh-in-motion, automatic license plate readers and transponders to reduce freight travel delay and fuel use.

2016, down from \$9.75 in 2015 due to lower average diesel fuel cost. See [Gray Notebook 45, p. 45](#), for more on how WSDOT estimates CVISN program benefits.

Transponder sales decrease in 2016

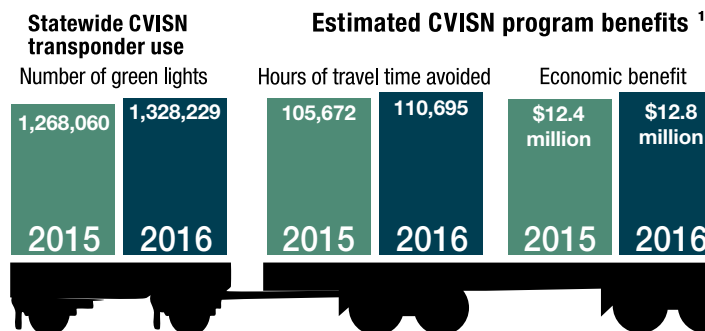
WSDOT transponder sales decreased slightly in 2016, with 6,693 sold. This is 3.3% less than the 6,918 sold in 2015. However, total vehicles with transponders continued to increase. This increase is due to carriers obtaining transponders from other jurisdictions and registering them for use in Washington. In 2015, there were 99,325 vehicles with transponders in the Washington state commercial vehicle database. In 2016, this number increased by 3.2% to 102,922.

Weigh station investment and operations plan underway

In October 2016, WSDOT and Washington State Patrol, which owns and operates all weigh stations in the state, collaborated to create a weigh station strategic

investment and operations plan. The plan will provide strategic direction for future weigh station construction and preservation statewide. The final plan is scheduled to be completed by June 30, 2017.

Contributors include Anne Ford, Doug Deckert, Shrvan Aeneni and Yvette Wixson



Data source: WSDOT Commercial Vehicle Information Services Office.

Notes: A truck's transponder is read each time it nears an open weigh station. There were 1,632,066 readings in 2016 and 1,513,559 in 2015. Not all resulted in a green light. 1 WSDOT assumes five minutes and 0.4 gallons of fuel saved per bypass providing an economic benefit of \$9.60 in 2016 and \$9.75 in 2015 per bypass.

Transportation and the economy are closely related and interdependent. Nearly all economic activity relies on the transportation network on a daily basis—for getting commuters to work, or goods and services to consumers. Efficient transportation systems facilitate economic growth and productivity, while chronic congestion and bottlenecks can mean lost productivity for commuters and higher costs for producers.

Economic conditions also influence the performance of the transportation system, primarily because they affect the demand for transportation. Between 2015 and 2016, the number of non-farm employees in Washington state increased 9.3% from 3.15 million to 3.24 million, the driving-age population increased 1.8% from 5.64 million to 5.74 million, and the annual average price of gasoline decreased 9.5% from \$2.73 per gallon to \$2.47 per gallon.

These changes, which are all continuations of multi-year trends, can all be expected to increase the demand for transportation in Washington state.

Greater demand for transportation can cause vehicle miles traveled (VMT) to rise, unless the percentage of commuters driving to work in single-occupancy vehicles declines. Between 2014 and 2015 (the two most recent years for which data is available), the drive-alone commuting rate held steady at 72.4%. Over the same period, the increased demand for transportation led VMT in Washington state to grow 2.8%, from 58.1 billion to 59.7 billion.

Higher VMT may, depending on where the additional miles are traveled, lead to more congestion. Additional VMT also causes pavement conditions to deteriorate faster, causing roadway preservation and maintenance needs to grow.

Contributors include Lizbeth Martin-Mahar, Matt Clark and Helen Goldstein

Statewide Economic Indicator	Previous period	Current period	Five-year trend (unless noted)	Relationship to Transportation
Employment (Millions of non-farm employees in Washington state; 2015 & 2016)	3.15	3.24		More people working means more people commuting and more people who can afford leisure trips.
Median annual household income in Washington state (Inflation-adjusted, 2015 dollars; 2014 & 2015)	\$61,438	\$64,129		An increase in real (inflation-adjusted) household income increases demand for goods and services, which in turn increases demand for transportation
Driving-age population (Washington residents at least 16 years of age; millions of persons; 2015 & 2016)	5.64	5.74		An increase in the driving age population means an increase in the potential number of drivers on the road.
Passenger vehicle registrations (Millions of passenger vehicles registered in Washington; excludes all trucks; 2015 & 2016)	4.81	4.76		An increase in the number of passenger vehicles registered in Washington increases the potential number of cars on the road.
Annual average gas price (Inflation-adjusted annual average price per gallon in 2016 dollars; 2015 & 2016)	\$2.73	\$2.47		Higher fuel prices may cause some commuters to consider alternative commute options; lower fuel prices make driving more affordable.
Vehicle miles traveled (VMT) (Billions of vehicle miles traveled on public roads in Washington; 2014 & 2015)	58.1	59.7		An increase in VMT could increase congestion, as well as roadway preservation and maintenance needs. Increased VMT will also increase fuel consumption unless it is accompanied by increased fuel efficiency.
Drive-alone commuting rate (Percentage of Washington commuters driving alone to work; 2014 & 2015)	72.4%	72.4%		The percentage of commuters driving alone influences the demand on the transportation system.
Revenue from Washington state Motor Vehicle Fuel Tax (Billions of dollars, not adjusted for inflation; 2013-2015 & 2011-2013 biennia)	\$2.49	\$2.55		The Motor Vehicle Fuel Tax is a major source of transportation funding in Washington state; revenue from it depends on the number of gallons of fuel purchased.

Data sources: U.S. Bureau of Labor Statistics, Washington State Office of Financial Management, U.S. Energy Information Administration, WSDOT 2016 Corridor Capacity Report, Bureau of Labor Statistics; American Community Survey, Transportation Revenue Forecast Council; March 2017 Transportation Economic and Revenue Forecasts.

Notable results

- *WSDOT's workforce is at 6,586 permanent full-time employees, 96 more than the same quarter in 2016*
- *WSDOT's workforce development initiatives strive to make the agency an employer of choice to recruit and retain employees*

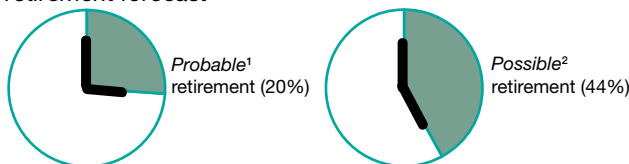
Workforce increases while retirements expected

WSDOT had 6,586 permanent full-time employees as of March 31, 2017. This is 96 more than the same quarter one year ago, and 9.5% below the peak of 7,280 employees in June 2010.

Agency-wide, 44% (2,870) of employees have the “possibility” of retiring by 2021 and 20% (1,277) are considered “probable” to retire. Retirement forecasts are as of September 2016, when there were 6,472 employees with retirement benefits. The forecasts are based on employee age, retirement plan and years of service. “Possible” refers to those eligible to retire with reduced or full benefits. “Probable” refers to employees eligible to retire with full benefits.

Forty-four percent of WSDOT employees eligible to retire by 2021

2016 retirement forecast



Data source: WSDOT Office of Human Resources and Safety.

Notes: 1 “Probable” refers to employees eligible to retire with full benefits. 2 “Possible” refers to those eligible to retire with reduced or full benefits.

Retirements drive workforce development strategies

As of September 2016, engineering and maintenance employees made up 74% of the agency’s workforce. Of the agency’s 2,320 permanent engineering employees, 44% (1,031) have the possibility of retirement, and 18% (421) are considered probable to retire by 2021. Forty-two percent (1,044) of the agency’s 2,498 permanent maintenance employees have the possibility of retirement, and 20% (509) are considered probable to retire by 2021. Given significant retirement probabilities, WSDOT is implementing strategies to support a stable and skilled workforce including increased outreach and referral programs.

Dedicated positions increase agency’s recruitment efforts

To support outreach for engineering and maintenance staff, the agency dedicated one recruiter in 2016 and added two more recruiters in 2017. Organized outreach efforts were new to the agency in 2016, when WSDOT was represented at 31 events. Agency-wide, there was a 33.3% increase in the number of positions filled between calendar year 2015, when 783 were filled, to 2016, when 1,044 were filled.

Referral program offers incentives for hiring new WSDOT employees

In April 2017, WSDOT implemented a pilot Employee Referral Incentive Program in the Northwest Region (Seattle area) to assist WSDOT’s efforts to recruit high-demand and hard-to-fill maintenance positions and advance WSDOT’s employment goals and initiatives. WSDOT’s goal is to increase recruitments through the referral program by 5% to 10%.

WSDOT’s retirement forecasts guide recruitment outreach efforts. The incentive program provides eligible employees with a lump-sum payment of \$200 per hired referral. This is a pilot program anticipated to last one year.



Agency Emphasis Area WORKFORCE DEVELOPMENT

Align the needs and priorities of the organization with those of WSDOT’s workforce to ensure the agency can meet its legislative, regulatory, service and production requirements and organizational objectives. This is a strategy of Results WSDOT Strategic Plan Goal 4, Organizational Strength.

WSDOT is taking steps to build a modern work environment, including teleworking, flexible schedules and compressed work weeks, and an Infant At Work pilot program. These efforts are consistent with Gov. Jay Inslee’s executive order and supporting workforce development.



WSDOT emphasizes workforce development

WSDOT strives to build a modern work environment, to become an employer of choice to recruit and retain employees. Initiatives include allowing eligible employees to telework, work flexible schedules and/or compressed work weeks, and an Infant At Work (IAW) pilot program. They are part of WSDOT’s workforce development strategy, which is an agency emphasis area of Results WSDOT, the agency’s strategic plan. These initiatives are designed to implement Gov. Jay Inslee’s Executive Order 16-07, “Building a Modern Work Environment.”

Telework and flexible schedules demonstrate modern workplace

WSDOT is providing a workplace and tools that support the tasks being performed and the customers being served, in a cost-effective and space-efficient way that promotes work-life balance, job satisfaction, flexibility, collaboration, and productivity. Currently, 8% (260) of WSDOT’s eligible workforce are teleworking—working from home or another remote location at least one to two days a month. The governor’s modern work environment executive order sets a goal of increasing participation in telework to 9% in 2017 in support of Results Washington Goal 3, Sustainable Energy and a Clean Environment. WSDOT’s telework participation target for 2020 is 12%.

Telework is an effective strategy to reduce emissions from employee commuting and energy consumption in WSDOT facilities. WSDOT believes telework enhances productivity, job satisfaction and morale. It is a strategy to retain and recruit talent, provide continuity of operations, and meet future agency office space requirements.

As of March 2017, 66.5% (3,947) of WSDOT employees were working compressed work weeks, and approximately 63% (3,214) were working flexible schedules. The agency’s participation targets for these are 67% and 63%, respectively. In a compressed work week, employees work fewer than five days each week, but work longer hours each day.

Supervisors complete entry level management training

Since February 2016, 124 supervisors completed WSDOT “Entry Level Management” training and five supervisors have completed a “Leading Others” supervisory training provided by the state’s Department of Enterprise Services. Leading Others, a pilot in 2016, has been adopted as an official training. An additional 62 supervisors are slated to attend “Leading Others” within the next six months. The



At left, five and a half month old Tatum accompanies mom Jennifer Kanick, a Human Resources Consultant 2, to work at WSDOT headquarters. At right, four month old Hendric, goes to work with mom Chelsey Martin in the Environmental Services department at Southwest Region.

training efforts support the agency’s strategic plan Results WSDOT, and are designed to help develop the workforce.

Infant at Work pilot program supports positive work/life balance

In March 2017, WSDOT implemented a pilot program which allows parents to bring their infants to work instead of having to take leave. The IAW pilot program was established for eligible employees who are new parents or legal guardians of a single infant, in an effort to support a positive work/life balance and supports productivity. There are five employees and babies currently participating in this pilot.

WSDOT examines rehire program, builds partnership with Corrections

WSDOT is exploring a rehire/retire program which would identify staff who are eligible to retire and who have knowledge, skill sets or expertise that is in critical need of being transferred. The agency is looking at opportunities such as job sharing, mentorship and special project work to retain and transfer this expertise to the future generations of employees and leaders. WSDOT is also exploring the possibility of bringing interested retirees back to serve as mentors for new employees, but there is no timeline yet for a launch.

WSDOT is committed to offering increased employment opportunities for applicants with criminal records. WSDOT is building a partnership with Washington State Department of Corrections and Correctional Industries to explore the possibilities helping interested offenders become work-ready for WSDOT positions upon their release. The effort supports Gov. Inslee’s Executive Order 16-05 “Building Safe and Strong Communities Through Successful Reentry.”

Contributors include Matt Elam, Amber Erdahl, Alvina Mao, Sharon McDaniel, Cathy Roberts, Zach Mason and Yvette Wixson

Notable results

- *WSDOT has completed 377 Nickel and TPA projects, and two Connecting Washington Account (CWA) projects to date*
- *WSDOT added 13 projects and removed 11 from the Watch List, leaving it with three projects on the list as of March 31, 2017*

No CWA, TPA or Nickel projects done in quarter

WSDOT did not complete any 2015 Connecting Washington Account (CWA), 2005 Transportation Partnership Account (TPA) or 2003 Nickel construction projects during the seventh quarter (January through March 2017) of the 2015-2017 biennium. To date, WSDOT has completed two CWA projects and has three underway.

WSDOT also has completed 377 Nickel and TPA construction projects, with 87% on time and 91% on budget. Projects are on time if they are operationally complete within the quarter planned in the last approved schedule; and on budget if costs are within 5% of the last approved budget.

The 2015 Connecting Washington Account projects are discussed in greater detail in [Gray Notebook 58, p. 9](#), and WSDOT is tracking CWA projects as they progress, see pp. 36-38 and for details.

The cost at completion for the 377 Nickel and TPA construction projects is \$6.83 billion, 2.2% less than the baseline cost of \$6.98 billion. As of March 31, 2017, WSDOT has 22 Nickel and TPA projects that have yet to be completed. These remaining projects have a total value of more than \$8.52 billion.

WSDOT reconciled its total count of Nickel and TPA construction projects in [Gray Notebook 63, p. 35](#), reducing the total number from 421 to 404

projects. WSDOT currently has nine Nickel and TPA projects underway; see p. 38 for details.

So far in the 2015-2017 biennium, WSDOT has completed 11 Nickel and TPA construction projects on time and on budget when compared to the last legislatively approved schedules and budgets. The cost at completion for these 11 projects is \$777.7 million, 4.0% less than the baseline cost of \$809.9 million.

Beige Page contributors include Mike Ellis, Mitzi Frick, Penny Haeger, Heather Jones, Thanh Nguyen, Theresa Scott, Aaron Ward, Matt Clark and Joe Irwin

Nickel, TPA funding remains short of original 2003, 2005 projections

Fuel tax collections show 2003 and 2005 revenue forecasts, which were used to determine the project lists, did not anticipate the economic recession in projecting future growth in fuel tax revenues. The 2003 Nickel and 2005 TPA gas taxes that fund projects are based on a fixed tax rate per gallon and do not change with the price of fuel. As a result, reduced gasoline and diesel consumption leads to reduced tax revenue.

The 2003 Nickel transportation package was originally a 10-year plan, with revenues forecasted to total \$1.9 billion from 2003 through 2013. Fuel tax revenues collected during this period came in 10.2% less than the original March 2003 projections. Fuel tax funding from the 2005 TPA package is also less than the original March 2005 projections. The original projection for the TPA account was \$4.9 billion over a 16-year period from 2005 through 2021. Current TPA projections through 2021 are estimated to be \$4 billion, roughly \$900 million less (18.0%) than the original 2005 projection.

Nickel and TPA gas tax revenues are used to pay the debt on the bonds sold to finance the planned projects. Once all the bonds are sold, revenues collected will be used to pay the debt.



Strategic Plan Goal 1:

STRATEGIC INVESTMENTS

Project Delivery – Deliver transportation projects that are on time and on budget.

WSDOT continues to deliver its Nickel and TPA program funded projects with a high rate of success. Of the total 377 construction projects completed to date, 87% have been on time and 91% have been on budget.

WSDOT has 22 Nickel, TPA projects left to complete

Highway construction performance summary shows about \$8.6 billion in projects remain to be completed

Current Legislative Evaluation and Accountability Program as of March 31, 2017; Dollars in millions

Combined Nickel and TPA programs	Number of projects	Value of program
Subtotal of completed construction projects¹	377	\$6,976.8
<i>Non-construction projects that have been completed or otherwise removed from Nickel/TPA lists^{2, 3}</i>	5	\$74.4
Projects included in the current transportation budget but not yet complete	22	\$8,523.8
<i>Projects that have been deferred indefinitely or deleted and removed from Nickel/TPA lists^{2, 4}</i>	13	\$499.2
<i>Projects now funded by Connecting Washington and removed from Nickel/TPA lists (see GNB 63, p. 35)</i>	4	\$101.7
Total number of projects⁴ in improvement and preservation budget	421	\$16,176.0
Schedule and budget summary Nickel & TPA combined: Results of completed construction projects in the current Legislative Transportation Budget and prior budgets.	Completed in 2015- 2017 biennium budget	Cumulative program
Number of projects completed	11	377
Percent completed early or on time	91%	87%
Percent completed under or on budget	91%	91%
Baseline cost at completion	\$809.9	\$6,976.8
Current cost at completion	\$777.7	\$6,826.5
Percent of total program over or under budget	4.0% under	2.2% under
Advertisement record: Results of projects entering into the construction phase or under construction, detailed on p. 38	Combined Nickel & TPA	
Total current number of projects in construction phase as of March 31, 2017		9
Percent advertised early or on time		78%
Total number of projects advertised for construction in the 2015-2017 biennium (July 1, 2015, through June 30, 2017)		2
Percent advertised early or on time		50%
Projects to be advertised: Results of projects now being advertised for construction or planned to be advertised, detailed below.	Combined Nickel & TPA	
Total projects being advertised for construction bids (January 1 through June 31, 2017)		0
Percent on target for advertisement on schedule or early		0%
Budget status for the 2015-2017 biennium:	WSDOT biennial budget	
Budget amount for 2015-2017 biennium		\$1,769.7
Actual expenditures in 2015-2017 biennium to date (July 1, 2015, through March 31, 2017)		\$1,304.7
<i>Total 2003 Transportation Funding Package (Nickel) expenditures</i>		\$85.8
<i>Total 2005 Transportation Partnership Account expenditures</i>		\$694.6
<i>Total Pre-existing Funds expenditures⁵</i>		\$524.3

Data source: WSDOT Capital Program Development and Management.

Notes: Numbers have been rounded. This chart was updated in GNB 63 to reflect reconciled Nickel and TPA project counts, and as a result it does not exactly match Current Legislative Evaluation and Accountability Program charts from previous editions. **1** Cumulative projects completed from July 1, 2003, to March 31, 2017. **2** Non-construction projects include commitments for engineering and right of way work. **3** Projects that have been deferred indefinitely or deleted include projects that have no funding available, projects that have been halted by the Legislature and those for which other entities (e.g., cities and counties) are now serving as the lead agency. **4** The project total has been updated to show “unbundled” projects which may have been previously reported in programmatic construction groupings (such as Roadside Safety Improvements or Bridges Seismic Retrofit). See [Gray Notebook 38, p. 55](#) for more details. **5** For full details of the Pre-existing Funds program, see [pp. 40-42](#).

WSDOT completes 22 rail and 23 Ferries projects

WSDOT completed three rail projects and one WSDOT Ferries project included in the Legislative Evaluation and Accountability Program (LEAP) this quarter. WSDOT has used the 2003 (Nickel) and 2005 (TPA) funding packages to complete 22 rail projects and 23 WSDOT Ferries projects since 2003. Approximately \$647.2 million

in Ferries projects have been funded by the Nickel, TPA and multimodal accounts. The multimodal account has also funded approximately \$257.6 million in rail projects.

WSDOT advertised one \$9 million rail project, but did not have any new LEAP projects for Ferries under construction or entering the construction phase during the quarter.

WSDOT finishes 14 Nickel rail projects since 2003

Current Legislative Evaluation and Accountability Program as of March 31, 2017; Dollars in millions

	2003 Nickel Package	2005 TPA Package	Combined Nickel & TPA
Schedule, scope, and budget summary: Completed LEAP projects			
Cumulative to date (July 1, 2003, through December 31, 2016)	14	8	22
Percent completed early or on time ¹	100%	100%	100%
Percent completed within scope ¹	100%	100%	100%
Percent completed under or on budget ¹	100%	100%	100%
Baseline cost at completion	\$200.0	\$57.6	\$257.6
Current cost at completion	\$199.9	\$57.6	\$257.5
Percent of total program on or under budget ¹	100%	100%	100%
Advertisement record: LEAP projects under construction or entering construction phase			
Cumulative to date (July 1, 2003, through March 31, 2017)	1	2	3
Total advertised	0	1	1
Percent advertised early or on time	N/A	100%	100%
Total award amounts to date	\$0	\$9.0	\$9.0

Data source: WSDOT Capital Program Development and Management.

Notes: Numbers may not total 100% due to rounding. The rail projects are primarily delivered through master agreements with BNSF, which administers construction activities on the projects. **1** Rail projects are commitments delivered by BNSF, Sound Transit, ports and operators. Master agreements between WSDOT and lead agencies become the documents that govern the delivery of the project including budget, scope and schedule. The administrative process allows for amendments enabling the projects to be delivered within the parameters of the new amended agreement (on time, and on budget).

WSDOT finishes 13 Nickel ferries projects since 2003

Current Legislative Evaluation and Accountability Program as of March 31, 2017; Dollars in millions

	2003 Nickel Package	2005 TPA Package	Combined Nickel & TPA
Schedule, scope, and budget summary: Completed LEAP projects ¹			
Cumulative to date (July 1, 2003, through March 31, 2017)	13	10	23
Percent completed early or on time ²	100%	100%	100%
Percent completed within scope ²	100%	100%	100%
Percent completed under or on budget ²	100%	100%	100%
Baseline cost at completion	\$303.7	\$343.5	\$647.2
Current cost at completion	\$303.7	\$343.5	\$647.2
Percent of total program on or under budget ²	100%	100%	100%
Advertisement record: LEAP projects under construction or entering construction phase			
Cumulative to date (July 1, 2003, through December 31, 2016)	0	0	0
Percent advertised early or on time ²	N/A	N/A	N/A
Total award amounts to date	\$0	\$0	\$0

Data source: WSDOT Capital Program Development and Management.

Notes: Numbers may not total 100% due to rounding. **1** Ferries completed projects record includes two 144-car vessels: the Motor/Vessel *Samish*, which started service in June 2015, and the M/V *Tokitae*, which started service in June 2014. It also includes three 64-car vessels: the M/V *Chetzemoka*, which started service in November 2010, the M/V *Salish*, which started service in July 2011, and the M/V *Kennewick*, which started service in February 2012. **2** The Legislature funds Ferries' projects at a grouped-project or Budget Identification Number (BIN) level for terminals and vessels; however, the delivery of construction projects requires that each of these BIN groups be broken into sub-projects with specific scopes, budgets and schedules. The list of sub-projects is updated as the project progresses into the design phase and the budget and schedule are better defined. This process enables WSDOT to deliver the projects within the updated budget amounts and milestones (on time, and on budget).

WSDOT's Watch List expands to three as of March 2017

WSDOT added 13 new projects to its Watch List and removed 11 this quarter (January through March 2017), leaving three projects on the Watch List as of March 31. See the table below for this quarter's Watch List projects.

WSDOT maintains the Watch List to fulfill the agency's commitment to "No Surprises" reporting. The agency continuously monitors its projects' performance to ensure issues affecting schedule or budget are brought to the attention of legislators, executives and the public. The Watch List provides information on issues that have the potential to impact the schedules and budgets of projects funded by Pre-existing Funds (PEF), Nickel,

Transportation Partnership Account (TPA) and Connecting Washington Account (CWA) revenue packages.

The Watch List helps track projects by providing status reports, and by explaining the factors affecting delivery and what the agency is doing to address them. Projects are removed from the Watch List when these issues are resolved.

See [Gray Notebook 51, p. 40](#), for a list of common issues that might put projects on the Watch List. To read more about the Watch List items, visit: bit.ly/WSDOTWatchList.

Continued on [p. 37](#)

WSDOT's Watch List projects with schedule or budget concerns

Quarter ending March 31, 2017

Project (County)	Revenue Package	Date added	Date removed	Watch List issue
Projects remaining on Watch List				
SR 99/South King St. vicinity to Roy St. – Viaduct Replacement (King) ¹	Nickel, TPA	Dec-2013		The project completion date has been delayed. The project's contractor, Seattle Tunnel Partners, updated the projected tunnel opening date to early 2019.
I-5/SR 510 Interchange – Reconstruct Interchange (Thurston)	CWA	Jan-2017		Project funding is insufficient to implement the current interchange design concept. A value engineering workshop has identified the construction of a different interchange design—a diverging diamond interchange—as a better-performing, less costly design alternative.
SR 14/West Camas Slough Bridge – Bridge Widening (Clark)	CWA	Jan-2017		WSDOT is deferring funding and construction of this project, shifting funding to a congestion-reduction project on SR 14 near the I-205 interchange.

Data sources: WSDOT Capital Program Development and Management; WSDOT Regions.

Notes: **1** The schedule for this project changes frequently and WSDOT cannot verify the contractor's schedule.

WSDOT resolves 11 Watch List issues to date in 2017

WSDOT's Watch List projects with schedule or budget concerns

Quarter ending March 31, 2017

Project (County)	Revenue Package	Date added	Date removed	Watch List issue
Projects no longer on Watch List				
US 101/Lynch Rd. – Safety Improvements (Mason)	CWA	Jan-2017	Jan-2017	The advertisement date for this project is being delayed one year (until May 2018) to allow the project to undergo a Practical Solutions workshop before a design is selected. This project is being removed from the Watch List.
US 395/North Spokane Corridor – New Construction (Spokane)	CWA	Jan-2017	Mar-2017	Project completion had been delayed while WSDOT, BNSF and the Department of Ecology selected an approach to the clean-up of underground fuel waste at a site affected by the project. An agreement has now been reached with no overall impact to the project's cost or schedule. The project is being removed from the Watch List.
SR 14/E of Bingen - Port of Klickitat Access Improvements (Klickitat)	CWA	Jan-2017	Jan-2017	The advertisement date of this project has been delayed one year while a design concept is selected by WSDOT and community partners. This project is being removed from the Watch List.
I-5/NB S 260th St. to Duwamish River Bridge – Concrete Pavement Rehabilitation (King)	Nickel	Feb-2017	Feb-2017	The cost estimate for this project increased due to faster-than-expected pavement deterioration. High bids submitted by contractors also increased the cost to WSDOT at award of the project. The project is being removed from the Watch List.
I-5/Northbound Boeing Access Rd. to NE Ravenna Bridge – Pavement Repair (King)	Nickel	Feb-2017	Feb-2017	The cost of this project has increased due to both the need for additional reinforced concrete paneling and the addition of an incentive for contractors to reduce the number of weekend closures. The project is being removed from the Watch List.
I-82/Red Mountain vicinity – Construct Interchange (Benton)	CWA	Feb-2017	Feb-2017	WSDOT is working with FHWA to prepare standard documentation to justify the construction of an interchange. This process has delayed the project start by two years. This project is being reported and removed from the Watch List.
SR 518/Des Moines Memorial Drive – Interchange Improvements (King)	CWA	Feb-2017	Feb-2017	This project requires two construction seasons to complete the necessary work. The operationally complete date has been delayed for one year, until fall 2018. The project is being removed from the Watch List.
I-5/I-90 vicinity to James St. vicinity – Concrete Pavement Replacement (King) ¹	Nickel	Feb-2017	Feb-2017	Updated engineer's estimates reflect increases in materials costs that have raised the overall project cost by \$1.9 million. Additionally, needed repair of concrete expansion joints has been shifted to the project described below, delaying the completion date by one year. The project is being removed from the Watch List.
I-5 Spokane St. to Lake Washington Ship Canal Bridge – Special Bridge Repair (King) ²	PEF	Feb-2017	Feb-2017	An additional six expansion joints needing replacement were added to the project. The cost estimate has increased and the operationally complete date is delayed one year. The project is being removed from the Watch List.
US 97/Dolarway Intersection – Intersection Improvements (Kittitas)	CWA	Mar-2017	Mar-2017	The advertisement date was delayed three months to allow further coordination between WSDOT and the City of Ellensburg. The delay is not expected to impact the project's final operationally complete date. The project is being removed from the Watch List.
SR 150/No-See-Um Rd. – Intersection Improvements and realignment (Chelan)	CWA	Mar-2017	Mar-2017	High bids at the time of the project's award and the inclusion of additional sewer infrastructure work have led to cost increases. Additional funding was provided by the City of Chelan. The project is being removed from the Watch List.

Data sources: WSDOT Capital Program Development and Management; WSDOT Regions.

Notes: **1** This project was originally added and removed from the Watch List in August 2016 due to changes in the project's advertisement and construction schedule. It was again added and removed in February 2017. **2** This project was originally added and removed from the Watch List in March 2016 due to changes in the project's construction schedule. It was again added and removed in February 2017.

Work continues on Connecting Washington projects

Three Connecting Washington Account (CWA) projects in construction phase, two new projects advertised

Through March 2017; Costs estimated at completion; Dollars in millions

CWA projects under construction (County)	On schedule	Completion date	Construction cost
I-405 Renton to Lynnwood - Corridor Widening (King)			
• I-405/SR 167 Direct Connector - Widening	√	Dec-2018	\$171.3
• I-405/Northeast 30th St. and Northeast 44th St. - Ramp Improvements	√	Apr-2017	\$1.1
SR 150/No-See-Um Road - Intersection Improvements and realignment (Chelan)	√	Dec-2017	\$5.9

CWA projects advertised (County)	Delivery status	Advertisement date (Completion date)	Award amount
I-5/Chamber Way Bridge - Emergency Repair and Replacement (Lewis)	√	Feb-2017 (Oct-2018)	Pending
US 97/Dolarway Intersection - Intersection Improvements (Kittitas)	√	Jan-2017 (Oct-2017)	\$2.7

Nine WSDOT Nickel and Transportation Partnership Account projects in construction phase

Through March 2017; Costs estimated at completion; Dollars in millions

Project description Cumulative to date (County)	Fund type	On-time advertised	Ad date	Operationally complete date	Award amount
I-5 Concrete Rehabilitation Program (King) Multiple contractors continue to work on this project.	Nickel	√	Jul-2009	May-2023	N/A
• I-5/Northbound South 260th to Duwamish River Bridge - Concrete Rehab	Nickel	N/A	Nov-2016	Oct-2018	\$30.8
• I-5/Northbound Boeing Access Rd. to Northeast Ravenna Bridge - Pavement Repair	Nickel	N/A	Dec-2016	Sep-2019	\$38.6
• I-5/Northbound South Spokane St. Vicinity - Concrete Pavement Replacement				(Work is included in project above)	
• I-5/Northbound I-90 Vicinity to James St. Vicinity - Concrete Pavement Replacement				Work is included in project above)	
SR 99/Alaskan Way Viaduct – Replacement (King) This project replaces an aging viaduct with a new viaduct on the south end and adds a tunnel in downtown Seattle. WSDOT is funding or leading 30 contracts or projects as part of the viaduct replacement effort. Active Nickel/TPA projects are shown below:					
• SR 99/South King Street Vicinity to Roy Street – Viaduct Replacement	Nickel/TPA	√	May-2010	TBD	\$1,089.7
This subproject has several contract components; the bored tunnel, north and south access connections and associated work. The schedule for this project changes frequently and WSDOT cannot verify the contractor's schedule at this time.					
US 395/North Spokane Corridor (NSC) – Design and Right of Way – New Alignment (Spokane)	Nickel/TPA ¹	√	Apr-2012	Nov-2018	N/A
• US 395/NSC - Spokane River to Francis Ave. - Grading	TPA	N/A	Dec-2016		\$0.4
• US 395/NSC Freya St. - Structures	TPA	N/A	Dec-2016		\$7.6
I-90/Concrete Rehabilitation Multiple contractors continue to work on this project.	Nickel/TPA				
SR 520/Bridge Replacement and HOV (King) • SR 520/I-5 to Medina – Evergreen Point Floating Bridge and Landings	TPA	√	Dec-2010	Jul-2017	\$586.6
An additional contract award for this project is pending.					
SR 3/Belfair Area – Widening and Safety Improvements (Mason) Advertisement was delayed due to revised project limits, which affected right of way acquisition.	TPA	Late	Apr-2015	Aug-2017	\$10.3
I-5/Tacoma HOV Improvements (Pierce) • I-5/M Street to Portland Avenue – Add HOV Lanes	Nickel/TPA Nickel	√	Mar-2014	Feb-2017	\$1.7
I-90/Snoqualmie Pass East – Hyak to Keechelus Dam – Corridor Improvement (Kittitas) • I-90/Snowshed to Keechelus Dam Phase 1C – Replace Snowshed and Add Lanes	TPA TPA	Late	Apr-2011	Oct-2017	\$177.1
Advertisement was delayed to address fire and safety issues with the original snowshed design, resulting in long-term savings.					
SR 16/Anderson Creek Tributary to Sinclair Inlet – Fish Barriers (Kitsap)	TPA	Late	Feb-2016	Jun-2017	\$4.4

Source: Capital Project Delivery Programs.

Most TPA projects on budget for 2015-2017 biennium

Biennial summary: Eleven projects completed in 2015-2017 biennium

Nickel and Transportation Partnership Account projects; Costs estimated at completion; Dollars in millions

Cumulative to date	Fund type	On-time advertised	On-time completed	Within scope	Baseline estimated cost	Current estimated cost	On budget completed
Current biennium reporting on capital project delivery							
2015-2017 biennium summary¹ This information is updated quarterly throughout the biennium.	0 Nickel 11 TPA	7 on time ² 4 late	10 on time 1 late	11	\$809.9	\$777.7	10 on budget 1 over budget
Earlier biennia reporting on capital project delivery							
2013-2015 biennium summary See Gray Notebook 58, p. 55 .	6 Nickel 15 TPA	16 on time 5 late	15 on time 6 late	21	\$555.7	\$514.0	18 on budget 3 over budget
2011-2013 biennium summary See Gray Notebook 50, p. 31 .	5 Nickel 36 ¹ TPA	31 ¹ on time 10 late	32 ¹ on time 9 late	41 ¹	\$1,485.5 ¹	\$1,459.6 ¹	37 ¹ on budget 4 over budget
2009-2011 biennium summary¹ See Gray Notebook 42, p. 45 .	16 Nickel 74 TPA	73 on time 17 late	80 on time 10 late	90	\$1,641.6	\$1,597.0	85 on budget 5 over budget
2007-2009 biennium summary See Gray Notebook 34, p. 58 .	42 Nickel 69 TPA	91 on time 20 late	96 on time 15 late	111	\$1,685.7	\$1,685.2	102 on budget 9 over budget
2005-2007 biennium summary See Gray Notebook 26, p. 5 .	52 Nickel 24 TPA	71 on time 5 late	68 on time 8 late	76	\$673.9	\$668.8	67 on budget 9 over budget
2003-2005 biennium summary See Gray Notebook 19, p. 5 .	27 Nickel	25 on time 2 late	27 on time 0 late	27	\$124.6	\$124.4	25 on budget 2 over budget

Data source: WSDOT Capital Program Development and Management.

Notes: Dollar amounts are rounded up. **1** In *Gray Notebooks* published before the 2009-2011 biennium, WSDOT used a project count of 391 combined Nickel and TPA projects for project completion data. In conjunction with the 2009-2011 biennium wrap-up, the tables were reorganized to present the completed information for the current construction project count of 404. In the revised count, several projects that were developed as part of larger programs, like bridge, rail, and roadside safety, were included in the new count though they had been completed earlier. **2** Number of on-time projects was updated in the chart above for *Gray Notebook 63*.

WSDOT reports three change orders with values exceeding \$500,000 during the quarter ending March 31, 2017

The largest of the three change orders, valued at \$3.65 million, was a negotiated settlement which compensated contractors for services rendered during the Interstate 90 Two-way Transit and HOV Operations Stage 3 project. Complex electrical and mechanical site conditions had led to an accumulation of added work and schedule delays. The SR 520 Floating Bridge and Landings Project issued a change order amounting to a net \$2.0 million cost increase to settle a variety of disputes with the contractor, chiefly relating to the replacement of 19 damaged anchor cables. The cost of temporary traffic control on the SR 522 Snohomish River Bridge to US 2 Vicinity project resulted in a change order of just over \$2.0 million.

After an extensive review, which can involve subject matter experts, contract specialists and other outside stakeholders, WSDOT must sometimes change its engineers' original plans and specifications in order to complete projects. When this occurs, WSDOT issues a formal modification (or change order) to the contract containing a description of the change and details about how or if the contractor may be compensated for it. Each month, WSDOT posts all change orders estimated to cost \$500,000 or more online at <http://bit.ly/WSDOTchangeorders>.

WSDOT advertises 126 Pre-existing Funds projects

WSDOT advertised 126 of 170 Pre-existing Funds (PEF) projects in the seventh quarter (January through March 2017) of the 2015-2017 biennium. Unlike Nickel and TPA projects, which are fixed lists of projects set by the Legislature and funded with a line item budget for each individual project, PEF projects are funded at the program level.

Of the 126 advertised projects, five were advanced to the current quarter from future quarters, 86 were advertised on time, 16 were emergent and 19 were advertised late. Of the remaining PEF projects scheduled for advertisement this quarter, three were advertised in an earlier quarter, 25 were delayed within the 2015-2017 biennium and 16 were deferred out of the biennium. See [pp. 41-42](#) for this quarter's PEF advertisements.

WSDOT's current cost to complete the 429 PEF projects advertised through the seventh quarter of the

Actual cost to complete project advertisements about \$17.9 million less than the original value

2015-2017 biennium (July 2015 through June 2017); Quarter ending March 31, 2017; Dollars in millions

	Number of projects	Original value	Current cost to complete
Total PEF advertisements planned for the 2015-2017 biennium	485	\$876.7	\$884.4
Planned advertisements through March 31, 2017	457	\$826.6	\$819.3
Actual advertisements through March 31, 2017	429	\$725.0	\$709.9

Data source: WSDOT Capital Program Development and Management.

WSDOT completes 429 Pre-existing Funds project advertisements so far during 2015-2017 biennium

Project status	Quarter ¹	Cumulative ²
Projects advanced ³	5	29
Projects advertised on time	86	312
Emergent projects advertised	16	38
Projects advertised late	19	50
Total projects advertised	126	429
Projects advertised early ⁴	3	23 ⁵
Projects delayed within the biennium	25	104 ⁵
Projects deferred out of the biennium	16	23 ⁵
Projects deleted	0	3 ⁵

Data source: WSDOT Capital Program Development and Management.

Notes: **1** Quarter refers to January through March 2017. **2** Cumulative refers to July 2015 through March 2017. **3** Advanced includes projects that were moved up from future quarters. **4** Early includes projects scheduled for the quarter that were advertised in an earlier quarter. **5** Total includes the sum of all the actual advertisements (planned and unplanned) plus the disposition of projects that were not advertised in the planned time frame.

2015-2017 biennium is \$709.9 million, about \$15.1 million (2.1%) less than the original value of \$725.0 million.

The current estimated cost to complete all 485 advertisements planned for the 2015-2017 biennium is \$884.4 million, about \$7.7 million (0.9%) more than the original value of \$876.7 million for these projects.

Improvement and preservation cash flow less than projections

Cumulatively, WSDOT planned to have \$1.09 billion in the combined improvement and preservation cash flow during the seventh quarter of the 2015-2017 biennium, but had \$1.06 billion instead (approximately 1.0% less or \$31.9 million less). This variance is due to WSDOT basing initial improvement and preservation program allotments on historical cash flow averages for the quarter. WSDOT adjusted its baseline allotments and its planned expenditures during the 2015-2017 biennium to better reflect the six-year spending plan.

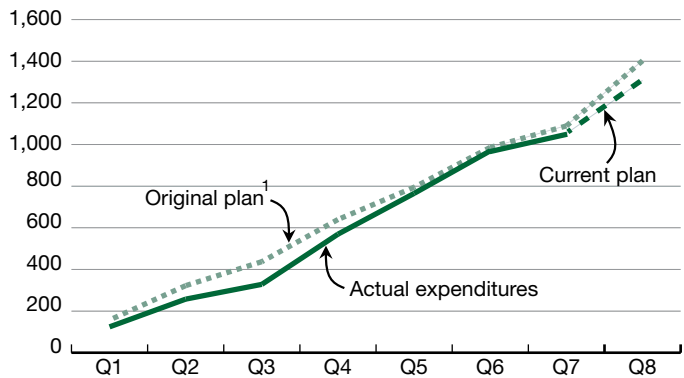
WSDOT uses improvement program funds for projects that optimize highway capacity, enhance safety and reduce the environmental impact of construction projects.

The preservation program includes pavement, bridges and other projects that maintain the structural integrity of the existing highway system.

Contributors include Mike Ellis and Joe Irwin

Cumulative Pre-existing Funds preservation and improvement combined cash flow lower than planned

2015-2017 biennium; Quarter ending March 31, 2017; Planned vs. actual expenditures; Dollars in millions



Data source: WSDOT Capital Program Development and Management.

Note: Q7 refers to the seventh quarter (January through March 2017) of the 2015-2017 biennium (July 2015 through June 2017). **1** Baseline was reset after Gray Notebook 62 when WSDOT's six-year plan was updated.

WSDOT advertises 86 Pre-existing Funds projects on time

WSDOT advertises 126 of 170 Pre-existing Funds projects during the quarter January through March 2017

On time (86)

Northwest Region Guardrail Update (2015-2017 and 2017-2019)	I-5/Southbound Cowlitz River Bridge - Known third party - Repair Bridge
US 2/Fern Bluff Rd. Vicinity to 10th St. Vicinity - Paving	I-5/Southbound Cowlitz River Bridge - Repair Bridge
US 2/Fern Bluff Rd. Vicinity to 5th St. Intersection - Americans with Disabilities Act (ADA) Compliance	US 12/Rimrock Lake Vicinity - Stabilize Slope
SR 20/Collins Rd. Vicinity to SR 9 - Paving	SR 10/SR 970 to US 97 - Chip Seal
SR 20/Collins Rd. Vicinity to SR 9 - ADA Compliance	US 12/White Pass Vicinity - Major Drainage Phase 1
I-90/North Fork Issaquah Creek - Fish Passage	US 12/Indian Creek Vicinity to Wildcat Creek Bridge Vicinity - Paving
SR 169/140th Ave. Southeast to Cedar River Park Vicinity - Paving	US 12/Wallula Vicinity to North Shore Rd. Vicinity - Chip Seal
SR 169/140th Way Southeast to Monroe Ave. Southeast - ADA Compliance	US 12/Low Rd. - Intersection Safety Improvements
SR 509/Northbound South 160th St. to South 112th St. Vicinity - Paving	SR 24/2 Miles East of Badger Ln. to 7.4 Miles West of SR 241 - Chip Seal
SR 509/South 128th St. Interchange - ADA Compliance	SR 24/SR 241 to Cold Creek Rd. Vicinity - Chip Seal
SR 525/Southbound Alderwood Mall Pkwy. - Intersection Improvements	I-82/Yakima Valley Highway Bridge Westbound - Deck Rehabilitation
SR 526/5th Ave. West Vicinity to I-5 - Paving	I-82/SR 821/Thrall Road Bridge Eastbound - Deck Rehabilitation
SR 526/Evergreen Way Interchange Vicinity - ADA Compliance	I-82/Columbia River Bridge Eastbound - Truss Deck Replacement
SR 528/55th Dr. Northeast Vicinity to 83rd Ave. Northeast Vicinity - Paving	I-82/Military Road Interchange - Chip Seal
SR 528/55th Dr. Northeast Vicinity to 83rd Ave. Northeast Vicinity - ADA Compliance	I-90/West Side Canal Bridge Westbound - Deck Rehabilitation
SR 529/Northbound Steamboat Slough Bridge - Painting	I-90/468th Ave. Southeast to West Summit Rd. Eastbound - Rehabilitate Concrete
SR 542/Hedrick Creek - Fish Barrier	I-90/Franklin Falls Bridge Westbound - Deck Rehabilitation
North Central Region Sign Update 2015-2017	I-90/Renslow Bridge Eastbound - Deck Rehabilitation
North Central Region 2015-2017 Electrical Service Upgrade	I-90/Denny Creek Viaduct Westbound - Deck Rehabilitation
North Central Region 2015-2017 Regionwide Intersection Safety Implementation	I-90/Taneum Creek Bridge Westbound - Deck Rehabilitation
SR 17/Airway Dr. to Phoenix Dr. - Roadside Safety Improvements	I-90/Big Creek Bridge Westbound - Deck Rehabilitation
SR 28/North of East Wenatchee - Safety Improvements	I-90/Denny Creek Rd. Bridge Westbound - Deck Rehabilitation
SR 171/Beech St. Intersection - Safety Improvements	I-90/2 miles West of West Summit Interchange Eastbound - Culvert Rehabilitation
SR 3/Kitsap Way to SR 305 - Install Cable Barrier	I-90/South Fork Snoqualmie Bridge East of North Bend Eastbound - Deck Rehabilitation
I-5/North of Maytown Rd. to Martin Way - Paving	US 97/SR 22 Vicinity to West Wapato Rd. Vicinity - Paving
SR 16/Olympic Dr. Northwest to Burley Olalla Rd. - Install Cable Barrier	US 97/Branch Rd. - Intersection Improvements
US 101/North of Lower Salmon Creek - Culvert Replacement	US 97/Progressive - Intersection Improvements
SR 105/West of Constantine Way to Edward P. Smith Dr. - Chip Seal	US 97/Satus Creek 3rd Crossing Bridge - Deck Rehabilitation
SR 119/US 101 to Lake Cushman Recreation Area - Chip Seal	US 97/2nd Ave. Vicinity - Roadside Improvements
SR 162/SR 410 to South of 96th St. East - Paving	US 97/SR 22 Vicinity to West Wapato Rd. Vicinity - ADA Compliance
SR 162/SR 410 to South of 96th St. East - ADA Compliance	SR 125/Carrie Ave. to SR 124 - Chip Seal
SR 303/SR 304 to William E. Sutton Rd. Northeast - Paving	SR 260/SR 17 to Kahlotus - Chip Seal

Data source: WSDOT Capital Program Development and Management.

Continued on p. 42

WSDOT advertises 16 emergent Pre-existing Funds projects

On time (86) Continued

SR 410/Yakima County Line to East Winter Gate - Chip Seal	SR 28/Lamona to Harrington - Chip Seal
SR 410/Sawmill Flat Campground Vicinity to Nile Rd. - Chip Seal	SR 28/Harrington to Davenport - Chip Seal
SR 410/Nile Rd. to US 12 - Chip Seal	SR 31/Tiger to Metaline Falls - Chip Seal
SR 903/Cle Elum to Roslyn - Chip Seal	I-90/3rd Ave. Bridge - Special Repair - Eastbound
SR 903/Roslyn to National Forest Boundary - Chip Seal	SR 174/Grant County Line to SR 21 - Chip Seal
2015-2017 Eastern Region: Regionwide Basic Safety - Signing	SR 270/Junction US 195 to Bishop Blvd. - Paving
Eastern Region Hot Mix Asphalt Route Rumble Strips - Install Rumble Strips	SR 272/Colfax to Idaho State Line - Chip Seal
Eastern Region Chip Seal Rumble Strips - Install Rumble Strips	SR 290/Mission Ave. to Sullivan Rd. - Paving
US 2/Francis Ave. to Division Wye - Paving	SR 290/Spokane River Trent Bridges - Strip Seal Rehabilitation
SR 21/US 2 to Keller Ferry - Chip Seal	SR 291/Suncrest to SR 231 - Chip Seal
SR 26/Bridge Approach Repair and Deck Overlay	SR 904/Mullenix Rd. to Betz Rd. - Paving

Emergent (16)

Statewide Recreational Vehicle (RV) Meter Replacement	SR 14/Skamania County Winter Pavement Damage 2017
SR 8/Elma Safety Rest Area (SRA) Sewer Line Upgrade - Olympic Region	US 12/Old Naches Highway Vicinity to I-82 - Repair Bridge Joint Headers
I-90/Indian John Hill Eastbound Safety Rest Area - RV Slab Replacement - South Central Region	SR 240/Columbia Center Blvd. to US 395 - ADA Compliance
SR 906/Travelers Rest Safety Rest Area - Roof Repair - South Central Region	SR 21/Motor/Vessel <i>Sanpoil</i> Repairs
I-5/Northbound Off-Ramp to SR 526 - Expansion Joint Replacement	SR 25/Northport Bridge Repairs - Traffic Control
SR 11/MP 12.76 Chuckanut Drive Vicinity - Emergency Rock Scaling	I-90/Spokane Viaduct - Repair Expansion Joints
I-90/Eastbound MP 23.0 to SR 18 - Active Warning Sign (AWS) Safety Improvements	US 195/BNSF and Pine Creek Bridges - Expansion Joint Repair
SR 14/Klickitat County Winter Pavement Damage 2017	US 395/Little Spokane River Bridge - Repair Expansion Joints

Advertised Early (5)

US 101/Sol Duc River Bridge - Bridge Painting	US 395/I-182 to Foster Wells Road Vicinity - Paving
US 101/Sol Duc River Bridge - Bridge Painting	SR 271/Oakesdale to US 195 - Chip Seal
SR 240/Columbia Center Blvd. to US 395 - Paving	

Advertised Late (19)

I-5/Toutle River Northbound/Southbound SRA Water System - Minor Rehabilitation - Southwest Region	SR 20/North of Eaglemount Half Bridge - Culvert Replacement
I-5/Southbound SR 528 Vicinity to SR 531 Vicinity - Paving	US 101/Matriotti Creek - Remove Fish Barrier
I-5/Southbound SR 528 Vicinity to SR 531 Vicinity - ADA Compliance	SR 112/Nordstrom Creek - Remove Fish Barrier
I-5 Northbound/Ebey Slough to SR 531 - Paving	SR 240/0.2 Miles East of Jadwin Ave. to I-182 - Paving
I-5 Northbound/Ebey Slough to SR 531 - ADA Compliance	SR 240/SR 224/Van Giesen Street - Intersection Improvements
I-5/Southbound SR 531 Interchange - Paving	SR 240/0.2 Miles East of Jadwin Ave. to I-182 - ADA Compliance
SR 516/102nd Pl. Southeast Vicinity to 132nd Ave. Southeast - Paving	SR 397/S Yew St. to South 10th Ave. - Paving
SR 516/108th Ave. Southeast to 132nd Ave. Southeast - ADA Compliance	SR 397/S Yew St. Vicinity - Roadside Improvements
SR 900/Green Creek - Fish Passage	Eastern Region Regionwide ADA Project - Pedestrian Access Upgrades
SR 16/Tacoma Narrows Bridge - Replace Maintenance Platform	

Data source: WSDOT Capital Program Development and Management.

Statewide transportation policy goals

Laws enacted in 2007 established policy goals for transportation agencies in Washington (RCW 47.04.280). Throughout its editions, WSDOT's *Gray Notebook* ties into the six statewide transportation policy goals that include:

- **Safety:** To provide for and improve the safety and security of transportation customers and the transportation system;
- **Preservation:** To maintain, preserve, and extend the life and utility of prior investments in transportation systems and services;
- **Mobility (Congestion Relief):** To improve the predictable movement of goods and people throughout Washington, including congestion relief and improved freight mobility;
- **Environment:** To enhance Washington's quality of life through transportation investments that promote energy conservation, enhance healthy communities, and protect the environment;
- **Economic Vitality:** To promote and develop transportation systems that stimulate, support, and enhance the movement of people and goods to ensure a prosperous economy; and
- **Stewardship:** To continuously improve the quality, effectiveness, and efficiency of the transportation system.

Complete *Gray Notebook* subject index and edition archives online

Readers can access the *Gray Notebook* subject index online at bit.ly/GNBsubjectindex. Past *Gray Notebook* editions are available at bit.ly/GNBarchives.

Gray Notebook reporting periods

WSDOT programs report their performance data during different periods to best fit the work they do. For example, a program that receives substantial federal funds may report performance based on the federal fiscal year.

Calendar, fiscal and federal fiscal quarters

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
GNB 65			GNB 66			GNB 67			GNB 68		
Q1 2017			Q2 2017			Q3 2017			Q4 2017		
Q3 FY2017			Q4 FY2017			Q1 FY2018			Q2 FY2018		
Q2 FFY2017			Q3 FFY2017			Q4 FFY2017			Q1 FFY2018		

2015-2017 biennial quarters (used by Legislature)

Period	Quarter	Period	Quarter
Jul – Sep 2015	Q1	Jul – Sep 2016	Q5
Oct – Dec 2015	Q2	Oct – Dec 2016	Q6
Jan – Mar 2016	Q3	Jan – Mar 2017	Q7
Apr – Jun 2016	Q4	Apr – Jun 2017	Q8

Notes: A calendar year begins January 1 and ends December 31. Washington state's fiscal year begins July 1 and ends June 30. The federal fiscal year begins October 1 and ends September 30. Biennia begin July 1 and end two years later on June 30.

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The *Gray Notebook* is developed and produced by the small team at WSDOT's Office of Strategic Assessment and Performance Analysis (OSAPA), and articles feature bylines indicating key contributors from dozens of WSDOT programs.

The *Gray Notebook* and *Gray Notebook Lite* are printed in-house by Ronnie Jackson, Trudi Phillips, Talon Randazzo, Larry Shibley, Oma Venable and Deb Webb. OSAPA's Kate Wilfong coordinates distribution. WSDOT's graphics team of Marci Mill, Erica Mulherin and Steve Riddle provides creative assistance, and WSDOT communicators typically take the photographs featured throughout each edition.

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The *Gray Notebook* is prepared by the

Office of Strategic Assessment and Performance Analysis
Washington State Department of Transportation
310 Maple Park Ave SE, Olympia, WA 98504

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GNB

GRAY NOTEBOOK



Washington State
Department of Transportation

Quarterly performance analysis of WSDOT's
multimodal systems and programs

Roger Millar, Secretary of Transportation, PE, AICP

Edition 66 ■ June 2017

MAKING CONNECTIONS

A LOOK AT WSDOT'S BRIDGES

**Safety on
state highways**

Traffic fatalities
decrease

p. 11

Fish friendly

WSDOT's efforts to
improve fish passage
see success

p. 34

Import-Export

How WSDOT's freight
systems move goods in
the state

p. 39

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PERFORMANCE HIGHLIGHTS reported for the quarter ending June 30, 2017

537

highway **fatalities** occurred in Washington in 2016, showing a 2.5% decrease from the 551 fatalities in 2015

34
PERCENT

increase in **commercial truck traffic in Tacoma** from 2015 to 2016

Construction projects completed with **Nickel or Transportation Partnership Account** funds

377

91.8% OF WSDOT BRIDGES BY DECK AREA



were in **FAIR or BETTER** condition as of June 2017

5,860 HOURS

of WSDOT staff time saved by **general permitting** processes in 2016

15
new

LEAN improvement projects launched by WSDOT during the first half of 2017

\$23.8
MILLION

in economic benefit provided by WSDOT's **Incident Response** teams clearing 16,029 incidents during the quarter

WSDOT CORRECTED **20** FISH PASSAGE BARRIERS IN 2016, IMPROVING ACCESS TO **92 MILES** OF UPSTREAM HABITAT



66 RESULTS WSDOT & AGENCY EMPHASIS AREAS

Results WSDOT is the agency's strategic plan for 2014-2017. The plan directs WSDOT's work with partners and communities and includes three Agency Emphasis Areas (AEA) for 2016-2017:



Workforce Development

Addressing recruitment and retention issues, employee training and development, and succession planning for WSDOT's future



Inclusion

Making sure there are fair and equal opportunities to participate in WSDOT employment, contracts and decision making, and that every voice is heard



Practical Solutions

Improving the performance of the multimodal transportation system at the least cost; funding for future preservation and emergent needs makes this another critical focus area

WSDOT's strategic plan focuses on how the agency makes investments and delivers projects with limited resources.

Implementation plans define the actions and deliverables needed to achieve WSDOT's goals from 2014 through 2017. Results WSDOT is based on six goals: Strategic Investments, Modal Integration, Environmental Stewardship, Organizational Strength, Community Engagement, and Smart Technology.

Articles in this issue, indicated by a box with a goal logo, show how these goals are being realized.

Results WSDOT sets agency direction 2014 through 2017 Strategic Plan

Including recent Gray Notebook articles linked to goals and Agency Emphasis Areas (AEA)



Goal 1: STRATEGIC INVESTMENTS

Effectively manage system assets and multimodal investments on corridors to enhance economic vitality

- Aviation: GNB 63, [pp. 16-19](#)
- Bridges: GNB 66, [pp. 17-27](#)
- Capital facilities: GNB 63, [pp. 13-15](#)
- Ferries preservation: GNB 62, [pp. 23-28](#)
- Highway maintenance: GNB 64, [pp. 21-22](#) (AEA^{1,2})
- Multimodal assets: GNB 65, [pp. 7-8](#)
- Pavement conditions: GNB 64, [pp. 13-20](#) (AEA²)



Goal 4: ORGANIZATIONAL STRENGTH

Support a culture of multi-disciplinary teams, innovation and people development through training, continuous improvement and Lean efforts

- Lean: GNB 66, [pp. 48-49](#) (AEA¹)
- Inclusion: GNB 66, [pp. 43-47](#) (AEA¹)
- Workforce development: GNB 65, [pp. 31-32](#) (AEA^{1,3})



Goal 2: MODAL INTEGRATION

Optimize existing system capacity through better interconnectivity of all transportation modes

- Ferries: GNB 66, [pp. 30-31](#)
- Freight: GNB 66, [pp. 39-42](#)
- Highway system safety: GNB 66, [pp. 11-16](#)
- Pedestrian and bicyclist safety: GNB 65, [pp. 12-15](#) (AEA^{2,3})
- Public transit: GNB 63, [pp. 11-12](#)
- Rail: Amtrak Cascades: GNB 66, [pp. 32-33](#)
- Trip reduction: GNB 60, [pp. 22-24](#)



Goal 5: COMMUNITY ENGAGEMENT

Strengthen partnerships to increase credibility, drive priorities and inform decision making

- Disadvantaged Business Enterprise: GNB 64, [pp. 38-39](#) (AEA³)
- Inclusion: GNB 66, [pp. 43-47](#) (AEA¹)
- Incident Response: GNB 66, [pp. 28-29](#) (AEA²)



Goal 3: ENVIRONMENTAL STEWARDSHIP

Promote sustainable practices to reduce greenhouse gas emissions and protect natural habitat and water quality

- Air quality: GNB 61, [pp. 22-23](#)
- Environmental compliance: GNB 64, [pp. 30-31](#)
- Fish passage barriers: GNB 66, [pp. 34-36](#)
- General permitting: GNB 66, [pp. 37-38](#)
- Water quality: GNB 63, [pp. 28-30](#)
- Wetlands protection: GNB 65, [pp. 25-27](#)



Goal 6 SMART TECHNOLOGY

Improve information system efficiency to users and enhance service delivery by expanding the use of technology

- Commercial Vehicle Information Systems and Networks: GNB 65, [p. 29](#)
- Tolling: GNB 64, [pp. 35-37](#)
- Travel information: GNB 65, [p. 18](#) (AEA³)

Data source: WSDOT Office of Strategic Assessment and Performance Analysis.

Notes: 1 = Workforce Development. 2 = Practical Solutions. 3 = Inclusion. For more information on Results WSDOT, go to bit.ly/ResultsWSDOTStrategicPlan.

66 RESULTS WASHINGTON

Results Washington, the state's performance management system, outlines Gov. Jay Inslee's priorities. This strategic framework sets the state's vision and mission, as well as the foundational expectation that state agencies will achieve goals collaboratively. Results Washington has five goals: World Class Education; Prosperous Economy; Sustainable Energy and a Clean Environment; Healthy and Safe Communities; and Efficient, Effective and Accountable Government. For more information, visit <http://www.results.wa.gov/>.

Results Washington Measures by goal ¹	Previous period	Current period	On target ²	Current trend	Desired trend
Annual Measure for which WSDOT is the lead agency					
Goal 2: Prosperous Economy					
Maintain the percent of Washington infrastructure assets in satisfactory condition at 2013 baseline levels through 2020 <small>(2013 & 2014)</small>	86% ³	85%	No	↓	↑
Control the percent of National Highway System bridges, state and locally owned, in poor condition from increasing over 10% by 2020 <small>(FY2016 & FY2017)</small>	9.3%	8.6%	Yes	↓	↓
Control the percent of National Highway System pavement, state and locally owned, in poor condition from increasing over 10% by 2020 <small>(2014 & 2015)</small>	6%	7%	Yes	↑	↓
Control the percent of ferry terminal systems that are past due for replacement from increasing over 6% by 2020 <small>(FY2015 & FY2016)</small>	3.7%	5.4%	Yes	↑	↓
Control the percent of ferry vessel systems that are past due for replacement from increasing over 10% by 2020 <small>(FY2015 & FY2016)</small>	8.3%	10.9%	No	↑	↓
Maintain percentage of transit fleet that exceeds the Federal Transit Administration's minimum useful life at 25% or below through 2020 <small>(2014 & 2015)</small>	37.3% ⁴	34.6% ⁴	No	↓	↓
Increase the percentage of Washingtonians using alternative transportation commute methods to 29% by 2020 <small>(2014 & 2015)</small>	27.6%	27.6%	No	↔	↑
Ensure travel and freight reliability on strategic corridors does not deteriorate more than 5% through 2020 ⁵ <small>(2014 & 2015)</small>	6.0% ⁶	5.0%	Yes	↓	↓
Operate strategic corridors at 90% efficiency or higher through 2020 <small>(2014 & 2015)</small>	94.6%	93.4%	Yes	↓	↑
Reduce the number of pedestrian and bicyclist fatalities on public roadways from 84 in 2012 to zero in 2030 <small>(2015 & 2016)</small>	100	106	No	↑	↓
Annual measures for which WSDOT is not the lead agency, but has an interest include:					
Goal 2: Prosperous Economy					
Increase state agency and educational institution utilization of state-certified small businesses in public works and other contracting and procurement by 2017 to: Minority-owned businesses, 10%; Women-owned businesses, 6%; Veteran-owned businesses, 5% <small>(FY2016)</small>	Minority-owned: 1.65% Women-owned: 1.23% Veteran-owned: 0.26%		No	N/A	↑
Goal 3: Sustainable Energy and a Clean Environment					
Reduce transportation related greenhouse gas emissions from 44.9 million metric tons/year (projected 2020) to 37.5 million metric tons/year (1990) by 2020 <small>(2012 & 2013)</small>	42.4	40.4	Yes	↓	↓
Reduce the average emissions of greenhouse gases for each vehicle mile traveled in Washington by 25% from 1.15 pounds in 2010 to 0.85 pounds by 2020 <small>(2012 & 2013)</small>	1.11	1.11	No	↔	↓
Increase the average miles traveled per gallon of fuel for Washington's overall passenger and light duty truck fleet (private and public) from 19.2 mpg in 2010 to 23 mpg in 2020 <small>(2014 & 2015)</small>	20.6	21.0	No	↑	↑
Increase the number of plug-in electric vehicles registered in Washington from approximately 8,000 in 2013 to 50,000 by 2020 <small>(2015 & 2016)</small>	16,529	17,941	No	↑	↑
Increase miles of stream habitat opened from 55 miles per year in 2017 to 80 by 2020 ^{6,7} <small>(2017)</small>	N/A	55 ⁶	No	N/A	↑
Increase number of fish passage barriers corrected per year from 60 in 2017 to 90 by 2020 ^{6,7} <small>(2017)</small>	N/A	60 ⁶	No	N/A	↑
Goal 4: Healthy and Safe Communities					
Decrease number of traffic-related fatalities on all roads from 454 in 2011 to zero in 2030 <small>(2015 & 2016)</small>	551	537	No	↓	↓

Data sources: WSDOT Office of Strategic Assessment and Performance Analysis and Results Washington's Open Performance Program.

Notes: **1** In addition to the measures listed in the table, WSDOT contributes performance information that is combined and reported with data from all state agencies in Goal 5: Efficient, Effective and Accountable Government. **2** A measure is "on target" if it is currently meeting its goal or if it is on a path to meet its goal by the target date. Some measures may be trending in the desired direction but not on target. **3** Data has been corrected from previous Gray Notebook editions. **4** Values differ from previous editions. To better align with the Federal Transit Administration, WSDOT has updated its method for calculating useful life; it is now based on age or mileage instead of just age. **5** This measure is the percentage difference between the value of the reliability index in one period and the average of the value of the reliability index in the three preceding periods. **6** Measure has been updated since GNB 65. **7** Includes work completed by multiple state agencies.

66 STATEWIDE TRANSPORTATION POLICY GOALS

Statewide policy goal/ WSDOT performance measure	Previous period	Current period	Goal	Goal met	Five-year trend (unless noted)	Desired trend
Safety						
Rate of traffic fatalities per 100 million vehicle miles traveled statewide (Annual measure: calendar years 2015 & 2016)	0.92	0.88	<1.00 ¹	✓		↓
Rate of recordable incidents for every 100 full-time WSDOT workers (Annual measure: calendar years 2015 & 2016)	4.3	4.6	<5.0	✓		↓
Preservation						
Percentage of state highway pavement in fair or better condition by vehicle miles traveled (Annual measure: calendar years 2014 & 2015)	93.3%	93.0%	≥ 90%	✓		↑
Percentage of state bridges in fair or better condition by bridge deck area (Annual measure: fiscal years 2016 & 2017)	91.2%	91.8%	≥ 90%	✓		↑
Mobility (congestion relief)						
Highways: Annual (weekday) vehicle hours of delay statewide relative to maximum throughput speeds ² (Annual measure: calendar years 2014 & 2015)	32.3 million	N/A	*	N/A	 (Four-year trend)	↓
Highways: Average incident clearance times for all Incident Response program responses (Calendar quarterly measure: Q1 2017 & Q2 2017)	12.1 minutes	12.0 minutes	*	N/A	 (Five-quarter trend)	↓
Ferries: Percentage of trips departing on time ³ (Fiscal quarterly measure: year to year Q4 FY2016 & Q4 FY2017)	93%	90.7%	≥ 95%	—		↑
Rail: Amtrak Cascades on-time performance ⁴ (Annual measure: fiscal years 2015 & 2016)	72.1%	74.8%	≥ 80%	—		↑
Environment						
Number of WSDOT stormwater management facilities constructed (Annual measure: fiscal years 2015 & 2016)	130	151	*	N/A		Not applicable
Cumulative number of WSDOT fish passage improvement projects constructed (Annual measure: calendar years 2015 & 2016)	301	319	*	N/A		↑
Stewardship						
Cumulative number of Nickel and TPA projects completed ⁵ and percentage on time ⁶ (Calendar quarterly measure: Q4 2016 & Q1 2017, trendline for percentage on time)	377/ 87%	377/ 87%	≥ 90% on time	—	 (Five-quarter trend)	↑
Cumulative number of Nickel and TPA projects completed ⁵ and percentage on budget ⁶ (Calendar quarterly measure: Q4 2016 & Q1 2017, trendline for percentage on budget)	377/ 91%	377/ 91%	≥ 90% on budget	✓	 (Five-quarter trend)	↑
Variance of total project costs ⁵ compared to budget expectations ⁶ (Calendar quarterly measure: Q4 2016 & Q1 2017)	Under budget by 2.2%	Under budget by 2.2%	On or under budget	✓	 (Five-quarter trend)	Not applicable

Data source: WSDOT Office of Strategic Assessment and Performance Analysis.

Notes: (*) = goal has not been set. Dash (—) = goal was not met in the reporting period. For the Economic Vitality Policy Goal, see [p. 4](#) for Results Washington Goal 2: Prosperous Economy measures. **1** The Statewide Transportation Policy Goal for this performance measure is different than the federal MAP-21 goal for the same measure. See this edition's Highway System Safety ([p. 11](#)) and MAP-21 ([p. 9](#)) articles for more information. **2** Compares actual travel time to travel time associated with "maximum throughput" (defined as 70-85% of the posted speeds). **3** WSDOT Ferries' on-time departures include any trip recorded by automated tracking as leaving the terminal within 10 minutes of scheduled time. **4** Amtrak Cascades' on-time performance includes any trip arriving within 10 or 15 minutes, depending on the route, of scheduled arrival time. **5** Construction projects only. **6** Budget and schedule expectations are defined in the last approved State Transportation Budget. See [p. 50](#) for more information.

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MULTIMODAL ASSET PERFORMANCE DASHBOARD

WSDOT performance measure	Previous period	Current period	Goal	Goal met	Five-year trend (unless noted)	Desired trend
Highway Assets						
Bridges						
Percentage of WSDOT-owned bridges in fair or better condition by bridge deck area <small>(Fiscal years 2016 & 2017, GNB 62, p. 14)</small>	91.2%	91.8%	≥90%	✓		↑
Number of WSDOT-owned bridges load restricted or load posted <small>(Fiscal years 2016 & 2017, GNB 62, p. 18)</small>	126	119	*	N/A		↓
Current WSDOT-owned steel bridge painting backlog in millions of dollars <small>(Fiscal years 2016 & 2017, GNB 62, p. 20)</small>	\$414.5	\$460.8	*	N/A		↓
Projected 10-year WSDOT owned steel bridge painting backlog in millions of dollars <small>(Fiscal years 2016-2025 & 2017-2026, GNB 62, p. 20)</small>	\$706.6	\$740.8	*	N/A		↓
Current WSDOT-owned bridge deck area due or past due for replacement in millions of dollars <small>(Fiscal years 2016 & 2017, GNB 62, p. 19)</small>	\$115.6	\$99.2	*	N/A		↓
Projected 10-year WSDOT owned bridge deck area due or past due for replacement in millions of dollars <small>(Fiscal years 2015-2025 & 2016-2026, GNB 62, p. 19)</small>	\$726.5	\$831.1	*	N/A		↓
Percentage of NHS bridge deck area located on structurally deficient bridges (locally- and WSDOT -owned) <small>(Bridges Annual Report, see p. 21) (Fiscal years 2016 & 2017, GNB 62, p. 15)</small>	9.3%	8.6%	≤10%	✓		↓
Pavement						
Percentage of WSDOT-owned pavement ¹ in fair or better condition; <small>(Calendar years 2014 & 2015, GNB 64, p. 15)</small>	93.3%	93.0%	≥90%	✓		↑
Highway Pavement Asset Sustainability Ratio; long term service replenishment rate ² <small>(Calendar years 2014 & 2015, GNB 64, p. 14)</small>	0.53	0.57	≥90%	—		↑
Highway Pavement Deferred Preservation Liability (backlog) in millions of dollars <small>(Calendar years 2014 & 2015, GNB 64, p. 16)</small>	\$351	\$403	\$0	—		↓
Highway Pavement Remaining Service Life as percentage of total useful life <small>(Calendar years 2014 & 2015, GNB 64, p. 16)</small>	46.9%	47.1%	45%-55%	✓		↑
Percentage of lane miles of interstate pavement in poor condition (MAP-21 criteria, see p. 10) <small>(Calendar years 2014 & 2015)</small>	3.9%	4.0%	≤5%	✓		↓
Safety Rest Areas						
Safety rest area score ³ through the Maintenance Accountability Process <small>(Calendar years 2015 & 2016, GNB 65, p. 17)</small>	B	B	B	✓		↑
Total visitors at safety rest areas in millions of visitors <small>(Calendar years 2015 & 2016, GNB 65, p. 16)</small>	23.1	24.0	*	N/A		N/A
Highway Maintenance						
Percentage of funded maintenance condition targets achieved ⁴ <small>(Calendar years 2015 & 2016, GNB 64, p. 21)</small>	85%	93%	100%	—		↑

WSDOT performance measure	Previous period	Current period	Goal	Goal met	Five-year trend (unless noted)	Desired trend
Ferry Assets						
Vessels and Terminals						
Ferry vessel systems past due for replacement ⁵ (Fiscal years 2015 & 2016, GNB 62, p. 24)	8.3%	10.9%	≤10%	—	 (Three-year trend)	↓
Ferry terminal systems past due for replacement ⁶ (Fiscal years 2014 & 2015, GNB 62, p. 27)	3.7%	5.3%	≤6%	✓	 (Three-year trend)	↓
Ferry vessel preservation needs as percentage backlog of total vessel value (Fiscal years 2015 & 2016, GNB 62, p. 27)	26.1%	30.6%	*	N/A	 (Three-year trend)	↓
Ferry terminal preservation needs as percentage backlog of total terminal assets (Calendar years 2014 & 2015, GNB 62, p. 26)	11.3%	12.8%	*	N/A	 (Three-year trend)	↓
Multimodal Assets						
Aviation						
Airport combined (federal, state, local) grant funding ⁷ in millions of dollars (Fiscal years 2016 & 2017, GNB 63, p. 16)	\$40.7	\$59.7	*	N/A	 (Three-year trend)	↑
Percentage of airport inspections conducted by WSDOT ⁷ (Calendar years 2015 & 2016, GNB 63, p. 17)	76%	100%	100%	✓	 (Three-year trend)	↑
Other Assets						
Facilities						
Facilities ⁸ Preventive Maintenance Plan completion rate ⁹ (Biennial measure: 2013-2015 & 2015-2017, GNB 59, p. 8) ¹⁰	74% ¹¹	88% ¹¹	71%	N/A	 (Two-biennium trend)	↑
Percentage of primary buildings ⁸ in fair or better condition (Biennial measure: 2013-2015 & 2015-2017, GNB 59, p. 8) ¹⁰	60%	58%	*	N/A	 (Two-biennium trend)	↑
10-year forecast of unmet needs (backlog) ¹² in millions of dollars (Biennial measure: 2013-2015 & 2015-2017, GNB 59, p. 9) ¹⁰	\$473.0	\$475.5	*	N/A	 (Two-biennium trend)	↓

Data source: WSDOT Office of Strategic Assessment and Performance Analysis.

Notes: N/A = not available or not applicable. Asterisk (*) = goal has not been set. Dash (—) = goal was not met in the reporting period. **1** Data includes only conditions for asphalt and concrete pavement; budget constraints prohibited data collection for chip seal pavement. Condition data is weighted by vehicle miles traveled. **2** Years of service life replenished through rehabilitation divided by service life consumed on an annual basis (long-term measure). **3** Safety rest areas are assigned a score according to the Maintenance Accountability Process on a level of service (LOS) scale, A through F. **4** Maintenance activities are assigned asset condition targets based upon an A through F level of service scale and funding levels; actual conditions are compared to funded asset condition levels on the LOS scale. See [GNB 32, p. 19](#) for additional information on LOS standards. **5** WSDOT Ferries use a risk assessment matrix, which combines the probability of system component failure with information on the failure's impact on ferry operations to gauge when ferry systems are past due for replacement; systems in condition rating 3 are past due for replacement. **6** WSDOT Ferries use an economic-based model for assessing terminal needs; the model has been updated each subsequent year to improve accuracy and is not directly comparable to previous data. **7** Asset condition data is not currently available for the WSDOT aviation programs; grant funding and inspections for the Airport Master Record are being used as stand-in measurements until data is available. The airport grant funding measurement applies to all public-use airports. The Airport Master Record inspection measurement only applies to public-use non-primary commercial airports. **8** Data is unavailable prior to 2012. **9** The Preventive Maintenance Plan is developed biennially and ranks maintenance activities based upon a criticality assessment scale. Funding is insufficient to complete all activities; completion rate is measured only for funded work categories. **10** Calibration of a newly deployed facility condition and maintenance tracking software made data unavailable at the time of the Gray Notebook 64 publication. **11** Reporting of the Facilities Preventive Maintenance Plan Completion Rate was changed from annually in Gray Notebook 63 to biennially in Gray Notebook 64. **12** Measured as backlog of unmet needs over the next 10 years as identified by the capital facilities strategic plan.

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MULTIMODAL SAFETY PERFORMANCE DASHBOARD

Statewide policy goal/ WSDOT performance measure	Previous period	Current period	Goal	Goal met	Five-year trend (unless noted)	Desired trend
Highway						
Total number of fatalities on Washington state public roads ¹ (Calendar years 2015 & 2016, GNB 66, p. 11)	551	537	415.5 ²	—		↓
Total number of serious injuries on Washington state public roads ¹ (Calendar years 2015 & 2016, GNB 66, p. 11)	2,100	2,209	1,788 ²	—		↓
Number of fatalities per 100 million vehicle miles travelled on Washington state public roads ¹ (Calendar years 2015 & 2016, GNB 66, p. 11)	.92	.88	.709 ²	—		↓
Serious injuries per 100 million vehicle miles travelled on Washington state public roads ¹ (Calendar years 2015 & 2016, GNB 66, p. 11)	3.52	3.63	3.058 ²	—		↓
Non-motorist						
Number of pedestrian and bicyclist combined fatalities and serious injuries ¹ (Calendar years 2015 & 2016, GNB 65, p. 12)	493	593	431.49 ²	—		↓
Ferries						
Passenger injuries per million passenger miles traveled (Fiscal years 2016 & 2017, GNB 66, p. 31)	0.32	0.77	<1.0	✓		↓
OSHA recordable crew injuries per 10,000 revenue service hours ³ (Fiscal years 2016 & 2017, GNB 66, p. 31)	5.6	2.0	<7.6	✓		↓
Rail						
Total number of train-related fatalities in Washington state ⁴ (Calendar years 2015 & 2016, GNB 65, p. 24)	27 ⁵	13	*	N/A		↓
Aviation						
General aviation fatalities in Washington state ⁶ (Calendar years 2015 & 2016, GNB 63, p. 16)	14	7	*	N/A		↓
Public Transit						
Fatalities involving Washington state public transportation (Calendar years 2014 & 2015, GNB 63, p. 11)	3	3	*	N/A		↓
Injuries involving Washington state public transportation (Calendar years 2014 & 2015, GNB 63, p. 11)	234	295	*	N/A		↓

Data source: WSDOT Office of Strategic Assessment and Performance Analysis.

Notes: N/A = not available or not applicable. Asterisk (*) = goal has not been set. Dash (—) = goal was not met or is not on track in the reporting period. **1** Fatality and serious injury data was finalized in January 2017. **2** These figures are the 2018 statewide targets for federal MAP-21 safety performance reporting, and are based on the goal of reaching zero fatalities in 2030. See this edition's Highways System Safety (pp. 11-16) and MAP-21 (p. 10) articles for more information. **3** OSHA = Occupational Safety and Health Administration. **4** Count includes all fatalities involving rail (passenger rail and freight rail) in Washington State. **5** There was a large increase in trespassing incidents on tracks in Washington state. As a result, more than 80% (22 of 27) of fatalities in 2015 were due to trespassing. **6** General aviation includes all civil aviation operations other than scheduled air services. Data for general aviation fatalities has been updated since GNB 63.

66 MOVING AHEAD FOR PROGRESS IN THE 21ST CENTURY (MAP-21)

FHWA finalizes two MAP-21 rules, states now working to set performance targets

Two performance management rules, which are part of the Moving Ahead for Progress in the 21st Century (MAP-21) Act, went into effect on May 20, 2017. The finalization of the Combined Rule and the National Highway Performance Program Rule had previously been delayed by the White House to provide the new administration additional time to review the plans in their entirety.

The National Highway Performance Program Rule, covering the condition of pavement and bridge assets, was released unchanged. The Combined Rule, which covers Highway System Performance, National Freight Movement Program, and the Congestion Mitigation and Air Quality Program (CMAQ), previously included a measure on tailpipe CO₂ emissions which was delayed indefinitely before release and will not take effect. Another measure tracking total emissions reductions will still apply, however.

With the Combined Rule and the National Highway Performance Program Rule now official, WSDOT and Metropolitan Planning Organizations (MPOs) from around the state are collaborating to establish Washington's performance targets by the October 2018 deadline, when they must be reported to Federal Highway Administration (FHWA).

Washington finalizes MAP-21 safety performance targets

Target setting for the Highway Safety Improvement Program rule has been underway since April 2016 and is scheduled to be completed by WSDOT, MPOs and other partners in August 2017. Final targets will be sent to FHWA for approval; see Highway System Safety, [pp. 11-16](#).

For more information about MAP-21, including links to WSDOT-specific MAP-21 folios, visit www.wsdot.wa.gov/Accountability/MAP-21.

MAP-21 measures by program area	Federal threshold/benchmark	MAP-21 target	WSDOT penalty (yes/no)	Rule release date	Existing WSDOT performance measures for this program area
Combined Rule - FINAL					
23 CFR Part 490; Rule ID No. 2125-AF54					
Highway System Performance (Congestion)					
Percent of person-miles traveled on the Interstate system providing for reliable travel	No	TBD	No	Final 1/18/2017	WSDOT's 2016 Corridor Capacity Report details highway travel times and congestion trends in Washington state.
Percent of person-miles traveled on the non-Interstate National Highway System (NHS) providing for reliable travel	No	TBD	No	Final 1/18/2017	The 2016 Corridor Capacity Report details highway travel times and congestion trends in Washington state.
National Freight Movement Program					
Truck travel time reliability index	No	TBD	No	Final 1/18/2017	A truck travel time reliability measure was established as part of the 2014 Washington State Freight Mobility Plan.
Congestion Mitigation and Air Quality Program					
Annual hours of peak-hour excessive delay per capita	No	TBD	No	Final 1/18/2017	The 2016 Corridor Capacity Report details corridor delay, highway travel times and congestion trends in Washington state.
Percent of non-SOV travel	No	TBD	No	Final 1/18/2017	The 2016 Corridor Capacity Report details multimodal measures such as drive-alone, carpool, transit, biking and walking rates.
Total emissions reduction	No	TBD	No	Final 1/18/2017	WSDOT reports CMAQ project emissions to the federal CMAQ public access system. The 2016 Corridor Capacity Report tracks GHG emissions at the corridor level.

Taking the next steps in federal performance reporting compliance

States' progress toward achieving their targets for the Highway System Performance, National Freight Movement, CMAQ and National Highway Performance programs will be first reported to Federal Highway Administration (FHWA) in the Baseline Performance

Report due October 1, 2018. This begins a four-year reporting cycle. FHWA will examine states' interim progress toward those targets based on the Mid-Performance Period Progress Report, to be submitted by October 1, 2020.

FHWA will provide guidance to states not showing significant progress toward their goals, or to those showing potential for failure to make that progress. WSDOT

and MPOs can work with FHWA to fine tune their targets and methods before the Final Performance Period Report is due on October 1, 2022. FHWA will make its first determination of "significant progress" toward targets based on this report. States not showing significant progress toward achieving MAP-21 targets may face penalties as indicated in the tables on p. 9 and below.

MAP-21 measures by program area	Federal threshold/benchmark	MAP-21 target	WSDOT penalty (yes/no)	Rule release date	Existing WSDOT performance measures for this program area
National Highway Performance Program – FINAL RULE					23 CFR Part 490; Rule ID No. 2125-AF53
National Highway System interstate pavement in good and poor condition	% of interstate pavement lane miles in poor condition not to exceed 5%	TBD	Yes	Final 1/18/2017	Pavement condition ratings from very good—very poor. See GNB 64 pp. 15, 20
National Highway System bridges classified in good and poor condition	% of structurally deficient bridges not to exceed 10%	TBD	Yes	Final 1/18/2017	Bridge condition ratings from good—poor and structurally deficient. For these and for an update on MAP-21 implications for state bridges see pp. 17, pp. 11-16 .
Highway Safety Improvement Program – FINAL RULE					23 CFR Part 490; Rule ID No. 2125-AF49
Number of traffic fatalities on all public roads ¹	No	415.5	Yes	Final 3/15/16	Traffic fatalities using the NHTSA methodology; see pp. 11-12
Rate of traffic fatalities per 100 million vehicle miles traveled (VMT) on all public roads ¹	No	0.709	Yes	Final 3/15/16	Traffic fatality rates using the NHTSA methodology; see pp. 11-12
Number of serious traffic injuries on all public roads ¹	No	1,788.0	Yes	Final 3/15/16	Serious injuries using the NHTSA methodology; see pp. 11-12
Rate of serious traffic injuries per 100 million VMT on all public roads ¹	No	3.058	Yes	Final 3/15/16	Serious traffic injury rates using the NHTSA methodology; see p. 12
Number of non-motorist traffic fatalities plus serious injuries	No	431.5	Yes	Final 3/15/16	Non-motorist (pedestrian/bicyclist) fatalities and serious injuries using the NHTSA methodology; see p. 12
Rate of per capita traffic fatalities for drivers and pedestrians 65 or older	Must show improvement versus baseline	Achieve yearly progress	No	Final 3/15/16	The rate of traffic fatalities for pedestrians and those 65 or older is part of Washington's Target Zero traffic safety campaign; see targetzero.com
Rate of fatalities on high-risk rural roads ¹	Must show improvement versus baseline	Achieve yearly progress	Yes	Final 3/15/16	Traffic fatality rates on high-risk rural roads as part of Target Zero
Highway-railway crossing fatalities	Must show improvement versus baseline	Achieve yearly progress	No	Final 3/15/16	Number of fatalities at highway-railway crossings

Notes: **1** Performance metric includes all individuals (for example, pedestrians and bicyclists) who died or were seriously injured as a result of a motor vehicle crash in Washington.

66 HIGHWAY SYSTEM SAFETY PROGRAMS ANNUAL REPORT

Statewide traffic fatalities decrease slightly, serious injuries increase in 2016

There were 537 traffic fatalities on all Washington state public roads in 2016. This is a 2.5% decrease from the 551 fatalities recorded in 2015. The number of traffic fatalities has dropped 6% in the 10 years since 2007, when there were 571. While annual traffic fatalities declined each year between 2007 and 2013, recent years have seen increases. The 2016 fatalities count is 23% higher than its 10-year low of 436 in 2013.

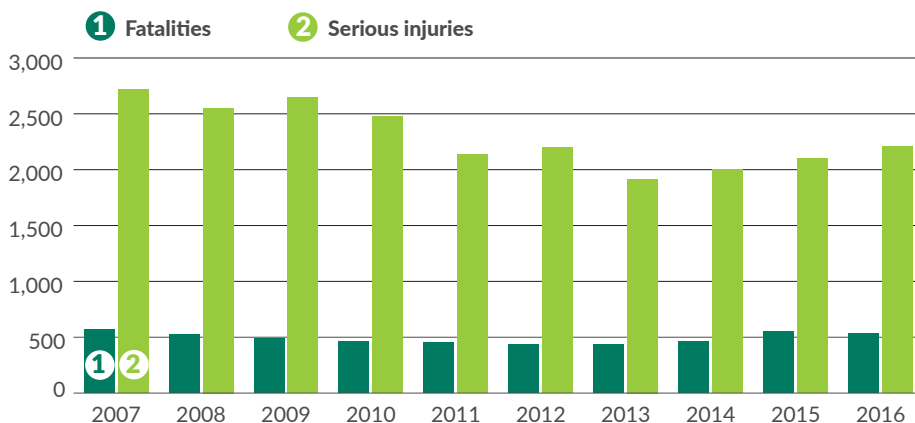
The rate of traffic fatalities per 100 million vehicle miles traveled (VMT) was 0.88 in 2016, a decrease of 4.3% from 0.92 in 2015. The lower rate is due to fewer fatalities and increased vehicle travel in the year. The fatality rate in 2007 was 1.00, and it reached its lowest level in 2013 at 0.76. Statewide VMT has grown 6.8% overall in the 10 years since 2007.

The number of annual serious traffic injuries recently climbed 5.2% to reach 2,209 serious injuries in 2016, up from 2,100 in 2015. The number of annual serious injuries on Washington's roadways has followed a similar pattern of decline and rise since 2007. In the last 10 years, the figure has seen a 18.7% decrease since the count of 2,718 serious injuries in 2007, but remains 15.2% higher than its low of 1,917 in 2013.

The rate of serious traffic injuries was 3.63 injuries per 100 million VMT in 2016, a 3.1% increase from the rate of 3.52 in 2015. The rate's 10-year high was 4.77 in 2007, and it reached its 10-year low at 3.35 in 2013. Throughout the article, performance metrics include all individuals (for example, pedestrians and bicyclists) that died or were seriously injured as a result of a motor vehicle crash in Washington.

Traffic fatalities and serious injuries in Washington continue recent trend

10 years, 2007 through 2016; statewide traffic fatalities and serious injuries on public roadways



Data source: Washington Traffic Safety Commission - Fatality Analysis Reporting System (FARS); WSDOT - Crash Database, Highway Performance Monitoring System.

Notes: Fatality data is from the preliminary 2016 Q4 release of the WA-FARS Analytical File, and the final 2015 WA-FARS file. The serious injury count is as of April 2017. Metrics include non-motorists.

Notable results

- Annual statewide traffic fatalities decreased 2.5% and serious injuries increased 5.2% from 2015 to 2016
- WSDOT and partners have finalized initial statewide targets for MAP-21 safety performance reporting
- Three compact roundabout intersections show 59:1 benefit to cost ratio in safety performance
- WSDOT was awarded \$2 million in federal grants to conduct two safety research projects



Agency Emphasis Area WORKFORCE DEVELOPMENT

Agency staff from across the state completed Practical Solutions Highway Safety Manual training. This training teaches the integration of safety into project planning, and aids in developing a data-driven culture when it comes to making safety decisions. It's one avenue WSDOT has taken to train and maintain a highly competent work force.

WSDOT's safety goals based on Target Zero

WSDOT works with its partners and the public to develop and update the state's Strategic Highway Safety Plan (SHSP), named Target Zero, every three years. During this time, data analysis and evaluation identify Washington's safety goals, priorities, and emphasis areas. Each is reviewed collaboratively so the SHSP remains a relevant document to all stakeholders.

Target Zero brings safety partners together, where combined efforts can achieve greater results than independent efforts, and its aspirational goal of zero fatalities and serious injuries by 2030 provides a clear and common vision for improving Washington; visit targetzero.com.

WSDOT tracks safety performance via Target Zero emphasis areas to reduce crashes statewide

WSDOT uses Target Zero to help identify investment strategies for the agency's safety program, and to measure achievement of its safety performance goals. In order to track the primary factors that contribute to traffic accidents, Target Zero gives a priority ranking to 21 total emphasis areas in five categories:

- Crash types (a crash caused by a vehicle veering out of its lane, for example)
- Road users (such as young drivers)
- High-risk behavior (including distracted and impaired driving)
- Decision and performance improvement (for example roadway signage to inform drivers)
- Other monitored emphases

A higher priority ranking for an emphasis area indicates that it is a factor in a larger number of traffic fatalities and serious injuries. Priority level one includes factors that were involved in at least 30% of such incidents. WSDOT's role focuses most strongly on particular crash types and road users.

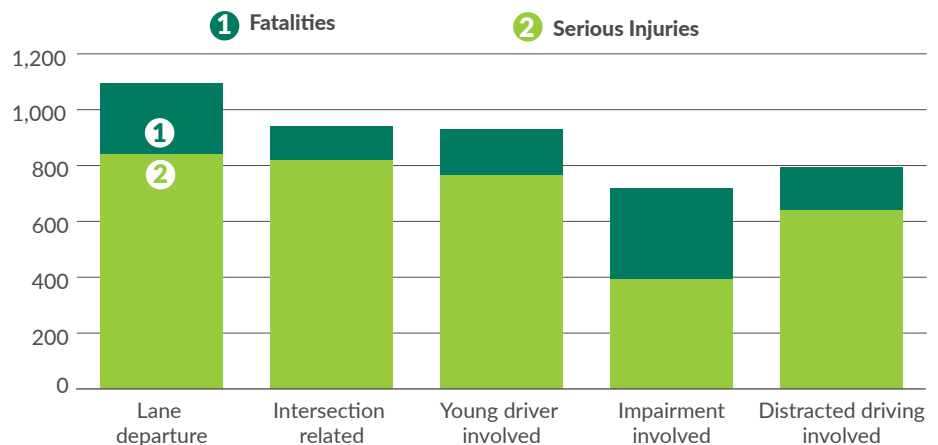
Crash types

Lane departures: The lane departures emphasis area is the leading factor in the crash type category over the last five years. In 2016, there were 254 traffic fatalities and 840 serious traffic injuries involving a lane departure. Over the last five years, lane departures were associated with an average 52% of fatalities and 39% of serious injuries per year.

WSDOT uses widespread, low-cost strategies to reduce lane departures.

Target Zero identifies crash types and road users as emphasis areas for traffic fatalities and serious injuries

2016; Number of fatalities and serious injuries involving select characteristics (Target Zero emphasis areas)



Data source: Washington Traffic Safety Commission - Fatality Analysis Reporting System (FARS); WSDOT - Crash Database, Highway Performance Monitoring System.

Notes: A single fatality or serious injury may be counted in more than one category; for example, an impaired driver veering out of their lane. fatality data is from the preliminary 2016 Q4 release of the WA-FARS Analytical File, and the final 2015 WA-FARS file. The serious injury count is as of April 2017. Metrics include non-motorists.

Countermeasures include: Enhanced warning signs; centerline and shoulder rumble strips to alert drivers when their vehicles are leaving the lane; high-friction surface treatments on curves and ramps; median barriers; and pavement edge safety treatments to reduce drivers over-correcting when their vehicle hits the edge of the pavement.

Intersection related: In 2016, intersections were a factor in 122 fatalities and 818 serious injuries. They have played a role in 21% of traffic fatalities and 35% of serious traffic injuries on average over the last five years.

WSDOT uses several strategies to reduce crashes at intersections, including: Installing or converting intersections to roundabouts; optimizing traffic signal timing; and providing dynamic intersection warnings; and installing refuge islands and shortening crossing distances at intersections to reduce risk for pedestrians.

Road users

Young driver involved: This is the only priority level one emphasis area in the road users category. Young drivers were involved in—but didn't necessarily cause—165 fatalities and 763 serious injuries in 2016. They have been involved in 32% of fatalities and 34% of serious injuries in the last five years.

WSDOT strategies to reduce these fatalities and serious injuries include: implementing a corridor safety model at locations where data indicates a high rate of younger-driver-related crashes; and designs such as signage and striping to make young drivers' decisions easier.

High-risk behavior

Impairment: Impaired persons, not necessarily drivers, continue to be the most prominent factor in traffic fatalities. Impaired persons were involved in 326 fatalities in 2016, 61% of the total. The average has been at least 50% in each of the last five years. Serious injuries involving impaired persons tallied 391 (18%) in 2016, but this figure is likely underreported because toxicology screens are not completed for serious injury crashes with the same frequency as for fatal crashes.

Distracted driving: Washington saw 156 fatalities and 639 serious injuries related to distracted driving in 2016. On average over the last five years, it has been associated with 29% of fatalities. The share of all serious traffic injuries associated with distracted driving has risen markedly in recent years. Between 2013 and 2016 the average share was 30%—prior to 2013 it was 12%.

While WSDOT does not typically address driving behavior, engineering strategies to address impairment- and distraction-related crashes include installing centerline and shoulder rumble strips, and incorporating safety performance data when setting speed limits. Additionally, WSDOT continues to support enforcement efforts to reduce impaired and distracted driving, such as the new distracted driving law which took effect in Washington in July 2017—the Driving While Under the Influence of Electronics Act.

Ongoing research and partnerships with Washington Traffic Safety Commission and other agencies

Crash data is online

WSDOT's public online Crash Data Portal provides full reporting on crashes statewide, and for all 21 Target Zero emphasis areas. Data is updated weekly to provide the most up-to-date statistics, and users can refine their queries by area, year and road type; visit bit.ly/WSDOTCrashDataPortal.

addressing the behavioral components of safety are also part of WSDOT's work to reduce high-risk driving behavior (see the research study described on p. 16). The agency's Safety Data Business Plan project is an example of WSDOT's work in the decision and performance improvement category (see a description of the plan on p. 16).

MAP-21 details online

WSDOT's MAP-21 Safety folio contains full specifics on federal requirements for safety performance and Washington's target setting process; visit bit.ly/SafetyFolio.



Agency Emphasis Area INCLUSION

The MAP-21 target setting process has been a collaborative approach with community partners. WSDOT helped compile and submit comments on the federal draft rules from the state's MPOs in early 2014, and worked to align stakeholders' sentiment toward the target setting approach. The agency has hosted 35 informational and technical assistance webinars for Washington's MPOs and other safety partners.



Agency Emphasis Area PRACTICAL SOLUTIONS

Data-driven safety analysis is a key piece of the Practical Solutions approach that WSDOT is implementing. FHWA recently featured the agency's methods in a video for its Every Day Counts initiative; visit bit.ly/EDCDataDrivenSafety.

WSDOT establishes 2018 targets for MAP-21 safety

In April 2016, the Federal Highway Administration (FHWA) published the final rule requiring states and Metropolitan Planning Organizations (MPOs) to set and report safety performance targets across five performance measures. Using an approach that aspires to reach zero for all five measures by 2030, WSDOT and the Washington Traffic Safety Commission finalized the official statewide targets in June 2017. The five measures track traffic fatalities and serious injuries on all public roads in Washington, and each is reported as a five-year average.

The table below shows the value of each measure for calendar year 2016. This value will be used as the baseline for comparing progress toward targets. Washington state saw 537 traffic fatalities in 2016, bringing the five-year average to 484.8 fatalities per year. WSDOT has set a target for this average to reach 415.5 annual fatalities in 2018. Similarly, there were 2,209 serious traffic injuries statewide in 2016, bringing the five-year average

to 2,086. Washington's statewide target for this average is 1,788 serious traffic injuries in 2018.

In addition to these five measures, Washington must show improvement upon the 2016 baseline in three areas: Rate of fatalities on high-risk rural roads; per-capita rate of fatalities to drivers and pedestrians aged 65 and older; and fatalities at highway-railway crossings.

Final targets for each of the measures and areas were set using the approach of Target Zero, the state's Strategic Highway Safety Plan. The statewide targets were presented to MPOs in June 2017, and MPOs are now in the process of applying the Target Zero approach to their own safety targets. WSDOT is working with the MPOs to provide tools, guidance and technical assistance for that target setting process. MPOs must finalize their targets by February 2018.

WSDOT and partners will then repeat the process to set safety

MAP-21 safety targets for 2018 are now official

Five-year rolling averages; Number of persons; Number of persons per 100 million vehicle miles traveled (rates); Washington public roads

<u>Performance Measure</u>	<u>2016 value</u>	<u>2018 Official Targets</u>
Fatalities	484.8	415.5
Serious injuries	2,086.0	1,788.0
Non-motorists: fatalities + serious injuries	503.4	431.5
Serious injury rate	3.568	3.058
Fatality rate	0.828	0.709

Data sources: Washington State Traffic Safety Commission - Fatality Analysis Reporting System; WSDOT - Transportation Data, GIS & Modeling Office. Notes: Fatality data is from the preliminary 2016 Q4 release of the WA-FARS Analytical File, and the final 2015 WA-FARS file. The serious injury count is revised as of April 2017. All metrics include non-motorists.

performance targets for calendar 2019 in early 2018. In December 2019, FHWA will review states' progress toward the 2018 calendar year targets below.

Roundabouts show 59:1 benefit to cost ratio

In WSDOT's recent review of safety performance at more than 350 roundabouts in the state, the proportions of fatal and serious injury crashes were much less than those associated with a typical "four leg" intersection with traffic signals.

FHWA recently highlighted WSDOT's use of roundabouts as part of its Every Day Counts initiative, a federal program aimed at disseminating innovative transportation management techniques. While the focus was on the improvement in mobility performance at Slater Road and Interstate 5 in Whatcom County, the three compact roundabouts

analyzed showed a safety performance benefit to cost ratio of 59:1.

WSDOT started building roundabouts on its transportation system in the early 2000s. Roundabouts offer operational, environmental and safety performance benefits compared to other types of traffic control. Roundabouts induce temporary reductions in driving speed, shorten crossing distances for pedestrians, and facilitate traffic flow in a way that helps reduce the severity of the crashes.

Safety research at WSDOT goes big data

WSDOT competed for and received nearly \$2 million in federal grants to conduct two naturalistic driving safety research projects. WSDOT was the only agency to receive a grant for more than one project, and has hired contractors to conduct the studies.



A truck navigates a compact roundabout. The truck apron (yellow, center) allows larger vehicles to drive over it because the turning radius in a compact roundabout is smaller than in traditional-sized roundabouts.

WSDOT sets example

A second FHWA video presents a case study of WSDOT's data-driven choice to install compact roundabouts at Slater Rd. and Interstate 5; visit bit.ly/EDCRoundaboutsFeature.

Adaptive lighting system to be installed on I-5

WSDOT is in the final stages of completing a \$4 million project to convert roadway lighting systems to light-emitting-diodes (LEDs) across northwestern Washington, and installing an adaptive lighting system on a 7-mile stretch of Interstate 5 in Olympia. The I-5 work is a continuation of a successful LED pilot project at US 101 interchanges in Olympia, which reduced power consumption by 74%.

This project is part of WSDOT's sustainability plan and environmental stewardship. WSDOT evaluated the safety performance of continuous roadway lighting on limited access highways (Interstate 5, for instance) and used the findings to target safety investment dollars, identifying and removing some lighting that was not adding a measurable safety benefit. The change allowed WSDOT to maintain safety performance, reduce unwanted light at nighttime, and help the environment.

Both projects are ongoing and they are entering the countermeasure development phase of the research, which will identify strategies for reducing crashes.

The studies examine "naturalistic" data to learn how drivers react instinctively to road conditions. The first considers reactions to lighting conditions at freeway on and off ramps. The second study evaluates drivers' speed choice based on the shape of the road and other situational context.

Both will make use of a new naturalistic driving dataset. FHWA has compiled data on more than 3,500 volunteer passenger-vehicles, data and videos from over 35 million vehicles miles traveled, and data on 4,200 crashes and near crashes. This was combined with over 200,000 center-line miles of roadway environment data to build a dataset that affords researchers new capabilities for investigating safety solutions. The dataset contains over 5 petabytes of data (5 million gigabytes).

WSDOT crafts plan for data in federal pilot project

WSDOT worked with safety data stakeholders to develop WSDOT's Safety Data Business Plan in summer 2017. The work was part of a pilot project with FHWA to develop a guide and business plan for state DOTs and their safety data.

Safety data is critical to the successful reduction of fatal and serious injuries. It is also part of WSDOT's commitment to decision and performance improvement, a Target Zero emphasis area.

Data drives WSDOT's picks for safety projects

WSDOT works to maximize the return on its safety investments, so it tracks the reduction in fatal and serious-injury crashes on the transportation system over time. Target Zero relies on historic crash data to develop a set of emphasis areas, and strategies to address them. WSDOT's Target Zero Implementation Plan outlines its approach to addressing the emphasis areas, including descriptions of which countermeasures might best reduce the potential for a given crash type, or factors that contribute to it.

WSDOT is required by law to select the safety projects it will fund based on a system that ranks proposed projects in order of priority according to the projects' safety benefit-cost ratio. This maximizes the potential for selected projects to reduce fatal and serious-injury crashes over time.

WSDOT screens potential locations against its selection criteria to outline a prioritized list for further analyses and evaluation. The agency diagnoses the factors contributing to crashes, analyzing whether a potential engineering countermeasure would provide a reduction in high-severity-injury crashes. Systematic approaches that focus on a particularly cost-effective crash countermeasures are often used (such as rumble strips to reduce "run off road" crashes). Investments at spot locations and over short road segments are also used in addition.

Locations which demonstrate the greatest potential for safety improvement will be prioritized, but not all locations on the list will be developed as a safety project. Locations ruled out based on predetermined criteria are not eligible for funding through the WSDOT State Highway Safety Program priority process.

Strategic Highway Safety Plans such as Target Zero are now required by federal law, and Washington's success working across agencies is believed to have helped spearhead the national approach to strategic safety planning. WSDOT's prioritized highway safety project lists are typically developed approximately every two years. Future editions of the *Gray Notebook* will highlight the safety categories and performance elements of these projects.

The development of the plan helped improve understanding of how decisions by different agency divisions impact safety data and WSDOT's ability to perform analysis. The plan itself outlines specific strategies, actions, and

goals for WSDOT to support the enhancement, management, maintenance, and governance of effective data systems.

Contributors include John Milton, Ida van Schalkwyk, and Matt Clark

66 ASSET MANAGEMENT: BRIDGES ANNUAL REPORT

Bridge conditions improve from 2016 to 2017

As of June 2017, 91.8% of WSDOT-owned bridges by deck area were in fair or better structural condition. This is an improvement over June 2016, when 91.2% of bridges by deck area were in fair or better condition (see chart below). WSDOT uses a Practical Solutions approach to maintenance, applying bridge preservation treatments at the most cost-effective time (see [p. 23](#)).

Measuring bridge conditions by deck area provides a more comprehensive view of system-wide conditions than only counting the number of bridges. For example, at the end of fiscal year (FY) 2017, 163 (4.9%) of WSDOT's 3,312 bridges were in poor condition, but reporting that figure alone would cause readers to underestimate the need for bridge repairs. Reporting bridge conditions by deck area allows WSDOT to clearly communicate that 8.2% of its bridge assets are structurally deficient.

This reporting method also aligns with the federal Moving Ahead for Progress in the 21st Century Act (MAP-21, see [p. 9](#)), and the state's Results Washington performance management system. The state and federal targets are identical, and apply only to the 2,272 WSDOT bridges and 204 locally owned bridges on the National Highway System (NHS). The targets require Washington to maintain its bridges so that less than 10% of bridges weighted by deck area are rated structurally deficient (in poor condition); Washington performed better than this standard.

WSDOT has 91.8% of its bridges by deck area in fair or better condition, meeting performance goals

Fiscal years 2012, 2016, 2017; Number of bridges and percent of bridges by deck area and condition category;
Deck area in millions of square feet

STRUCTURAL CONDITION		2012	2016	2017	Trend (2016-17)	Desired trend
GOOD/VERY GOOD Bridges in good condition range from those with no problems to those having some minor deterioration of structural elements.	Bridge deck area	17.4	19.8	20.3	↑	↑
	Percent of deck area	33.1%	36.9%	37.3%	↑	↑
	Number of bridges	1,547	1,678	1,699		
FAIR Primary structural elements are sound; may have minor section loss, deterioration, cracking, spalling or scour. This is the most cost-effective time to rehabilitate before the underlying structure is damaged.	Bridge deck area	33.0	29.1	29.7	↑	*
	Percent of deck area	63.0%	54.3%	54.5%	↑	*
	Number of bridges	1,581	1,462	1,450		
GOOD/VERY GOOD & FAIR TOTALS: Goal = 90% or more deck area in fair or better condition	Bridge deck area	50.4	48.9	49.9	↑	↑
	Percent of deck area	96.1%	91.2%	91.8%	↑	↑
	Number of bridges	3,128	3,140	3,149		
POOR (Structurally Deficient) A bridge in poor condition has advanced deficiencies such as section loss, deterioration, scour, or seriously affected structural components, and may have weight restrictions. A bridge in poor condition is still safe for travel.	Bridge deck area	2.1	4.7	4.5	↓	↓
	Percent of deck area	3.9%	8.8%	8.2%	↓	↓
	Number of bridges	117	154	163		

Data source: WSDOT Bridge and Structures Office.

Notes: All years are state fiscal years (July 1–June 30). The above data shows WSDOT-owned bridges, culverts, and ferry terminals longer than 20 feet that carry vehicular traffic. All numbers shown in the table above are based on the revised “out-to-out” calculation method (which includes curbs and rails on the bridge) instead of the bridge width from curb to curb. The 2012 data was updated using this revised calculation method.

Notable results

- At the end of FY2017, 91.8% of WSDOT-owned bridges by deck area were in fair or better condition, a slight increase from 91.2% in 2016
- Washington continues to meet the MAP-21 and Results Washington goals of having less than 10% of bridges in poor condition
- WSDOT conducted 1,435 bridge inspections during FY2017, 89% of which were routine
- WSDOT assembled a temporary Bailey bridge over the San Poil River on SR 21 in four days in April 2017

WSDOT owns 163 bridges in poor condition (structurally deficient) in 2017, of which 106 are located on the NHS. From July 2016 through June 2017, 21 WSDOT-owned bridges totaling 673,505 square feet of deck area in poor condition were repaired, transitioning them to good condition. Additionally, 30 WSDOT-owned bridges—with a net total of 491,206 square feet of deck area—deteriorated to poor condition.

Statewide structurally deficient bridges by deck area remain below 10% goal

As of June 2017, 7.6% (5.5 million square feet) of Washington's 72.1 million square feet of bridge deck area was located on structurally deficient bridges.

There are currently 370 structurally deficient bridges in Washington state, 163 of which are owned by WSDOT (see table below). This is an increase from FY2016, when 154 out of 342 statewide structurally deficient bridges were WSDOT-owned. WSDOT's 163 structurally deficient bridges account for 8.2% (4.5 million square feet) of WSDOT-owned bridge deck area. The remaining 207 structurally deficient bridges account for 5.9% (1 million square feet) of bridge deck area owned by local agencies.

Total (state and local) structurally deficient bridge deck area on the NHS in Washington state decreased from 4.6 million square feet in FY2016 to 4.3 million square feet in FY2017.

Condition of locally owned bridges improves in FY2017

Of the 7,373 bridges across Washington, 4,061 are locally owned and support an average of 10 million crossings per day. Approximately 96% of all Washington's locally owned bridges by deck area were in fair or better condition during the Federal Highway Administration 2017 reporting period (April 2016 through March 2017), improving from the 2016 reporting period.

WSDOT funds and administers the Local Bridge Program, which provides grants to local agencies to preserve and improve the conditions of city and county bridges that are physically deteriorated or structurally deficient. Grants

The National Highway System (NHS)

The National Highway System (NHS) is a network of strategic highways in the United States, and includes both state and local highways as well as roads serving major airports, ports, rail and/or truck terminals, and other transport facilities. Washington's NHS network includes 49.7 million square feet of bridge deck area, of which 90.9% is state-owned and 9.1% is owned by local agencies. The bridge performance targets in both Results Washington and MAP-21 (see [p. 21](#) and [p. 27](#)) apply specifically to bridges on the NHS.

Washington achieves goal of keeping structurally deficient bridge deck area below 10% statewide

As of June 2017; Percent of bridge deck area considered structurally deficient (SD); Deck area in millions of square feet

	National Highway System		Statewide	
	Deck area ¹	Number of bridges	Deck area ¹	Number of bridges
WSDOT-owned	45.1	2,272	54.4	3,312
Amount SD (%)	4.0 (8.9%)	106	4.5 (8.2%)	163
Locally owned ²	4.5	204	17.7	4,061
Amount SD (%)	0.3 (5.7%)	23	1.0 (5.9%)	207
Total	49.7	2,476	72.1	7,373
Amount SD (%)	4.3 (8.6%)	129	5.5 (7.6%)	370

Data source: WSDOT Bridge and Structures Office and WSDOT Local Programs Office.

Notes: Structurally deficient (SD) is equal to the state's poor condition rating; for locally owned bridges, SD also includes load-restricted bridges, even if those bridges are in fair or better condition.

¹ Due to rounding, some figures are not computable based on numbers in the table.

² Bridges owned by counties and cities.

from this program may fund bridge replacements or bridge rehabilitation and preservation projects such as scour repair, painting, seismic retrofit, deck overlay or joint replacement.

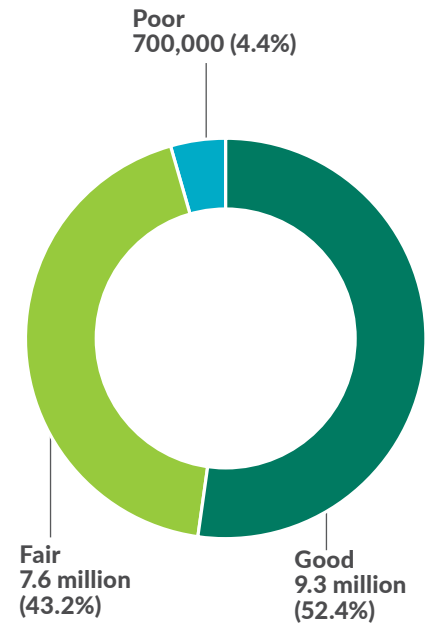
WSDOT is currently reviewing local agency project applications received in response to the Local Bridge Program's most recent call for

projects. Funds will be awarded to projects selected for the program in late fall 2017.

Cities and counties are responsible for managing local bridges, and are held to the same standards as WSDOT. Federal, state and local funding sources continue to help local agencies build new and maintain existing bridges.

Majority of locally owned bridges in good condition in FY2017

Local agency bridge conditions by deck area for FY2017; Deck area in square feet



Data source: WSDOT Local Programs Office.
Note: This chart shows conditions for all locally owned bridges, both on and off the National Highway System.

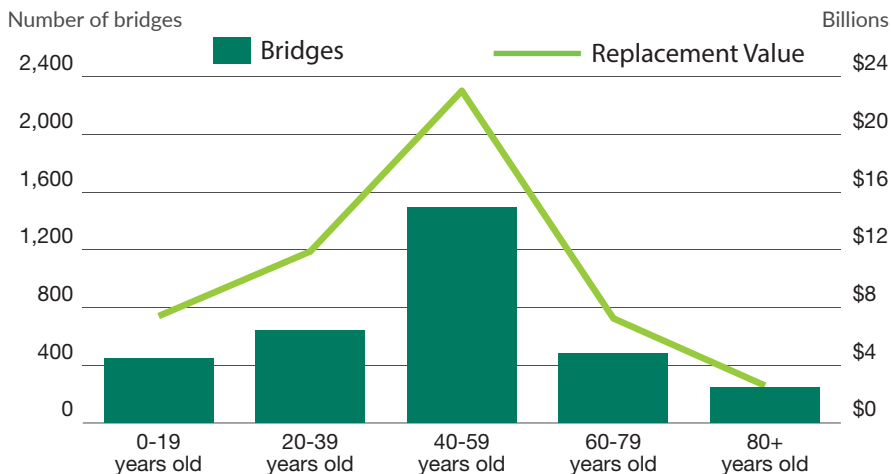
Replacing all Washington state bridges 80 years old or older would cost WSDOT \$2.6 billion in next 10 years

WSDOT owns 246 bridges that are 80 years old or older. Replacing these bridges as they near 100 years of age would cost nearly \$2.6 billion over the next 20 years, or approximately \$130 million per

year (in 2017 dollars). Many of these bridges will remain in use during the next 10 years—currently 24 of them (6% by deck area) are in poor condition—and WSDOT will continue to focus on their preservation.

Replacing WSDOT's 246 bridges that are 80 years or older would cost \$2.6 billion over the next 20 years

As of June 2017; Number of bridges by age; Replacement value in billions of dollars



Data source: WSDOT Bridge and Structures Office.

Notes: The graph shows WSDOT-owned bridges only. Replacement value describes the cost to replace all bridges in each age range.

WSDOT's bridge inventory grows by 32 structures

As of June 2017, the WSDOT-owned bridge inventory includes 3,897 structures. In addition to WSDOT's 3,312 vehicular bridges over 20 feet long, the inventory includes structures that are less than 20 feet long and structures not open to vehicular traffic (see table below). The replacement value of all WSDOT-owned bridges is estimated to be about \$58.2 billion.

Additionally, there are 5,734 locally owned bridge structures in Washington as of June 2017, a decrease of 195 structures from June 2016. This drop is due to the some duplicate entries that were removed when the state and local inventories were combined into one database. Vehicular bridges longer than 20 feet account for 71% of the local bridge

inventory, and total 17.7 million square feet of deck area.

The new State Route (SR) 520 floating bridge across Lake Washington was added to the WSDOT bridge inventory in FY2017, and is included in the table below. Although the bridge has been open to traffic since April 2016, it was not added to the inventory until the replacement contract was formally closed.

A contract to replace the SR 99 Alaskan Way Viaduct in Seattle with a tunnel is in progress. The existing double-decker bridge will be removed from the state's bridge inventory once the new tunnel opens to traffic and the viaduct can be removed.

Notes for graph at right:

- 1 The drop from FY2016 to FY2017 is due to the removal of duplicate entries which were discovered when combining state and local inventories into a single database during FY2017.
- 2 Locally owned culverts longer than 20 feet are included in the number of vehicular bridges longer than 20 feet.
- 3 WSDOT funds 50% of preservation for 11 border bridges.
- 4 Five of the border bridges are maintained by Oregon and one by Idaho.
- 5 The locally owned border bridge count is included in the number of vehicular bridges longer than 20 feet; therefore the one locally-owned border bridge is not included in the total bridge structures count.
- 6 Four of these bridges are shared with Oregon and one with Idaho.
- 7 Inventory totals do not equal the total number of state and local bridges on p. 17 or p. 18 because inventory includes miscellaneous structures that the Federal Highway Administration does not require to be inspected. FHWA requires states to report on conditions for all vehicular bridges, ferry terminals and culverts longer than 20 feet, which are the 3,312 WSDOT-owned and 4,061 locally owned structures in the chart on p. 18.

Washington's bridge inventory increases by 32 WSDOT-owned structures

Fiscal years 2016 and 2017; Inventory of WSDOT and local bridges

	WSDOT		Local	
	2016	2017	2016	2017
Vehicular bridges longer than 20 feet	3,109	3,124	4,041	4,061
Structures less than 20 feet long	418	431	1,465	1,251 ¹
Culverts longer than 20 feet	125	130	-. ²	-. ²
Pedestrian structures	81	80	264	264
Ferry terminal structures	69	69	9	9
Tunnels and lids	47	47	8	8
Border bridges³				
Maintained by border state	6 ⁴	6 ⁴	1 ⁵	1 ⁵
Maintained by Washington	5 ⁶	5 ⁶	-	-
Railroad bridges	5	5	142	141
Total Bridge Structures⁷	3,865	3,897	5,929⁵	5,734⁵

Data source: WSDOT Bridge and Structures Office and WSDOT Local Programs Office.

Majority of bridge inspections required by Federal Highway Administration in FY2017 are routine

WSDOT performed 1,435 bridge inspections in FY2017, 89% (1,278) of which were routine inspections. In addition, WSDOT conducted 89 inspections of fracture critical structures (bridges that contain support pieces or members that are under tension, where failure would likely cause a portion of or the entire bridge to collapse), 36 special (discretionary as-needed) inspections, and 32 underwater inspections.

Most of WSDOT's bridges are inspected on a two-year cycle as mandated by FHWA, but there are 118 bridges and ferry terminals which are inspected every year due to specific watch items (such as elements that are in need of repair or having a Bailey bridge installed). Additionally, a total of 523 concrete bridges that are in good condition and meet specific FHWA criteria are inspected on a four-year cycle.

WSDOT performs 1,278 routine bridge inspections and 20 routine ferry terminal inspections; Local agencies perform 2,780 routine inspections

Fiscal year 2017; Number of inspections by inspection type

Inspection type	WSDOT	Ferry terminals ¹	Local
Routine	1,278	20	2,780
Fracture critical	89	8	71
Special ²	36	8	17
Underwater	32	8	24
Total	1,435	44	2,892

Data source: WSDOT Bridge and Structures Office.

Notes: FHWA requires inspections on vehicular bridges and ferry terminals longer than 20 feet. WSDOT performs inspections on all structures included in the inventory on p. 20 but only reports on the inspections required by FHWA.

1 Ferry terminals owned by WSDOT. **2** These are discretionary and based on known or suspected deficiencies.

WSDOT performs federally required inspections on all WSDOT-owned bridges as outlined in the National Bridge Inspection Standards to determine bridge conditions, maintain bridge safety, and identify preservation and maintenance needs.

Local agencies inspect 2,892 bridges

Local agencies performed 2,892 bridge inspections in FY2017, 96% (2,780) of which were routine. Local agencies follow the same federal guidance for inspections as the state.

Although most local governments inspect their own bridges, WSDOT conducts field reviews and provides training and technical assistance to Washington cities and counties for inspecting bridges on local roads.



Leading indicator

Control the percent of National Highway System bridges, state and locally owned, in poor condition from increasing over 10% by 2020.

Status: On plan (green)

Strategies:

1. Replacing deteriorated bridge elements: WSDOT performs major preservation repairs by addressing specific bridge elements (such as floating bridge anchor cables, expansion joints and concrete columns) to improve bridges with low condition ratings.

Percent of bridges on the NHS that are structurally deficient (by deck area)

WSDOT owned	8.9%
Locally owned	5.7%
Combined	8.6%

2. Repainting steel bridges: A protective paint coating on a steel bridge is essential to prevent corrosion, extend the bridge's service life and keep the bridge in fair or better condition. Continuing to keep up with painting can prevent the number of bridges in poor condition from increasing.

3. Repairing concrete bridge decks: WSDOT is working to reduce the number of bridges classified as structurally deficient by addressing bridges with the highest benefits and the most cost savings. One strategy is to repair and rehabilitate concrete bridge decks to extend their service life.



Agency Emphasis Area
PRACTICAL SOLUTIONS

By load restricting certain bridges, WSDOT uses Practical Solutions to reduce the risk of further damage to the structure while ensuring traveler safety. The practice also allows WSDOT to develop sound, cost-effective repair or replacement strategies.

WSDOT decreases number of load restricted and posted bridges to 119 in fiscal year 2017

A total of 119 WSDOT-owned bridges longer than 20 feet were load restricted or posted at the end of FY2017, down from 126 in FY2016. Nearly half (56) of WSDOT's load posted or restricted bridges are on the National Highway System, and 13.4% (16) were considered structurally deficient in FY2017. Two bridges (the SR 520 floating bridge and the SR 142 Klickitat River Bridge) were replaced in FY2017, removing the need for load restriction; the other five were repaired by either WSDOT maintenance crews or through contracts.

There were 216 locally owned bridges in Washington that were load restricted in FY2017 (of which 14 were on the NHS), an increase from 186 in FY2016.

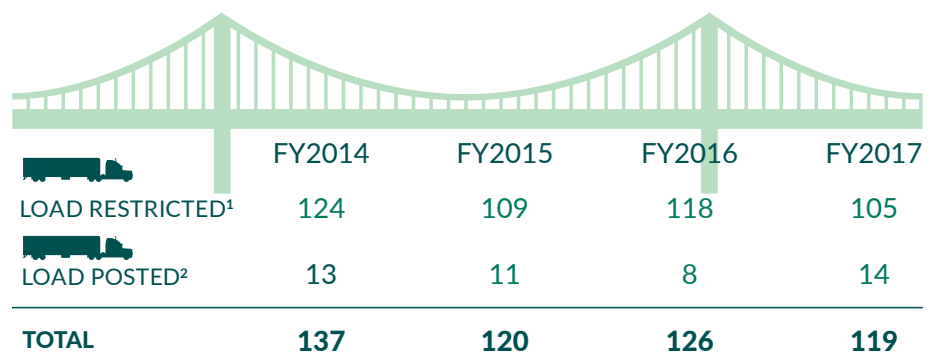
As part of the bridge inspection program, WSDOT performs load rating evaluations to verify whether

bridges can safely carry the weight of the trucks using them. Some bridges are weight restricted because they were designed and built at a time when the standard truck weight was lower. If a load rating evaluation result shows that the structure cannot safely carry certain loads because of bridge deterioration, damage or when it was built, WSDOT implements weight restrictions to reduce the risk of further damage and to ensure bridges are safe for the traveling public.

A bridge may first be load restricted, making it illegal for any overloaded truck to use the bridge. If the condition worsens and the bridge's capacity to carry heavy loads decreases, then the bridge will be "load posted." This limits the allowable weight of trucks to below typical legal weights. Preservation activities are required to correct load restricted or posted bridges.

WSDOT has 119 load restricted or load posted bridges

Fiscal years 2014 through 2017; Number of bridges with weight restrictions



Data source: WSDOT Bridge and Structures Office.

Notes:

1 A "load restricted" bridge cannot be legally used by an overloaded truck

2 A "load posted" bridge limits the allowable weight of trucks to below typical legal weights.

WSDOT takes a Practical Solutions approach to bridge preservation and asset management

WSDOT completed \$15.7 million in maintenance work on bridge decks and structures during FY2017. Maintenance repairs—a key element of WSDOT's Practical Solutions approach to bridge asset management—can substantially extend the amount of time bridges can be used before rehabilitation (more extensive repair) or replacement is needed.

As of June 2017, WSDOT had a statewide bridge maintenance backlog of 1,589 repairs, which it would need an estimated \$16 million to complete. Additionally, the agency has identified 133 larger repairs (estimated to cost \$36.5 million) which will need to be completed through contracts.

Repairing elements extends bridge service life

WSDOT hires contractors to address specific bridge element deterioration beyond what its maintenance crews can accomplish. Examples of this work include replacing steel anchor cables on floating bridges, repairing deteriorated concrete columns, replacing large steel expansion joints, and rehabilitating movable bridge mechanical and electrical systems.

During FY2017, WSDOT awarded contracts on bridge projects that included repairing concrete on a bridge on I-90 in Spokane, replacing anchor cables on the I-90 and SR 104 floating bridges, and repairing concrete columns on several bridges on SR 153. WSDOT currently has a project under

contract to replace gear boxes in the movable span of the SR 104 Hood Canal floating bridge.

WSDOT weighs multiple factors before making bridge repairs

When prioritizing bridge repair needs, WSDOT considers the severity of the issue, the importance of the route, and the risks involved in delaying repairs.

For the 2017-2019 biennium, there is \$41.5 million in planned funding for bridge repairs. Additionally, there are \$400,000 and \$4.6 million reserves for as-needed preservation work on the SR 520 floating bridge and the SR 16 Tacoma Narrows Bridge, respectively. Total funding for bridge repairs in the 2015-2017 biennium (July 2015 through June 2017) was \$37 million.

WSDOT kicks off Systematic Preventive Maintenance program

WSDOT has allocated \$6.0 million to perform systematic preventive maintenance (SPM) on bridges during the 2017-2019 biennium; this additional funding represents a 38.2% increase in the agency's maintenance budget. SPM is an asset management strategy that focuses on using planned maintenance treatments to extend the useful life of existing bridges in a cost-effective way. Work completed as part of SPM may include sealing bridge deck joints on steel truss bridges, filling in ruts on bridge decks, and spot-painting steel bridges.



Agency Emphasis Area PRACTICAL SOLUTIONS

Systematic preventive maintenance is a cost-effective asset management strategy that supports Practical Solutions. Applying bridge preservation treatments at the appropriate time can extend a bridge's useful life at a lower lifetime cost.



Strategic Plan Goal 1: STRATEGIC INVESTMENTS

Strategic Investments Strategy

Create a process to identify strategic preservation and maintenance investments and strategic operational and multimodal capacity improvement investments in corridors to achieve performance levels.

Asset Management Strategy

Define a strategic, agency-wide asset management policy.

In support of these strategies, WSDOT has implemented a Strategic Bridge Preservation program for the 2017-2019 biennium. The agency will also incorporate strategic preservation into its agency-wide asset management plan, a draft of which is currently in development.



Agency Emphasis Area **PRACTICAL SOLUTIONS**

By rehabilitating concrete bridge decks using modified concrete overlays rather than replacing them with new decks, WSDOT saves approximately \$220 per square foot of bridge deck area.

Spalling

When reinforcing steel in concrete bridge decks starts to corrode (for example, due to winter weather or the use of deicing salt), the concrete starts to “spall” (pothole) and deteriorate. WSDOT crews repair spalled areas annually, but these repairs are temporary and typically last one to three years. Once the total area of repairs and/or patching exceeds 2% of the total deck area, the bridge is added to the list of future needs projects and classified as structurally deficient. Bridge deck overlay projects are prioritized based on the total square footage of deterioration and the type of freight route on which the bridge is located, with bridges on vital freight routes and those leading to islands getting higher priority.

WSDOT expects concrete bridge deck repairs to cost \$867.9 million over 10 years

WSDOT has 13 bridges under contract to receive a deck repair and overlay, and plans to have an additional 14 bridges either completed or under contract in the 2017-2019 biennium. WSDOT spent \$11.3 million on concrete bridge deck rehabilitation during the 2015-2017 biennium and plans to spend \$35.8 million on similar rehabilitation projects during the 2017-2019 biennium. These planned expenditures will cover 4.1% of the \$867.9 million WSDOT expects to need for concrete bridge deck repairs over the next 10 years (see table at right).

Most WSDOT-owned bridges have reinforced concrete decks. The agency’s comprehensive bridge deck program aims to economically repair and overlay these decks to prolong their lifespan and avoid expensive deck replacements. Deck repairs and protective overlays extend bridges’ service lives by at least 25 to 30 years and are more cost-effective than replacing the entire deck; rehabilitating decks with a concrete overlay costs about \$80 per square foot, while replacing the deck entirely costs \$300 per square foot.

This Practical Solution to bridge deck deterioration substantially reduces overall project costs, and has allowed WSDOT to extend the service life of 343 bridge decks (8.2 million square feet) by 25-30 years. As a result, WSDOT has only had to fully replace 16 bridge decks since the agency was created in 1905 (when it was known as the State Highway Board).

303 bridges will need repairs to concrete decks in next 10 years

As of June 2017; Dollars in millions

Bridge deck status	Number of bridges	Cost to repair
Contract work in progress	13	\$36.8
Past due for Repair ¹	32	\$44.9
Due for Repair ²	42	\$54.3
To be due in next 10 years	216	\$731.9
Total 10-year needs	303	\$867.9

Data source: WSDOT Bridge and Structures Office.

Notes: **1** Bridges with more than 5% of deck area patched or spalled are classified as "past due." **2** Bridges with 2% to 5% of deck area patched or spalled are classified as "due."

WSDOT paints steel bridges to extend service life

WSDOT completed two painting projects on steel bridges during FY2017, and a total of five during the 2015-2017 biennium. WSDOT also provided 50% of the funds to paint a portion of the US 101 Columbia River Bridge to Astoria, Oregon.

WSDOT has three bridges currently under contract to be painted and another 17 funded to begin work during the 2017-2019 biennium. The agency has a total of \$82.6 million in funding for steel bridge painting in 2017-2019. WSDOT will need to repaint 184 steel bridges within the next 10 years (see table on p. 25).

WSDOT will need to paint 184 steel bridges in next 10 years

As of June 2017; Dollars in millions

Bridge painting status	Number of bridges	Cost to paint
Contract work in progress	3	\$9.3
Past due for Painting ¹	36	\$159.1
Due for Painting ²	73	\$301.7
Border Bridges ³	4	\$31.0
To be due within 10 years	68	\$280.0
Total 10-year needs	184	\$781.1

Data source: WSDOT Bridge and Structures Office.

Notes: **1** Steel bridges with more than 5% of steel exposed are classified as "past due for painting." **2** Steel bridges with 2% to 5% of steel exposed are classified as "due for painting." **3** Includes all border bridges expected to need painting with 10 years.

Sixteen WSDOT-owned bridges need replacement

As of June 2017; Dollars in millions

Bridge status	Number of bridges	Cost to repair
Contract work in progress	1	\$9.3
Current replacement need	16	\$159.0
Current rehabilitation need	17	\$101.6
Rehabilitation/ Replacement need within 10 years	60	\$319.8
Total 10-year needs	94	\$589.7

Data source: WSDOT Bridge and Structures Office.

WSDOT paints its steel bridges on state highways as needed to protect them against premature corrosion. The agency currently maintains 311 steel bridges that require painting on a regular basis. Washington also has eight steel bridges that cross state lines, and while WSDOT does not directly manage all eight, the agency shares painting costs equally with the bordering states.

Overall, WSDOT needs to replace or rehabilitate 32 bridges statewide

WSDOT replaced one bridge (the SR 142 bridge over the Klickitat River) during FY2017.

WSDOT currently manages 16 bridges that are structurally deficient and require replacement (excluding the State Route 99 Alaskan Way Viaduct Bridge, which has an active replacement contract). An additional 16 structurally deficient bridges need rehabilitation—major preservation repairs—with three of those requiring full bridge deck replacement.

WSDOT's total planned 2017-2019 biennial funding for bridge replacement/rehabilitation is \$84.6 million. WSDOT always estimates the cost of both rehabilitating a bridge and replacing it before deciding on a course of action. If the cost of rehabilitation is 60% or more of the cost of replacement, the agency will replace the bridge.



Agency Emphasis Area PRACTICAL SOLUTIONS

Painting steel bridges supports Practical Solutions by minimizing bridge life cycle cost. Painting a steel bridge extends its service life by 20 to 25 years, and costs approximately 20-25% as much as replacing it.



Agency Emphasis Area PRACTICAL SOLUTIONS

WSDOT always estimates the cost of both rehabilitating a bridge and replacing it before deciding on a course of action. If the cost of rehabilitation is 60% or more of the cost of replacement, the agency will replace the bridge.

Connecting Washington addresses bridge preservation needs

As part of the \$16 billion Connecting Washington transportation revenue package, \$1.2 billion is allocated to state highway preservation, which includes maintaining pavement, bridges and traffic operations. WSDOT is working to identify bridge preservation projects as part of this investment. Three bridge projects identified by the Legislature will be addressed in the next six years:

- SR 241 Yakima River bridge near Mabton—\$12 million
- US 12 Wildcat Creek bridge near White Pass—\$12 million
- SR 107 Chehalis River bridge near Montesano—\$12.5 million

In addition to the \$1.2 billion, another \$57.5 million from Connecting Washington is allocated to bridge preservation and repair projects over the next 16 years. No specific projects have been identified as part of this investment.

Connecting Washington funding will not allow WSDOT to restore all of its structurally deficient bridges to fair or better condition. Structurally deficient does not mean that a bridge is unsafe or in need of replacement; typically, one or more of the bridge's components requires either repair or preservation. Using a lowest life cycle cost approach to delivering preservation strategies means that there will continue to be bridge components that need work.

Connecting Washington will help address the most critical needs for bridges. In particular, it will help eliminate most of the weight restrictions on many of the deficient bridges and help prevent new weight restrictions from being imposed.

WSDOT will replace US 101 Elwha River Bridge near Port Angeles

Engineers are designing a bridge to replace the US 101 bridge over the Elwha River near Port Angeles. The new bridge will meet current standards and resist future river scour and earthquakes.

The existing Elwha River Bridge was built in 1926, after the original Glines Canyon and Elwha dams were constructed. When the dams were removed in 2012 as part of a National Park Service project to restore the Elwha River to its pre-dam state, the river began aggressively removing loose rock in the riverbed, leading to severe scour around the bridge's foundations (see photo at right).



The US 101 bridge over the Elwha River.

the highest-priority scour repairs needed. Scour repair projects for the three highest-priority bridges (the US 101 Chehalis River bridge, the SR 529 Union Slough bridge and the US 2 South Fork Skykomish River bridge) are currently in the design phase, with construction planned to begin in 2018. Total funding for scour repair in the 2017-2019 biennium is \$6.6 million.

Bridge Scour

Bridges experience “scour” when high volumes of water cause soil erosion around their foundation. Foundation scour is the leading cause of bridge failures in Washington and nationwide.

WSDOT has 268 bridges at risk for scour

WSDOT manages 1,557 vehicular bridges and culverts longer than 20 feet that cross over water. Of these, 268 (17%) are “scour critical,” meaning they are at risk for future scour. All scour critical bridges are inspected every two years as part of routine bridge inspections.

In 2016, WSDOT reviewed the conditions and original plans of all scour critical bridges, and established

WSDOT constructs temporary bridge over San Poil River after closure due to flooding

In April 2017, a flood on the San Poil River severely scoured the approaches and foundations of the SR 21 West Fork San Poil River Bridge (located south of Republic on the Colville Indian Reservation in rural eastern Washington), leading WSDOT to close the bridge.

WSDOT maintenance crews came from all over the state—including Spokane, Vancouver and the Tacoma Narrows Bridge—to install a temporary Bailey bridge (a steel bridge made of pre-fabricated, re-usable parts). Installing the Bailey bridge took four days, after which WSDOT engineers worked with a contractor to repair the approach roadways. The Bailey bridge, which allows one lane of alternating traffic to cross the river, opened 13 days after the original bridge was closed.

WSDOT is prioritizing I-405 bridges for seismic retrofits

WSDOT suspended bridge seismic retrofit projects during FY2017 in order to reassess its use of available funding. Following the “Cascadia Rising” earthquake drill (see [Gray Notebook 62 pp. 21-22](#)) and ongoing updates to the Resilient Washington initiative, WSDOT determined that it will further develop its network of seismically resilient routes in the Puget Sound region (see bit.ly/SeismicLifeline).

WSDOT has previously prioritized retrofitting bridges on I-5 between Joint Base Lewis McChord and the I-405 interchange near Renton. Most of these retrofits are now complete,

WSDOT completes 316 seismic retrofits to its bridges

As of June 2017

Bridge status	Number of bridges
Retrofit complete ¹	316
Partially retrofitted	119
Retrofit needed	474
Total	909

Data source: WSDOT Bridge and Structures Office.

Notes: **1** Excluding foundations.

and the agency's next priority will be retrofitting bridges on I-405. During the 2017-2019 biennium, WSDOT will plan retrofits of one remaining bridge on I-5 (in Olympia) and of bridges on SR 518 and I-405.

WSDOT's Bridge Seismic Retrofit Program, launched in 1991, is a plan to make 909 bridges in the western

half of Washington state resilient to earthquakes. So far, 316 bridges have been retrofitted to withstand earthquakes, most commonly by putting steel jacketing around columns or by adding concrete-and-steel reinforcing to pier caps.

Contributors included Chris Keegan, Roman Peralta, Tim Rydholm, Ernie Sims, DeWayne Wilson, Helen Goldstein and Joe Irwin

A closer look at MAP-21, Results Washington and GASB bridge condition targets

The federal Moving Ahead for Progress in the 21st Century Act (MAP-21, see [p. 9](#)) requires states to maintain their bridges so that less than 10% of National Highway System (NHS) bridge deck area in each state is located on bridges classified as structurally deficient (in poor condition). The Results Washington goal mirrors this federal requirement (see [p. 21](#)).

WSDOT also follows infrastructure asset reporting policies of the Governmental Accounting Standards Board (GASB), which establishes reporting standards for state and local governments that follow Generally Accepted Accounting Principles. For GASB reporting, WSDOT has set a condition goal of 90% of WSDOT-owned bridge deck area in fair or better condition.

Bridge condition reporting requirements

Condition targets by performance reporting system

Reporting system	Target	Included bridges
Moving Ahead for Progress in the 21st Century	≤10% of deck area on structurally deficient (poor condition) bridges	All NHS bridges (WSDOT- and locally owned)
Results Washington	≤10% of deck area on structurally deficient (poor condition) bridges	All NHS bridges (WSDOT- and locally owned)
Governmental Accounting Standards Board	>90% of bridge deck area in fair or better condition	All WSDOT-owned bridges (NHS and non-NHS)

Data source: WSDOT Office of Strategic Assessment and Performance Analysis.

Note: NHS = National Highway System.

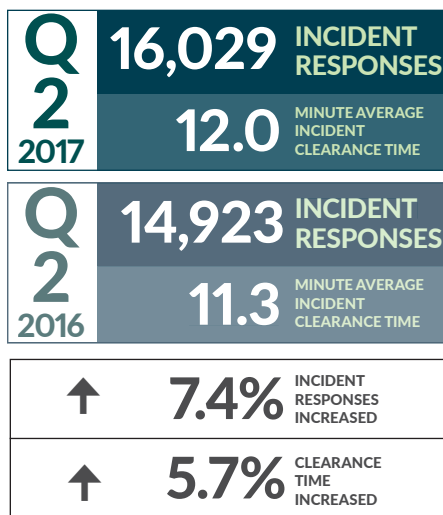
66 INCIDENT RESPONSE QUARTERLY UPDATE

Notable results

- WSDOT responded to 16,029 incidents during the quarter, providing about \$23.8 million in economic benefits
- WSDOT cleared incident scenes in an average of 12 minutes, reducing traffic delay and the risk of secondary incidents

WSDOT reduces clearance times while responding to more incidents

Second quarter (April through June) 2016 and 2017



Data source: Washington Incident Tracking System.

Notes: The data above only accounts for incidents to which an IR unit responded. IR data reported for the current quarter (Q2 2017) is considered preliminary. In the previous quarter (Q1 2017), WSDOT responded to 15,387 incidents, clearing them in an average of 12.1 minutes. These numbers have been confirmed and are now finalized.

Incident Response teams help improve driver safety at 16,029 incidents

WSDOT's Incident Response (IR) teams assisted at 16,029 incidents during the second quarter (April through June) of 2017. This averages to a WSDOT team responding to an incident scene roughly every eight minutes during the quarter. There were 1,106 more incidents during the second quarter of 2017 than during the same period in 2016, about a 7.4% increase.

WSDOT teams cleared these incidents in an average of 12 minutes. This is 39 seconds longer than the average incident clearance time for the same quarter in 2016. During this time there was a 37.3% increase in incidents lasting more than 90 minutes while incidents lasting 15-90 minutes increased 11.3%, and incidents lasting less than 15 minutes increased 6.1%. The proportion of incidents which blocked at least one lane was 24.4% for this quarter compared to 23.7% during the same quarter last year.

WSDOT focuses on safety when clearing incidents, working to reduce incident-induced delay as well as the potential for secondary incidents. Secondary incidents occur in the congestion resulting from a prior incident and may be caused by distracted driving, unexpected slowdowns or debris in the roadway. The IR teams help alert drivers about incidents and clear the roadway to reduce the likelihood of new incidents. A table summarizing the IR program's performance and benefits for the quarter is on the next page.

WSDOT's assistance at incident scenes provided an estimated \$23.8 million in economic benefits during the second quarter of 2017 by reducing the impacts of incidents on drivers. These benefits are provided in two ways:

- WSDOT reduces the time and fuel motorists waste in incident-induced traffic delay by clearing incidents quickly. About \$13.4 million of IR's economic benefits for the quarter result from reduced traffic delay.
- WSDOT helps prevent secondary incidents by proactively managing traffic at incident scenes. About \$10.4 million of IR's economic benefits result from preventing an estimated 3,019 secondary incidents and resulting delay. This figure is based on Federal Highway Administration data that indicates 20% of all incidents are secondary incidents.

Based on WSDOT's budget for IR, every \$1 spent on the program this quarter provided drivers roughly \$15.89 in economic benefit.

The mission of WSDOT's Incident Response program is to clear traffic incidents safely and quickly, minimizing congestion and the risk of secondary incidents. The statewide program has a biennial budget of \$12 million, about 59 full-time equivalent positions and 69 dedicated vehicles. Teams are on-call 24/7 and actively patrol approximately 1,300 centerline miles (3,400 lane miles) of highway on major corridors around the state during peak traffic hours. This covers approximately 18% of all state-owned centerline miles statewide.

WSDOT's Incident Response provided an estimated \$23.8 million in economic benefit

April through June 2017; Incidents by duration; Times in minutes; Costs and benefits in millions of dollars

Incident duration	Number of incidents ¹	Percent blocking ²	Average roadway clearance time ³ (blocking only)	Average incident clearance time ⁴ (all incidents)	Cost of incident-induced delay	Economic benefits from IR program ⁵
Less than 15 min.	12,469	15.4%	2.6	4.7	\$14.6	\$6.8
Between 15 and 90 min.	3,387	54.7%	15.5	30.5	\$29.2	\$12.8
Over 90 min.	173	83.1%	138.6	178.0	\$10.0	\$4.3
Total	16,029	24.4%	14.0	12.0	\$53.8	\$23.8
Percent change from 2Q 2016	↑7.4%	↑0.7%	↓24.9%	↑5.7%	↑13.8%	↑13.4%

Data source: Washington Incident Tracking System.

Notes: Some numbers do not add up due to rounding.

- 1 Teams were unable to locate 934 of the 16,029 incidents. Because an IR team attempted to respond, these incidents are included in the total incident count, but are not factored into other performance measures.
- 2 An incident is considered blocking when it shuts down one or more lanes of travel.
- 3 Roadway clearance time is the time between the IR team's first awareness of an incident (when a call comes in or the incident is spotted by a patrolling IR unit) and when all lanes are available for traffic flow.
- 4 Incident clearance time is the time between an IR team's first awareness of an incident and when the last responder has left the scene.
- 5 Estimated economic benefits include benefits from delay reduction and prevented secondary incidents. See [WSDOT's Handbook for Corridor Capacity Evaluation, 2nd edition, pp. 45-47](#), for WSDOT's methods to calculate IR benefits.

For more information on how WSDOT calculates these figures and all IR performance metrics, see [WSDOT's Handbook for Corridor Capacity Evaluation, 2nd edition, pp. 45-47](#).

WSDOT teams respond to 173 over-90-minute incidents

WSDOT Incident Response units provided assistance at the scene of 173 incidents that lasted more than 90 minutes during the second quarter of 2017. This is 47 more incidents—a 37.3% increase—than the same quarter in 2016. While these over-90-minute incidents accounted for 1.1% of all incidents, they resulted in 18.6% of all incident-related delay costs.

Nine of the 173 over-90-minute incidents took six hours or more to clear (referred to as extraordinary incidents). This is two more incidents

than the same quarter in 2016. The nine extraordinary incidents took an average of nine hours and 58 minutes to clear, accounting for 3.1% of all incident-induced delay costs for the quarter.

The average incident clearance time for all over-90-minute incidents was about two hours and 58 minutes. This is about five minutes faster than the same quarter in 2016. Excluding the nine extraordinary incidents, WSDOT's average clearance time for over-90-minute incidents was two hours and 34 minutes. Performance data reported in this article is from WSDOT's Washington Incident Tracking System, which tracks incidents to which a WSDOT IR team responded.

Contributors include Vince Fairhurst, Michele Villnave, Takahide Aso, Dustin Motte



Agency Emphasis Area PRACTICAL SOLUTIONS

The Incident Response program aligns with WSDOT's Agency Emphasis Area, Practical Solutions, by improving the performance of the multimodal transportation system at the least cost.

Customer feedback:

- Dave showed up just as I was about to call AAA. He used a large crow bar to help dislodge the tire/wheel from the vehicle and finished changing our tire. Very courteous and kind!
- Trent was excellent in every aspect of his handling of the incident.

66

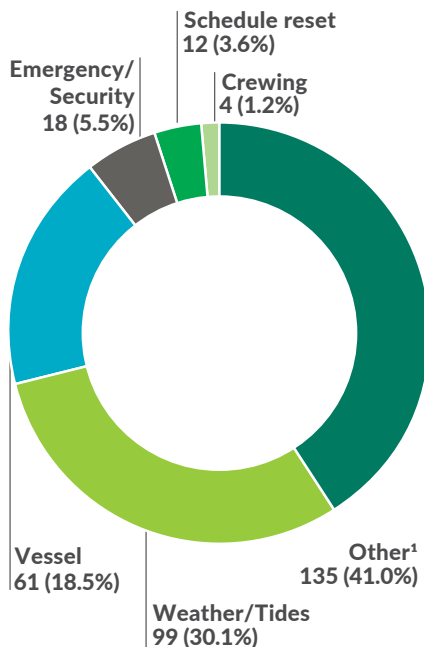
WSDOT FERRIES QUARTERLY UPDATE

Notable results

- *Ferries made 99.4% of its regularly scheduled trips in the fourth quarter of fiscal year 2017, exceeding its annual reliability goal of 99%*
- *Ferries ridership was more than 6.47 million in the fourth quarter of fiscal year 2017, about 128,300 (2%) more than the corresponding quarter in FY2016*

Vessel availability top reason for cancellations during quarter

Fourth quarter (April - June) FY2017



Data source: WSDOT Ferries.

Notes: Fiscal years (FY) run from July 1 through June 30. Percentages may not equal 100 due to rounding.

¹ The category for "Other" includes 117 cancellations that occurred when the M/V Kitsap went out of service on the Seattle - Bremerton route. The M/V Sealth was moved from the Fauntleroy - Vashon - Southworth route to fill in, leading to cancellations on that route. "Other" also includes issues at terminals, and events like disabled vehicles, environmental reasons and non-vessel related incidents that can impact operations.

² Ferries replaced 91 of the 329 canceled trips for a total of 238 net missed trips.

Ferries reliability exceeds annual goal of 99%

There were 40,745 regularly scheduled ferry trips during the fourth quarter of fiscal year (FY) 2017 (April through June 2017). WSDOT Ferries completed 99.4% (40,507) of these trips. This exceeded its annual reliability performance goal of 99% and was 0.2 percentage points lower than the same quarter in FY2016 (see table on the next page).

In the fourth quarter of FY2017, Ferries canceled 329 trips and was able to replace 91 of them, resulting in 238 net missed trips. This was 83 more net trips missed compared to the same quarter in FY2016.

Vessel availability contributed to 117 of the 136 cancellations in WSDOT's "other" category for cancellations during the quarter. The category, which totalled 135 (41.0%) of all cancellations, also includes non-vessel related problems and issues at terminals. Vessel availability was impacted by mechanical issues on the Motor/Vehicle (M/V) *Kitsap* on the Seattle - Bremerton route that prompted WSDOT to replace it with the M/V *Sealth* from the Fauntleroy - Vashon - Southworth (triangle) route. This, in turn, reduced the triangle route to a two-boat schedule. Weather and tides on the Port Townsend - Coupeville route accounted for an additional 99 (30.1%) cancelled trips during the quarter.

Ridership once again booms during the summer quarter

WSDOT Ferries' ridership was approximately 6.47 million during the fourth quarter of FY2017. This was about 241,900 (3.9%) higher than WSDOT projected for the quarter and about 128,300 (2.0%) more in total ridership than the corresponding quarter in FY2016.

The ridership increase compared to the same quarter last year is consistent with regional population gains and was not impacted by adverse weather.

On-time performance decreases

On-time performance dropped slightly compared to the same quarter in FY2016, decreasing from 93.0% to 90.7% for the fourth quarter of FY2017. The quarterly rate misses Ferries' annual on-time performance goal of 95%.

On average in the fourth quarter of FY2017, 41 out of 445 daily trips did not leave the terminal within 10 minutes of the scheduled departure time, an increase from an average of 31 out of 448 trips for the same quarter last year.

On-time performance declined on seven of nine routes compared to the fourth quarter of FY2016. The San Juan Domestic route had the largest decrease (9.7%) compared to the same quarter last year due to a mechanical problem that required a vessel to operate at slower speeds for part of the quarter.

Ferries' on-time performance and trip reliability decrease in the fourth quarter of fiscal year 2017

April through June FY2016 and FY2017; Annual on-time goal = 95%; Annual reliability goal = 99%

Route	On-time performance (fourth quarter)				Trip reliability (fourth quarter)			
	FY2016	FY2017	Status	Trend	FY2016	FY2017	Status	Trend
San Juan Domestic	88.1%	79.0%	-9.1%	↓	99.9%	99.8%	-0.1%	↓
Anacortes/Friday Harbor – Sidney, B.C.	91.8%	84.7%	-7.1%	↓	100.0%	100.0%	0.0%	↔
Edmonds – Kingston	98.7%	96.2%	-2.5%	↓	99.8%	99.9%	+0.1%	↑
Fauntleroy – Vashon – Southworth	87.9%	88.8%	+0.9%	↑	99.9%	99.1%	-0.8%	↓
Port Townsend – Coupeville	92.2%	93.7%	+1.5%	↑	94.5%	95.9%	+1.4%	↑
Mukilteo – Clinton	96.5%	95.9%	0.6%	↓	100.0%	100.0%	0.0%	↔
Point Defiance – Tahlequah	98.5%	98.4%	-0.1%	↓	99.8%	99.9%	+0.1%	↑
Seattle – Bainbridge Island	93.5%	90.4%	-3.1%	↓	100.0%	100.0%	0.0%	↔
Seattle – Bremerton	99.6%	93.9%	-5.7%	↓	99.9%	99.0%	-0.9%	↓
Total system	93.0%	90.7%	-2.3%	↓	99.6%	99.4%	-0.2%	↓

Data source: WSDOT Ferries.

Notes: FY = fiscal year (July 1 through June 30). A trip is considered delayed when a vessel leaves the terminal more than 10 minutes later than the scheduled departure time. Ferries operates 10 routes but combines the Anacortes – Friday Harbor route with the San Juan Interisland route as the San Juan Domestic for on-time performance and service reliability. Due to unique fare collection methods in the San Juan Islands, and similar origin and destination legs on both routes, some statistics cannot be separated between the two routes.

Passenger injuries increase, employee injuries decrease

The rate of passenger injuries per million riders increased from 0.42 in the fourth quarter of FY2016 to 0.77 in the fourth quarter of FY2017, representing an increase from two to five total passenger injuries. The passenger injury rate last quarter was below Ferries' goal of 1.0 injury per million riders.

The rate of Occupational Safety and Health Administration recordable crew injuries per 10,000 revenue service hours decreased from 4.1 in the fourth quarter of FY2016 to 2.2 in during the same period in FY2017. This represents six less injuries compared to the same quarter in FY2016, and remains below Ferries'

annual goal of having a rate of less than 7.6 crew injuries per 10,000 revenue service hours.

Revenue follows ridership, trends up for the quarter

Ferries farebox revenue continued its upward trend, coming in at about \$51.7 million for the fourth quarter of FY2017. Farebox revenue was about \$2.1 million (4.3%) more than the same quarter in FY2016, and about \$2.8 million (5.9%) above projections.

Passenger complaints decrease for the quarter

In total, Ferries received 333 complaints and 32 compliments from 6.47 million riders during the fourth quarter of FY2017. This 113 fewer complaints than the same

quarter in FY2016. About one-third of complaints (116) centered around loading and unloading, which saw an increase from 80 complaints in the fourth quarter of FY2016. The biggest improvement was in reservations where complaints decreased from 51 to 23 during the period.

Contributors include:
Matt Hanbey, Kynan Patterson, Joe Irwin
and Dustin Motte



The online version of this article links to an interactive map with more route information; visit bit.ly/GNBferriesmap.

Notable results

- *Twelve of 18 Amtrak Cascades stations saw increases in passengers getting on or off trains in FY2017; the remaining six held steady*
- *Eighteen of 20 federally funded rail projects were complete and two were in construction as of June 30, 2017*

Measuring Station Use

Passenger use at each station is measured by “on-offs” that determine the number of riders who get on or off trains at a given station. For example, someone who rides Amtrak Cascades from Kelso to Seattle is counted as one passenger using the Kelso station (where they board the train), and as one passenger using the Seattle station (where they get off the train).

Amtrak Cascades stations saw a 5.8% increase in use during FY2017

Nearly 1.6 million passengers got on or off trains at one of the 18 Amtrak Cascades stations during fiscal year (FY) 2017 (July 2016 through June 2017)—an increase of 5.8% over FY2016. Approximately 53% of FY2017 Amtrak Cascades passengers used one of the 12 stations in Washington state. Washington stations saw passenger use increase by 5.7% between FY2016 and FY2017.

An enhanced 2016 marketing campaign likely contributed to the system-wide increases in ons and offs. The weak Canadian dollar also created an incentive for more travelers to head north, as evidenced by the 10.5% increase in passenger ons and offs at the Vancouver, British Columbia station—the largest increase of any station on the Amtrak Cascades line.

Seattle’s King Street Station also showed a sharp increase in usage, with 38,000 (7.9%) more passengers using it in FY2017 than in FY2016. With 478,000 passenger ons and offs in FY2017, the Seattle station was the busiest in the Amtrak Cascades system. The second busiest station was Union Station in Portland, Oregon, which 408,000 passengers used in FY2017, up 5.1% from the previous year.

None of the 18 stations saw passenger use decrease from FY2016 to FY2017, although six stations (Tacoma, Everett, Stanwood, Mount Vernon, Kelso, and Oregon City) held steady year-over-year, with no change in the number of passenger ons or offs.

Total number of passengers getting on or off trains¹ at Amtrak Cascades stations increases 5.8 %

Fiscal years (July 1 through June 30) 2016 and 2017

Station ²	FY2016	FY2017	Change	Station ²	FY2016	FY2017	Change
Vancouver, B.C.	153,000	171,000	10.5%	Olympia	48,000	50,000	4.0%
Bellingham	50,000	52,000	3.8%	Centralia	20,000	21,000	4.8%
Mount Vernon	18,000	18,000	0.0%	Kelso	25,000	25,000	0.0%
Stanwood	5,000	5,000	0.0%	Vancouver, WA	71,000	73,000	2.7%
Everett	24,000	24,000	0.0%	Portland ³	387,000	408,000	5.1%
Edmonds	22,000	24,000	8.3%	Oregon City ³	14,000	14,000	0.0%
Seattle	440,000	478,000	7.9%	Salem ³	39,000	40,000	2.5%
Tukwila	29,000	30,000	3.3%	Albany ³	19,000	20,000	5.0%
Tacoma	86,000	86,000	0.0%	Eugene ³	49,000	52,000	5.8%
				Total ⁴	1,499,000	1,591,000	5.8%

Data source: WSDOT Rail, Freight and Ports Division.

Notes: 1 Measures the number of passengers moving through stations by counting the number of riders that get on or off the train at each station (rounded to nearest thousand). 2 The stations are owned by different entities, primarily city governments and local transit agencies. WSDOT owns one station (Stanwood) and Amtrak owns two stations (Edmonds and Tacoma). 3 Station located in Oregon. 4 Excludes RailPlus passengers, riders whose origin and destination was unknown, and passengers who deferred their trip to another day. These accounted for 20,000 passengers in FY2016 and 28,000 passengers in FY2017.

WSDOT works with Seattle Seahawks' wide receiver to spread safety message

Seattle Seahawks wide receiver Doug Baldwin helped WSDOT spread the agency's train safety message at a series of events in May. Baldwin spoke to more than 1,100 students at two elementary schools (Tyee Park and Tillicum) in Lakewood on May 3, and to more than 300 people of all ages at a May 28 event, also in Lakewood.

WSDOT's Amtrak Cascades trains will be rerouted later this year to the Point Defiance Bypass, which will take passenger trains along I-5 from Tacoma to DuPont. WSDOT's Stay Back from the Tracks train safety campaign is designed to get area residents ready for the change.

The campaign includes a partnership with the non-profit Operation Lifesaver, which has provided safety presentations to nearly 7,000 students in 2017. WSDOT has also spoken with nearly 4,000 people at community events at Joint Base Lewis-McChord.

WSDOT completes 18 of 20 High-Speed Rail projects

Two more of WSDOT's 20 federally funded high-speed rail projects were completed during the second quarter (April-June) of 2017, for a total of 18 complete. The two remaining projects are scheduled to wrap up early in the third quarter (July-September) of 2017.

Kelso Martin's Bluff – New Siding

The \$56 million New Siding project, which was completed in May 2017, added 4 miles of new siding track

near the Port of Kalama. The siding tracks will relieve freight train congestion as trains enter and leave the port, allowing passenger trains to pass through the area more quickly.

Corridor Reliability Upgrades-South

This \$86.5 million project, also completed in May 2017, made a series of track upgrades to the BNSF main line tracks from the Nisqually area to the Columbia River. Work included upgrading track quality, replacing ballast (the rocks under the tracks), and replacing rail and bridge joints. The project allows Amtrak Cascades trains to maintain maximum speeds over longer distances, which should contribute to improving on-time performance.

New Tacoma Dome Station reaches construction milestone

The new Amtrak Tacoma Dome Station reached its final major construction milestone at the end of June. The station, which is part of the larger Tacoma-Point Defiance Bypass project (scheduled to be completed in August 2017), received its certificate of occupancy on June 29, 2017. The new station is part of a multimodal transportation hub around the historic Freighthouse Square in Tacoma's Dome District; Sound Transit's Sounder station is next door, and Pierce Transit's Tacoma Dome Station and Link light rail are across the street. The station and the Point Defiance Bypass are expected to open later in 2017, after Sound Transit completes a rail trestle project near the station.

Contributors include Teresa Graham, Barbara LaBoe, Janet Matkin, Helen Goldstein and Cara Motte

On-time performance reported annually

For most recent on-time performance data, see [Gray Notebook 63, p. 22](#).

Progress continues on WSDOT's 20 federally funded rail projects

As of June 30, 2017, WSDOT had two passenger rail projects in construction and 18 projects completed. More than 94% (\$745 million) of the funding for these 20 projects comes from the American Recovery and Reinvestment Act of 2009. Work includes purchasing new locomotives, adding tracks to handle increased passenger train traffic, and upgrading tracks, signals and stations.

When the program is completed in Fall 2017, Amtrak Cascades will add two new daily round trips between Seattle and Portland, with an anticipated travel time reduction of 10 minutes. In addition, WSDOT, Amtrak, Sound Transit and BNSF are committed to achieving an average of 88 percent on time performance for trains traveling in Washington.

To view an interactive map showing completion status and funding details for each of the federally funded rail projects, visit bit.ly/GNBrailmap.

66 FISH PASSAGE BARRIERS ANNUAL REPORT

Notable results

- WSDOT corrected 20 fish passage barriers in 2016, improving access to 92 miles of potential upstream habitat
- To date, WSDOT has corrected 44 fish passage barriers within the case area of the 2013 federal injunction, restoring access to 14% of previously blocked habitat

WSDOT improves access to 92 miles of potential upstream fish habitat

WSDOT corrected 20 fish passage barriers statewide in 2016, restoring fish access to 92 miles of upstream habitat. All 20 of the corrected fish passage barriers completed in 2016 are applicable to a March 2013 federal injunction that requires WSDOT to restore access to 90% of blocked habitat within the case area shown in the map below by 2030 (visit <http://www.wsdot.wa.gov/Projects/FishPassage/> for more information).

WSDOT has corrected 319 fish passage barriers to date statewide. These projects have restored access to approximately 1,032 miles of potential habitat for fish, including salmon, bull trout, steelhead and cutthroat trout. WSDOT started working with the Washington State Department of Fish and Wildlife in 1991 to systematically identify and correct fish passage barriers that occur where state-owned highways cross over rivers and streams. Correcting fish passage barriers is instrumental to recovering the population of Pacific salmon. These corrections contribute to healthy fish and wildlife, which is part of Goal 3: Sustainable energy and a clean environment of Results Washington, Governor Jay Inslee's performance management system for the state.

WSDOT corrects fish passage barriers using bridge design and stream simulation culverts designed to provide conditions closer to those of a natural stream. These corrections take place as either stand-alone projects for high-priority barriers, or as part of larger transportation projects.



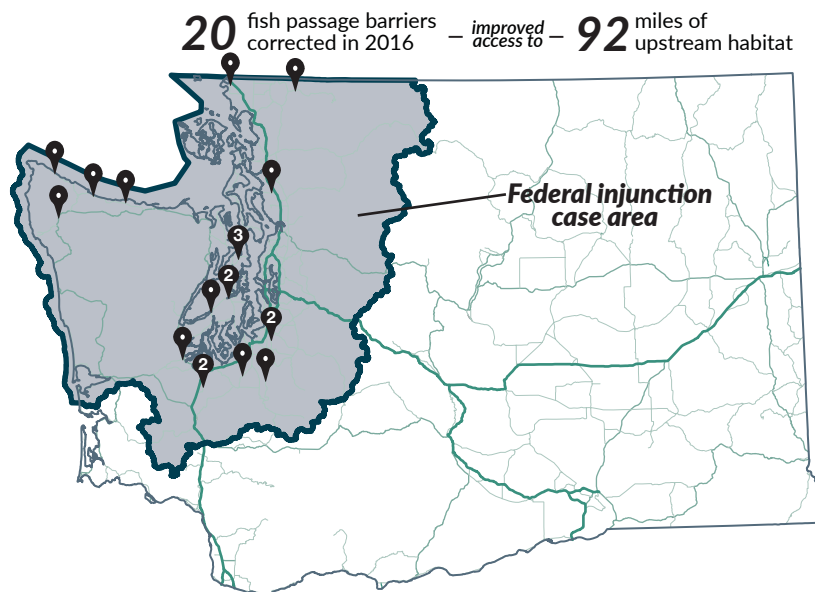
Agency Emphasis Area WORKFORCE DEVELOPMENT

WSDOT offered specialized multidisciplinary training sessions for staff working on fish passage barrier correction projects.



Agency Emphasis Area INCLUSION

The Rattlesnake Creek project was a collaborative effort between WSDOT and the Asotin County Conservation District, the Nez Perce Tribe and the Confederated Tribes of the Umatilla Indian Reservation.



Data source: WSDOT Environmental Services Office.
Notes: Markers with numbers represent sites with multiple fish passage barrier corrections, all other markers represent sites with one correction.

WSDOT makes progress to comply with injunction

WSDOT has corrected 44 fish passage barriers applicable to the March 2013 federal culvert injunction, including the Yarrow Creek project at State Route (SR) 520 that was completed in 2014 but had not been previously reported. These corrections have restored unblocked access to about 169 miles, or roughly 14%, of previously blocked habitat within the federal injunction case area. Twenty of the 44 barriers were corrected by projects completed in 2016.

WSDOT needs to correct approximately 475 barriers within the case area by 2030 to restore fish access to 90% of previously blocked habitat to be in compliance with the federal injunction. A barrier correction project is applicable to the injunction if it corrects a culvert that is a documented barrier to salmon or steelhead in the case area. Some barrier correction projects are not applicable to the injunction because they are outside the case area.

WSDOT offers cross-program training for fish passage projects

Members of WSDOT's Fish Passage team collaborated with other WSDOT environmental teams and hydraulic engineers to deliver multidisciplinary training sessions to the agency's construction project engineering offices throughout western Washington in the spring and summer of 2017. The training provided WSDOT engineers and contractors information on fish passage barrier correction projects



Above: Jansen Creek culvert at SR 112 before it was corrected by WSDOT in 2016. This project is applicable to the 2013 federal injunction. Below: The same location after WSDOT corrected the culvert using bridge design methodology. This design allows unhindered passage for fish to reach quality spawning and rearing habitat, and improves estuary function.



scheduled for completion in the remainder of 2017. WSDOT has found that well-timed training

imparts knowledge when it is needed, and reduces the risk of knowledge loss over time.

Corrected fish passage culvert survives 'extreme' flash flood and resulting debris

Heavy rains and a failed dam sent an estimated 13 million gallons of water and thousands of uprooted trees down the valley of Rattlesnake Creek in Asotin County on April 13, 2017, slamming debris into the fish passage culvert under SR 129.

The culvert remains in place and fully functional after the flash flood. WSDOT crews removed logs and debris from the culvert, and repositioned and repaired cracks in

its headwall, which was damaged during the “extreme high water pulse event.”

Rattlesnake Creek is designated as natural spawning habitat for Endangered Species Act-listed steelhead and bull trout, as well as other native fish. The creek bed and surrounding habitat sustained heavy damage in the flood but the culvert will allow passage for fish when they return to spawn.

The Rattlesnake Creek fish passage project was part of a coordinated watershed approach that corrected the last remaining barrier in the Rattlesnake Creek watershed. The project exemplified WSDOT’s Inclusion emphasis area by providing decision making opportunities for a diverse group of stakeholders. Over the course of the project, WSDOT consulted with the Asotin County Conservation District, the Nez Perce Tribe, and the Confederated Tribes of the Umatilla Indian Reservation. This coordinated approach to habitat improvements restored access to nine miles of habitat.



Above: Looking upstream at the corrected culvert of Rattlesnake Creek at SR 129 after the flood event of April 13, 2017. This fish passage barrier correction was completed in 2015 using a stream simulation culvert. Left: Rattlesnake Creek at SR 129 before WSDOT replaced the culvert that was creating a fish passage barrier.

Legislature authorizes fish passage funding

The Washington State Legislature has authorized \$736.4 million for fish barrier correction projects for the next 14 years. This includes \$300 million from the 2015 Connecting Washington transportation revenue package.

These funds will allow WSDOT to improve access to approximately 50-55% of total potential habitat, which is well short of the 90% required by the injunction. In order to increase the rate of fish passage barrier corrections, WSDOT anticipates correcting additional barriers that will be within the footprint of larger transportation projects.

Contributors include Susan Kanzler, Damon Romero, Takahide Aso, and Dustin Motte

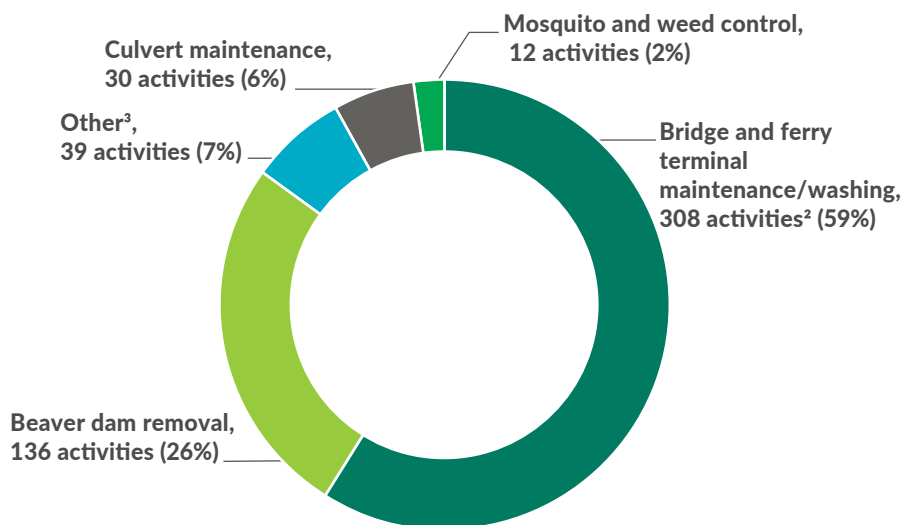
66 GENERAL ENVIRONMENTAL PERMITS ANNUAL REPORT

General permits help expedite WSDOT maintenance work, saving 5,860 hours

WSDOT saved an estimated 5,860 hours of WSDOT staff time in 2016 by using eight different general permits issued by the Washington Department of Fish and Wildlife (WDFW) and four from the Washington State Department of Ecology (Ecology). Each activity conducted under general permits has specific provisions WSDOT staff or contractors must implement to protect surrounding sensitive environments. Not having to apply for individual permits for each activity expedites the delivery of transportation projects and maintenance activities, while ensuring the agency continues to maintain its high environmental standards.

WSDOT saved four hours for every activity conducted under 10 of the 11 general permits used in 2016. The 12th permit, the National Pollutant Discharge Elimination System (NPDES) permit, is issued by Ecology and saves WSDOT 40 hours for every bridge and ferry terminal washing activity. WSDOT uses the NPDES permit in conjunction with a WDFW permit for maintenance activities that discharge wash water (and that meet permit conditions). In 2016, WSDOT used the NPDES permit for 94 activities compared to 77 in 2015, saving an estimated 3,760 hours of staff time.

General environmental permits streamline WSDOT maintenance work 2016; 12 general permits¹ used for 525 maintenance activities



Data source: WSDOT Environmental Services Office.

Notes: ¹ In 2016, WSDOT used two permits for bridge and ferry terminal maintenance/washing, one for beaver dam removal, three for mosquito and weed control, one for culvert maintenance, and five for other maintenance activities.

² Ninety-four of the 308 activities discharged wash water and used both the NPDES permit from Ecology and a WDFW permit.

³ "Other" maintenance activities in 2016 included channelized stream maintenance; fishway structures maintenance and repair; bridge structures debris removal; marine sediment test boring; and removing, repairing and replacing piles in marine waters.

Notable results

- WSDOT used 12 general permits to complete 525 maintenance activities in 2016, an increase of 37% activities from 2015
- General permit usage streamlined maintenance activities saving approximately 5,860 hours of staff time in 2016

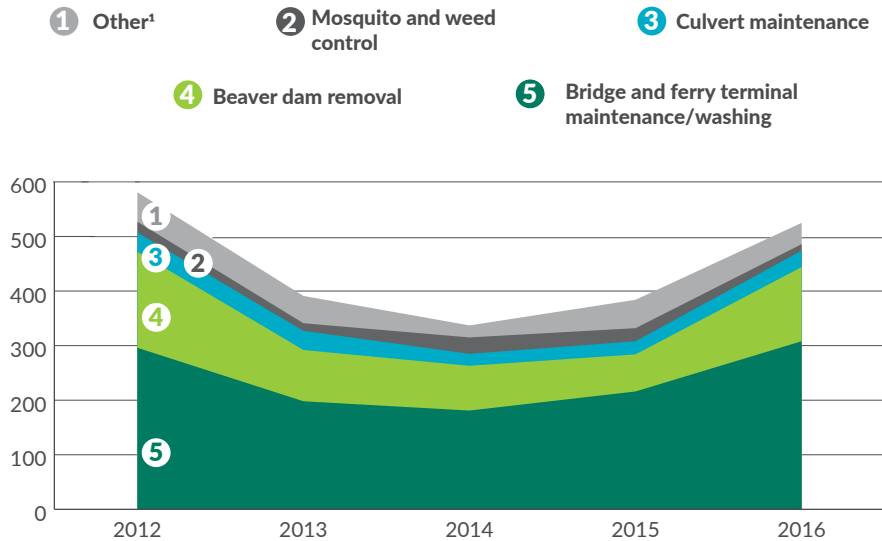


Agency Emphasis Area PRACTICAL SOLUTIONS

WSDOT's general permits take a Practical Solutions approach to maintaining the state's transportation system by managing existing assets to extend the life cycle of the state's transportation system at the least cost and streamlining processes to reduce staff time spent on permitting processes.

WSDOT general permit usage on the rise

Calendar years 2012 through 2016; Number of activities



Data source: WSDOT Environmental Services Office.

Notes: 1 "Other" 2012-2016 maintenance activities include channelized stream maintenance; fishway structures maintenance and repair; bridge structures debris removal; geotechnical test boring in freshwater; marine sediment test boring; and removing, repairing and replacing piles in marine waters.



WSDOT conducted maintenance/washing activities on the State Route 305 Agate Pass bridge between Suquamish and Bainbridge Island in February 2017.

WSDOT manages assets through general permits

Following a downturn from 2012 to 2013, WSDOT's use of general permits continues to increase (see chart at left). Bridge and ferry terminal maintenance and washing permits are the most used of all general permit types, comprising 308, or 59%, of the total 525 activities in 2016.

WSDOT maintains and repairs its facilities as quickly and inexpensively as possible as part of a Practical Solutions approach to maintaining the state's transportation system. High-quality management of existing assets helps extend the life of the state's transportation system and decrease replacement costs. These permits grant approval for multiple activities under one permit (providing the work meets the permit conditions).

General permits are a critical tool for maintenance because they allow WSDOT to spend more time preserving and maintaining assets, and less time acquiring individual permits for each activity.

For example, bridges are cleaned before inspection to help determine structural integrity. WSDOT uses the bridge and ferry terminal maintenance and washing general permit multiple times throughout the year to clean, paint and replace worn out components or deck overlays (For more information on bridge maintenance refer to p. 17).

Contributors include Gretchen Coker, Shravan Aeneni and Dustin Motte

66 FREIGHT SEMI-ANNUAL REPORT

Washington was the second most trade-dependent state in 2016

Washington was the second most trade-dependent state in the country in 2016, behind only Michigan.

Washington had total imports and exports valued at \$126.6 billion in 2016, down 8% from \$137.5 billion in 2015. WSDOT supports freight systems and freight-dependent industries by directly managing the state's highway system, ferry system, a short line railroad and several freight rail programs.

Gross business income for freight-dependent industry sectors was valued at \$565 billion in 2016, up 2.7% from the \$550 billion in 2015. WSDOT also provides policy analysis and planning coordination for the state's freight transportation system, which includes all infrastructure involved in the movement of goods in commerce.

WSDOT's work on freight movement improves travel and freight reliability on strategic corridors, which contributes to Goal 2: Prosperous Economy in Results Washington, Governor Jay Inslee's performance management effort.

South Puget Sound area continues to see the most freight truck traffic in Washington

Estimated average daily truck volumes increased on Interstate 5 (I-5) in the south Puget Sound area from 2015 to 2016. In Tacoma (milepost 131), which saw both the state's highest daily truck traffic and the largest increase between 2015 and 2016, volume increased 34.0% from an estimated 15,793 in 2015 to 21,086 in 2016. Other notable increases include:

- On I-5 in Olympia (milepost 107) where truck volume increased 9.9% from 13,158 in 2015 to 14,466 in 2016
- On I-90, the average daily truck volume increased 3.1% from 6,548 to 6,749 in North Bend (milepost 33) and by 5.6% from 3,495 to 3,691 in Vantage (milepost 136)
- On State Route 18 in Auburn (milepost 5), daily volume increased 7.4% from 5,317 to 5,711 and 5.6% from 3,853 to 4,067 in Snoqualmie (milepost 27).

Increases in truck traffic in Washington are largely due to the growing economy as well as the cancellation of scheduled container service in Portland, Oregon.

Notable results

- Washington was the second most trade-dependent state in the country in 2016
- The number of trucks entering Washington from Canada decreased 1.3% in 2016 compared to 2015
- Truck traffic in Tacoma increased 34% in 2016 compared to 2015



Agency Emphasis Area PRACTICAL SOLUTIONS

WSDOT designed and distributed truck parking maps at minimal cost that increase safety by reducing the amount of time fatigued truck drivers need to find safe overnight parking.

Average daily truck volumes increase along freight corridors

Location	2015	2016	%↑
I-5 (MP 131) Tacoma	15,793	21,086	34.0%
I-5 (MP 107) Olympia	13,158	14,466	9.9%
I-90 (MP 33) North Bend	6,548	6,749	3.1%
I-90 (MP 136) Vantage	3,495	3,691	5.6%
SR 18 (MP 5) Auburn	5,317	5,711	7.4%
SR 18 (MP 27) Snoqualmie	3,853	4,067	5.6%

Data source: WSDOT Freight Office.

Fewer trucks enter Washington from Canada in 2016

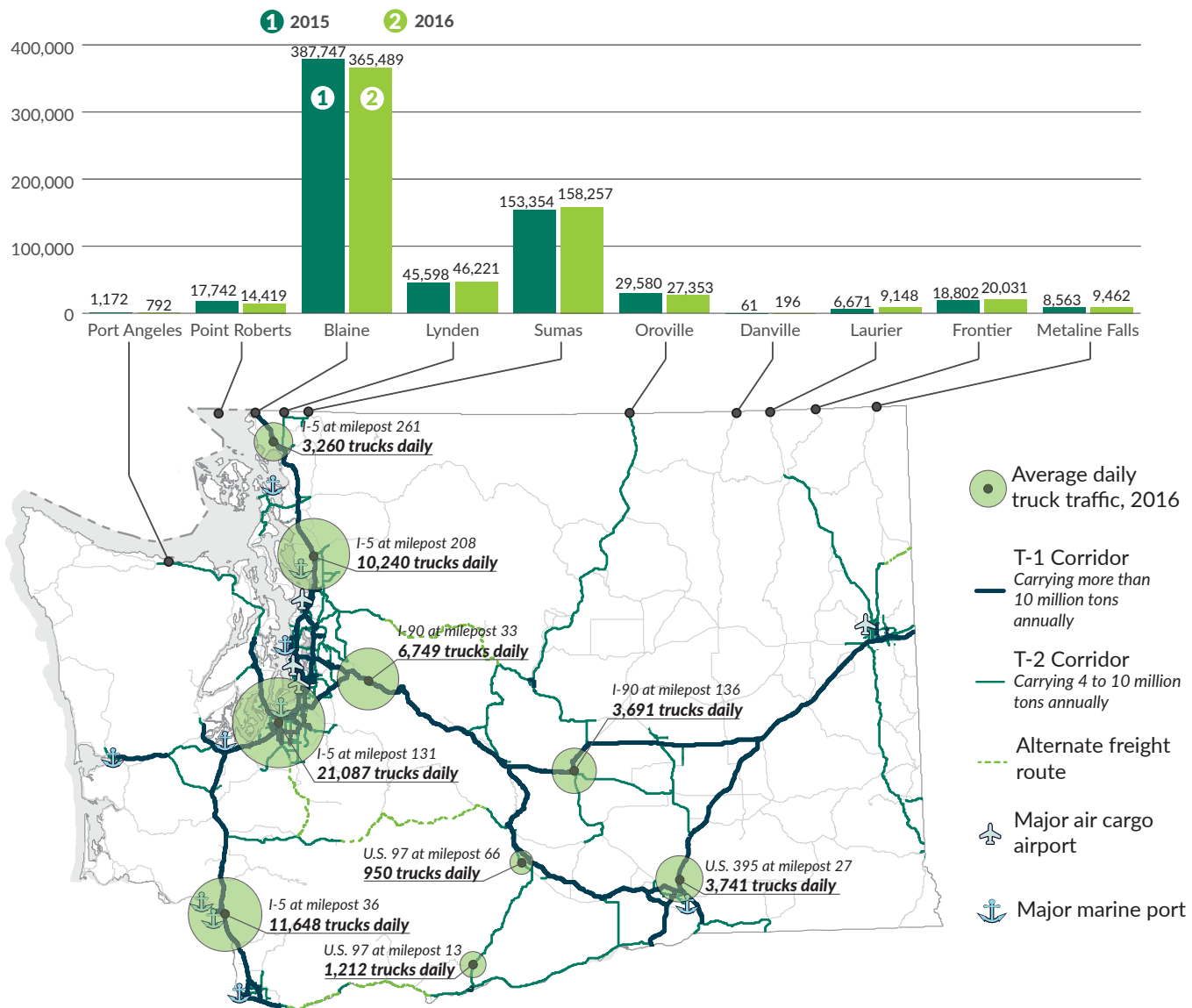
The number of trucks entering Washington from Canada decreased by 1.3% in 2016 to 652,427 from 661,106 in 2015. This slight decline was the first since 2009. The border

crossings at Blaine and Sumas continue to see the bulk of the traffic, comprising 80.3% of the state's total trucks entering from Canada in 2016. The Blaine border

crossing had 365,489 trucks enter from Canada in 2016, down 5.7% from 387,747 in 2015. Sumas had 158,257 trucks, a 3.2% increase from 153,354 in 2015.

For trucks, volumes and border crossing numbers change little

Number of truck crossings at the Canadian border¹, 2015 and 2016 (bar chart); Average daily volume of truck traffic at select locations, 2016 (map)



Data source: U.S. Department of Transportation, Bureau of Transportation Statistics and WSDOT Freight Office.

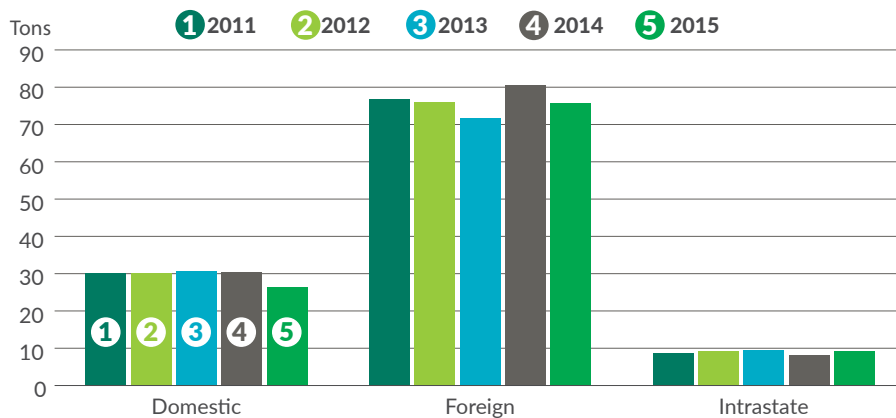
Notes: **1** Border crossing data does not include ferry (1,000 crossings in 2016) or boundary (59 crossings in 2016) ports of entry.

Total waterborne freight shipment tonnage in 2015 down 6.5% from 2014 levels

Total waterborne freight activity in Washington was 111.5 million tons in 2015, down 6.5% from the 2014 levels of 119.2 million tons. Waterborne freight is categorized as foreign, domestic or intrastate, depending on both the origin and destination. In 2015, 67.9% of

waterborne freight was foreign, followed by 23.8% domestic and 8.3% intrastate—or remaining in Washington. Key export commodities from Washington include food and food products, petroleum products, and lumber products.

Majority of waterborne freight in Washington crosses international borders
2011 through 2015; Tonnage in millions; Domestic, foreign and waterborne freight



Data source: U.S. Army Corps of Engineers, Navigation Data Center.

Seattle and Tacoma ports see increase in waterborne freight activity in 2016

The ports of Seattle and Tacoma saw combined 2.5% increase in waterborne freight in 2016. Containerized port freight is measured by 20-foot equivalent units (TEU), which represents the freight in one 20-foot marine cargo container. These containers carry many different kinds of freight and can come in different lengths; for example a 40-foot container would be equal to two TEUs.

In 2016, the Seattle and Tacoma ports—by far the largest ports in

the state—handled a combined 3.6 million TEUs of cargo, up from 3.53 million in 2015 and 3.4 million in 2014. The 2016 figures are also 3% higher than the five-year average.

Waterborne freight activity in Washington continues to mirror national trends. The strength of the U.S. dollar, grain prices, shipping line consolidation, and competition from Canadian and southwest U.S. ports all contribute to the growth of Washington's freight activity.

Truck parking study generates solutions

In a 2016 study that included surveying truck drivers, truck stop owners, and freight company officials in nine states and British Columbia, WSDOT found that truck drivers needed more comprehensive information about the truck parking and services available in Washington. To remedy this, WSDOT created truck parking maps showing:

- Exit numbers
- Available amenities
- Number of truck parking spaces available
- The direction of travel needed to access facilities

The purpose of the truck parking maps is to quickly and clearly show the locations of safe places for truck drivers to take their mandatory rest breaks and offer a summary of other facilities available.

Many truck drivers reported taking 60 minutes or longer to find overnight parking, often driving while fatigued due to the lack of available parking. The truck parking maps minimize the time needed for possibly fatigued drivers to find safe parking.

The maps were distributed to truck parking facilities, rest areas, trucking associations, and truck driving schools.

For more information visit <http://www.wsdot.wa.gov/Freight>.

State air cargo tonnage continues to increase

Washington airports saw another year of increased cargo in 2015, according to the most recent federal data available. All Washington airports combined handled 1.56 million tons of cargo (plane plus cargo weight) in 2015, up 2% from 1.53 million tons in 2014, according to the Federal Aviation Administration data. This is the third year in a row with increased air cargo tonnage for Washington state.

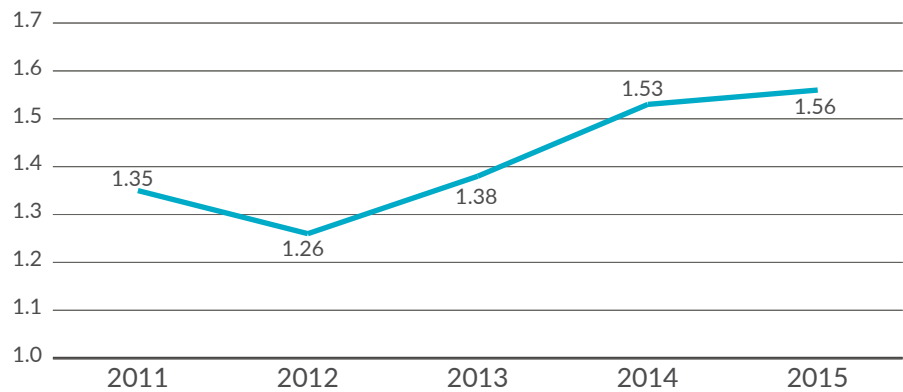
However, Seattle-Tacoma (Sea-Tac) International Airport continues to handle the bulk of all air cargo in the state, with 50.2% of the statewide total. Sea-Tac handled 366,000 metric tons of actual air cargo in 2015 (not including plane weight), up 10.2% from 2014. Sea-Tac Airport ranks 20th in terms of air cargo volume in the North America, and provides daily, non-stop service to 81 domestic and 24 international destinations.

The top five commodities moved through Sea-Tac are cherries, seafood, aluminum alloy and graphite, aerospace components, and footwear parts. High-value and time-sensitive goods often move through airports, which play a key role in supporting manufacturing, agriculture and service sectors in the state.

Contributors include Barbara LaBoe, Janet Matkin, Matthew Pahs, Wenjuan Zhao, Matt Clark and Dustin Motte

Total Washington air cargo tonnage increases

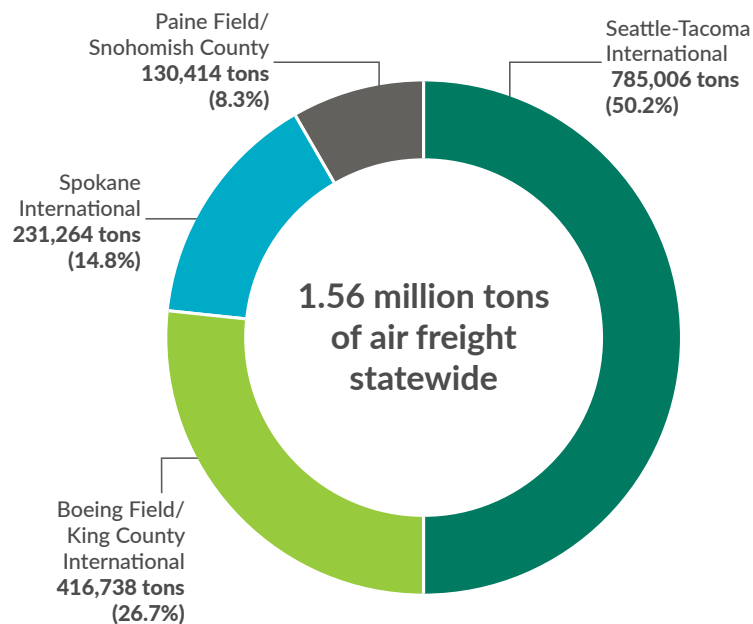
2011 through 2015; Tonnage measured in millions; Plane plus cargo weight



Data source: Federal Aviation Administration.

Seattle-Tacoma airport moves majority of air freight in 2015

Tonnage and percent share of air freight per airport in Washington state



Data source: Federal Aviation Administration.

66 INCLUSION ANNUAL REPORT

WSDOT's emphasis on inclusion enhances equal, fair access and respect for all citizens

To ensure all citizens are provided equal and fair access in their interactions with the agency, WSDOT has revised many of its manuals and plans to better reflect the agency's changing culture. WSDOT's goal is to become even more inclusive and respectful of all individuals in their diversity. In early 2017, WSDOT updated its Communications Manual and Disadvantaged Business Enterprise (DBE) Program Participation Manual. The agency also developed a Human Resources Diversity and Inclusion Plan, an American with Disabilities Act (ADA) Transition Plan and a Community Engagement Plan. The manuals and plans are tasks completed as part of the Inclusion strategy of Results WSDOT, the agency's strategic plan.

These efforts reflect the fact that people interact with WSDOT in numerous ways, like reading the Twitter feed, using the mobile apps, working with the agency as a contractor, being involved in the property acquisition process, and more. WSDOT's new Community Engagement Plan is one example. It provides guidelines and structure to ensure that the agency engages in a culturally appropriate fashion with diverse communities.

Engagement plan aims to better include minority, low income populations

WSDOT's extensive Community Engagement plan guides the agency on how to better engage minorities and low-income populations, provide more readily accessible information on translation and interpretation services, and increases emphasis on Title VI and Title VII of the Civil Rights Act of 1964, a federal law. Title VI prohibits discrimination on the basis of race, color or national origin under any program or activity receiving federal financial assistance. Title VII prohibits employers from discriminating against employees on the basis of sex, race, color, national origin, and religion.

Part of the agency's outreach seeks input from ethnic commissions and advisory groups to help ensure that no individuals are discriminated against in their interactions with WSDOT. The plan provides disability etiquette, cultural awareness, and additional oversight in interacting with businesses owned and controlled by socially and economically disadvantaged individuals.

Advisory group restructured for better focus

In July 2016, WSDOT restructured its Disadvantaged Business Enterprise (DBE) Advisory Group to allow for smaller focus groups that meet on a rotating basis to discuss issues relevant to their subgroup (DBEs, agencies, and prime contractors), thus completing another task of the agency's strategic plan. Smaller focus groups create an environment for more candid conversations that are expected to lead to increased productivity and better outcomes. The entire group meets quarterly to discuss shared concerns and to brainstorm potential issue resolution.

Notable results

- *In 2017, WSDOT revised two manuals and three plans to help ensure citizens equal and fair access*
- *WSDOT receives \$1.5 million per biennium from the state Legislature to increase the number of minorities and women in the highway construction trade*
- *WSDOT met its goal of 11.6% for FHWA Disadvantaged Business Enterprises in the first half of FFY2017*



Agency Emphasis Area INCLUSION

To foster a more inclusive environment within the agency and its interactions with the public, WSDOT is:

- Increasing access and participation of diverse communities in decision making
- Advancing workforce diversity
- Increasing cultural competency and awareness
- Enhancing diverse business contracting

Environmental Justice

The U.S. Environmental Protection Agency defines environmental justice as "the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income, with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies."

For more information on how WSDOT incorporates environmental justice principles into its programs, policies and activities, see <https://www.wsdot.wa.gov/Environment/EJ/default.htm>.



Strategic Plan Goal 4 ORGANIZATIONAL STRENGTH

Support a culture of multi-disciplinary teams, innovation and people development through training, continuous improvement and Lean efforts.

WSDOT's Inclusion Strategy is part of its Organizational Strength goal.

WSDOT works to improve Environmental Justice practices

WSDOT is applying best practices that engage minorities and low income populations in project-level decision making and environmental impact assessment through agency-wide collaborative work. WSDOT recently updated its guidance on how to conduct a thorough analysis of potential environmental impacts. These efforts are tasks in the Inclusion strategy of the agency's strategic plan.

WSDOT is updating community engagement approaches for transportation planning and projects; the agency is using tools that provide information on minority and/or low income communities. To achieve more inclusive engagement, the agency is using engagement approaches and demographic information gathering tools including a decision matrix, an EPA Environmental Justice screening website, and geospatial map data, to identify and involve minority and/or low income communities.

In 2016 and 2017, WSDOT provided Environmental Justice training to its planning and project delivery staff, and developed a short on-line training course on Environmental Justice basics for agency staff. This training helps WSDOT ensure its construction projects are adequately evaluated so that they do not disproportionately affect minority or low income individuals.

Recruitment and retention supports diversity

WSDOT is committed to building a workforce that looks like the people and communities the agency serves. WSDOT participated in 30 career fairs and outreach events in the first six months of 2017 to promote job opportunities and revive relationships with universities and colleges. These events increase outreach to historically under-served communities.

Talent pipeline programs seek diverse candidates

WSDOT is reaching out to communities and schools, increasing the pool of candidates interested in pathways programs in an effort to support workforce needs across the agency. Pathways programs have targeted training, skill development and access for growth and advancement opportunities within the agency.

WSDOT's goal is to recruit diverse candidates for the agency's talent pipeline programs (Maintenance Technician II In-training and Transportation Engineer Internship).

Funding supports diversity in highway construction workforce

WSDOT has also increased emphasis on inclusion and diversity in its highway construction workforce. WSDOT receives approximately \$200,000 annually from Federal Highway Administration for its On-the-Job Training Support Services Program which helps individuals gain family wage jobs in the heavy highway construction trades through pre-apprenticeships.

The WSDOT pre-apprenticeship is a program to assist minorities, women and other socially and economically

disadvantaged individuals in gaining apprenticeship jobs. This program helps individuals gain the skills needed to enter the highway construction workforce. The various highway trades typically have minimum requirements to become an apprentice; pre-apprenticeship programs help the students meet these requirements.

WSDOT received \$750,000 in 2016 through Connecting Washington, funded by the state Legislature, and is slated to receive \$1.5 million per biennium to provide grants to pre-apprenticeship programs that increase the number of minorities and women gaining meaningful employment in the highway construction trades.

Training advances cultural competency and awareness

Since WSDOT's Inclusion initiative began, the agency has provided extensive training to staff and senior leadership to advance workforce diversity. This training includes:

1) Community engagement

WSDOT received funding from the state Legislature in July 2016 to provide community engagement training to project managers. To implement this, the agency developed inclusive training that staff can teach to their colleagues on-demand.

This train-the-trainer approach yielded 43 WSDOT trainers who have each been encouraged to

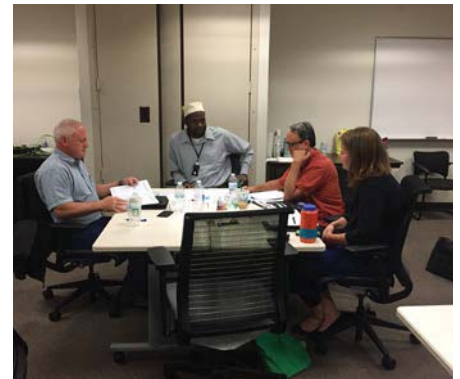
teach four classes in the 2017-2019 biennium; the first class is scheduled to be taught in August 2017. If each class has 30 students, more than 5,160 employees could be peer-trained on WSDOT's community engagement process in two years, although actual goals are up to each trainer's program or project area. For those who are unable to attend the in-person class, two e-learning modules that teach the same principles online are expected to be available in fall 2017.

2) Cultural competency and diversity

WSDOT continues to provide cultural competency training to senior management and executive leadership. Since April 2016, senior leaders have participated in two trainings.

Foundations of Cultural Competence provides a framework on how to address issues of equity and race. Unpacking White Privilege in the Workplace examines how white cultural norms and privileges can create barriers to equity.

WSDOT has implemented new training for supervisors throughout the agency focusing on retaining and hiring a diverse workforce. The agency has trained 260 supervisors or managers in six regions. WSDOT plans to offer this training to Ferries and Headquarters supervisors and managers, as well. The agency is also evaluating other tools and resources that complement the course.



Four WSDOT community engagement trainers learn to deliver training curriculum at this June 2017 train-the-trainer course in Seattle.

Employees rated on Inclusion efforts

All employees are now evaluated on their diversity and inclusion efforts as part of WSDOT's employee Performance Management Program. If agency staff have interaction with the DBE Program, they are also evaluated on their ability to effectively implement and monitor the program.

3) Civil rights

WSDOT performs annual civil rights training for its staff, and local agency staff and contractors, to assure they are familiar with program requirements. This training is mandatory for all WSDOT staff who are responsible for implementing or monitoring the DBE Program. Training is currently voluntary for contractors; WSDOT trains about 600 people annually.

WSDOT makes progress on business commitments

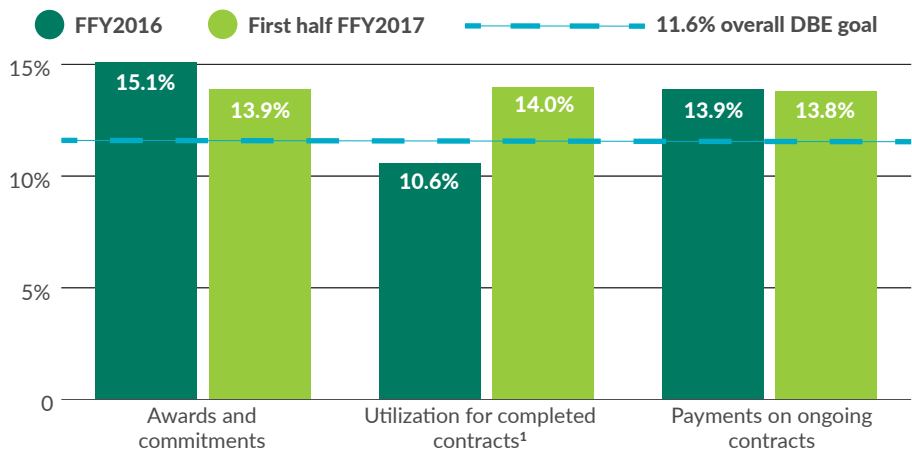
WSDOT met all three measurements of its mandatory Federal Highway Administration (FHWA) Disadvantaged Business Enterprise (DBE) goal during the first half of federal fiscal year 2017 (October 2016 through March 2017). WSDOT is also focusing efforts on increasing opportunities for minority, women's, veteran's, and small business enterprises on state-funded projects, making progress toward achieving voluntary Washington state goals. WSDOT construction projects require contractors to solicit business from disadvantaged businesses. The agency's Office of Equal Opportunity sets project goals that become part of the contract. Projects that include federal funds have a mandatory goal. All other projects have voluntary goals which WSDOT encourages contractors to meet.

WSDOT attains DBE goal

The overall goal for each FHWA DBE measure is 11.6%; the goal was attained in all three measures in the first half of FFY2017. As shown in the graph at the top right, WSDOT's awards and commitments were 13.9% in the first half of FFY2017, a decrease of 1.2 percentage points from the 15.1% achieved for all of FFY2016. The agency's utilization of completed contracts was 14.0% in the first half of FFY2017, a 3.4 percentage point improvement above the 10.6% achieved in FFY2016. WSDOT's payments on ongoing contracts were 13.8% in the first half of FFY2017, a 0.1 percentage point drop from the 13.9% achieved in FFY2016. For more information on how DBE goals are set, see [Gray Notebook 53, p. 27](#).

WSDOT FHWA Disadvantaged Business Enterprise program meets goal on all measures in first half of FFY2017

Comparing first half of federal fiscal year (FFY)2017 to FFY2016

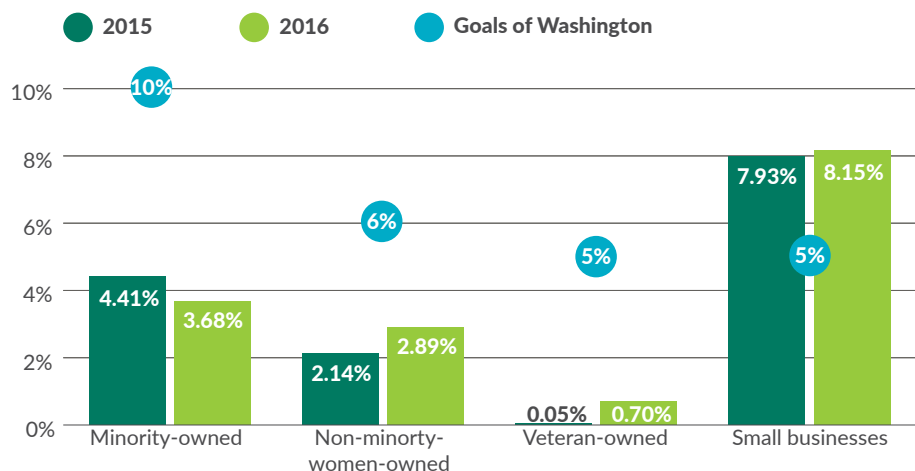


Data source: WSDOT Office of Equal Opportunity.

Notes: ¹ Utilization for completed contracts refers to those completed within the stated time.

WSDOT makes progress on three of four diverse business goals

Voluntary goals; Comparing state fiscal year (FY)2016¹ to FY2015²



Data source: WSDOT Office of Equal Opportunity.

Notes: ¹ July 1, 2015 through June 30, 2016. ² July 1, 2014 through June 30, 2015.

WSDOT exceeds small business goal, makes progress on two others

WSDOT is making progress on all except one of its voluntary goals for certified or state registered businesses, as shown in the table above. The goal for Washington state agencies contracting with small businesses is 5%; in state fiscal year 2016 (July 2015 through June 2016, the latest year for which data is available), WSDOT achieved 8.15% participation, an increase of 0.22 percentage points from the 7.93% achieved in FY2015. Minority- and non-minority-women's businesses also count toward the small business goal.

"Small business" includes firms certified by the Office of Minority and Women's Business Enterprises and all firms that indicate in Washington Electronic Business Solutions that they are small as defined by RCW 39.26.010.

The state contracting goal for minority-owned businesses is 10%. From FY2015 to FY2016, WSDOT's participation with minority-owned businesses decreased from 4.41% to 3.68%, missing the goal.

The state contracting goal for veteran-owned businesses is 5%. From FY2015 to FY2016, WSDOT increased its participation with veteran-owned businesses from 0.05% to 0.7%, missing the goal.

The state contracting goal for women-owned businesses is 6%. From FY2015 to FY2016, WSDOT increased its participation with women-owned businesses from 2.14% to 2.89%, missing the goal.

Mentoring program to increase business opportunities

WSDOT's new Mentor Protégé Program is intended to increase opportunities for minority, women's, veteran's and small businesses on state funded projects.

In April 2017, WSDOT began the process of designating a Mentor Protégé Coordinator who will finalize the framework for the program and serve as an intermediary between prime contractors and consultants participating in this new program. WSDOT anticipates the coordinator to begin work in late 2017.

Disparity study to recommend updated overall DBE goal

WSDOT's Disadvantaged Business Enterprise Program disparity study is nearing completion. Draft study results were sent to internal review in July 2017. Overall DBE goals are expected in fall 2017.

The new DBE Program disparity study will include recommendations for an updated overall DBE goal and improvements for WSDOT's current DBE Program implementation. Based upon the recommendations, WSDOT will consult with community and trade organizations and seek public comment on the new overall DBE goal.

Software system monitors, tracks diverse business participation

WSDOT has implemented a new software system, called B2GNow that was introduced in [Gray Notebook 64, p. 39](#). The system is used to monitor and track diverse business participation (disadvantaged, minority, small, veteran's, and women's business enterprises) and to ensure all subcontractors are paid promptly.

B2GNow is effective for all WSDOT construction contracts advertised after June 1, 2017. System implementation for WSDOT's Consultant Services and Local Programs will be phased in during fall 2017. This system, utilized by both WSDOT and the Office of Minority & Women's Business Enterprises can be viewed at: <https://wsdot.diversitycompliance.com/>.

Contributors include Jackie Bayne, Bill Bennion, Ann Bridges, Oscar Cerda, Teri Chang, Earl Key, Olga Peterman, Rafeaah Sok, Larry Watkinson, Dustin Motte and Yvette Wixson

Roadmap guides diversity for state contracts

WSDOT has developed a State Funded Contracts Diversity Roadmap to help guide the agency's progress toward meeting its voluntary goals. The map outlines the direction WSDOT is taking as it leads Gov. Jay Inslee's subcabinet on business diversity. See the roadmap at: <http://www.wsdot.wa.gov/sites/default/files/2017/07/14/OEO-Diversity-Roadmap.pdf>.

What is a Disadvantaged Business Enterprise?

According to the United States Department of Transportation, "DBEs are for-profit small business concerns where socially and economically disadvantaged individuals own at least a 51% interest and also control management and daily business operations. African Americans, Hispanics, Native Americans, Asian-Pacific and Subcontinent Asian Americans, and women are presumed to be socially and economically disadvantaged. Other individuals can also qualify as socially and economically disadvantaged on a case-by-case basis."

66

LEAN PROCESS IMPROVEMENTS SEMI-ANNUAL REPORT

Notable results

- WSDOT trained 16 green belt candidates, meeting six-month Lean performance target
- WSDOT increased processing of third-party claim recoveries by 33% through a Lean process improvement project



Agency Emphasis Area WORKFORCE DEVELOPMENT

WSDOT's Lean efforts support Workforce Development by:

- Providing training in problem solving and Lean Six Sigma
- Promoting a continuous improvement mindset



Strategic Plan Goal 4 ORGANIZATIONAL STRENGTH

Support a culture of multi-disciplinary teams, innovation and people development through training, continuous improvement and Lean efforts.

WSDOT starts 15 Lean projects, exceeding goal; misses completion goal by two

WSDOT started 15 Lean projects, exceeding its goal by two in the first six months of 2017. In the same time period, the agency completed five projects, missing its mid-year completion goal by two. Several projects are taking longer than expected to complete, but the delay is not expected to affect the agency's annual goal. Lean projects help the agency work more efficiently, minimizing waste, maximizing value and concentrating on process improvements.

Five Lean projects complete in first half of 2017

WSDOT completed five Lean process improvement projects during the first six months of 2017. Three of those projects are highlighted here:

WSDOT now processing 33% more third-party claim recoveries per day

A team of 10 WSDOT employees from three different divisions made improvements to the third-party claim recovery process that allowed the agency's financial recovery team to go from processing 18 claims per person per day to processing 24 claims per person per day. WSDOT removed redundancies and obstacles for Financial Recovery Enforcement Officers, and introduced new software that allows the team to edit the forms in the system, decreasing rework and thereby increasing productivity.

Fuels balance sheet reconciliation, adjustment processing time down

A Lean process improvement project in WSDOT's office of Financial Reporting and Consulting Services decreased fuels balance sheet reconciliation processing time from 8-10 hours to 30 minutes. Problems with the reconciliation balance not matching the general ledger were also eliminated in the process. Improvements included switching from using multiple templates to only one report, and taking advantage of Excel tools such as pivot tables to reduce the chance of human error. The accuracy of the process adjustments improved to 100% in May and June 2017 reports, the latest available data. The result is more accurate financial reporting to the Office Financial Management and a reduced audit risk.

Key Performance Indicator	Goal Met ¹	Current Number	Mid-Year Goal	Year-End Goal
Lean projects started	✓	15	13	30
Lean projects finished	—	5	7	20
Lean consultations provided	✓	12	12	24
Green belt candidates trained	✓	16	15	39
Green belts successfully certified	✓	4	3	20

Data source: WSDOT Lean Office.

Note: 1 Mid-year goal met.

WSDOT streamlines employee phone stipend application process

WSDOT's Accounting and Financial Services Office improved the process for employees who sign up for a phone stipend, reducing the required forms from two to one. As part of the process improvement project, members of WSDOT's Payroll Department and Information Technology (IT) Division worked together to update the agency's policy on employee use of wireless communication devices.

During this collaboration, they realized that if an employee is applying only for a phone stipend (rather than for a WSDOT-issued phone) IT does not need to be involved, and therefore one of the forms was deemed unnecessary and eliminated.

Green belts lead teams to improve processes

WSDOT trained 16 green belt candidates in the six months ending June 2017; of these, four candidates were certified as Lean Six Sigma Green Belts. The agency met its training goal and exceeded its certification goal by one. Green belts enable the agency to address more complex Lean projects and to focus on measurable improvements.

Green belt training/certification is now reported in the *Gray Notebook* instead of nine-step problem solving classes because it is a more results-oriented performance indicator. To be certified, green belt candidates must successfully lead a team through a process improvement project. WSDOT continues to offer problem solving and other targeted classes.

Success measures evolve

WSDOT recently reevaluated its Lean mission, vision, goals and the way it measures success, revising Key Performance Indicators (KPIs). These KPIs may change as the agency's Lean services evolve. They currently focus on two areas:

- Direct results: measured by projects and consultations performed
- Workforce development: measured by trainings performed and certifications earned

WSDOT exploring how to measure continuous improvement

The agency is developing a third Lean KPI, continuous improvement mindset (CI), which looks at the way employees approach their work. Those who seek ways to reduce waste and improve the value of their work demonstrate CI. It is seen as the underlying key to success for a Lean organization; CI is difficult to measure, thus still being developed.

WSDOT offers Lean consultations

Consultations between agency Lean staff and programs set the stage for future Lean projects. WSDOT conducted 12 Lean consultations in the six months ending June 2017, meeting its target.

Consultations conducted by WSDOT employees are part of a new suite of Lean services the agency began in 2017. They include facilitated brainstorming, process mapping, value stream mapping, fundamentals mapping, sponsor training, targeted training, and KPI development.

Contributors include Russell Burgess, Amber Sander, Sam Wilson, Helen Goldstein and Yvette Wixson



WSDOT Lean Director Russell Burgess (far left) and WSDOT Secretary Roger Millar (far right) congratulate WSDOT's first in-house certified Lean Six Sigma Green Belts, Michael Severance, Jennifer Martin and Melody Donohue, who worked to improve processes in Human Resources and Tolling.



WSDOT's certified Lean Six Sigma Green Belt, Anna Fisher has been featured on a nationally recognized website for her work at WSDOT. For her Green Belt project, Anna and her project team reduced WSDOT's fuel reconciliation process from 10 hours per month down to 30 minutes. Watch her interview on GoLeanSixSigma.com.



Agency Emphasis Area PRACTICAL SOLUTIONS

WSDOT's Lean efforts support Practical Solutions, through facilitated process improvement projects that increase efficiency throughout the agency.

Notable results

- *WSDOT reported on the completion of two Connecting Washington program contracts in the eighth quarter of the 2015-2017 biennium*
- *WSDOT removed 24 projects from its Watch List during the eighth quarter of the 2015-2017 biennium; four remain*
- *WSDOT advertised 66 of 75 Pre-existing Funds projects, including 20 emergent projects*



Strategic Plan Goal 1: STRATEGIC INVESTMENTS

Project Delivery: Deliver transportation projects that are on time and on budget.

WSDOT continues to deliver its Nickel and TPA program funded projects with a high rate of success. Of the total 377 construction projects completed to date, 87% have been on time and 91% have been on budget.

WSDOT completes contract work on two larger Connecting Washington projects

WSDOT completed a contract included in a larger Connecting Washington program (CW) project during the eighth quarter of the 2015-2017 biennium (April through June 2017). A second contract was completed in an earlier quarter (April through June 2016), but was reported this quarter. WSDOT has four CW projects under construction, 24 projects in the pre-construction phase and advertised three projects during the quarter.

WSDOT did not complete any Nickel and Transportation Partnership Account (TPA) construction projects during the quarter. To date, WSDOT has completed 377 of 421 Nickel and TPA construction projects since July 2003, with 87% on time and 91% on budget. The agency has nine Nickel and TPA projects underway; see [p. 57](#) for details.

The cost at completion for the 377 Nickel and TPA construction projects is \$6.83 billion, 2.2% less than the baseline cost of \$6.98 billion. As of June 30, 2017, WSDOT has 22 projects (including the nine projects currently underway) that are yet to be completed. These remaining projects have a total value of more than \$8.52 billion.

Nickel, TPA funding continues to be short of original 2003, 2005 projections

Fuel tax collections show 2003 and 2005 revenue forecasts, which were used to determine the project lists, did not anticipate the economic recession in projecting future growth in fuel tax revenues. The 2003 Nickel and 2005 TPA gas taxes that fund projects are based on a fixed tax rate per gallon and do not change with the price of fuel. As a result, reduced gasoline and diesel consumption leads to reduced tax revenue.

The 2003 Nickel transportation package was originally a 10-year plan, with revenues forecasted to total \$1.9 billion from 2003 through 2013. Fuel tax revenues collected during this period came in 10.2% less than the original March 2003 projections. Fuel tax funding from the 2005 TPA package is also less than the original March 2005 projections. The original projection for the TPA account was \$4.9 billion over a 16-year period from 2005 through 2021. Current TPA projections through 2021 are estimated to be \$4 billion, roughly \$900 million less (18.7%) than the original 2005 projection.

Nickel and TPA gas tax revenues are used to pay the debt on the bonds sold to finance the planned projects. Once all the bonds are sold, revenues collected will be used to pay the debt.

Beige Page contributors include Mike Ellis, Mitzi Frick, Penny Haeger, Heather Jones, Thanh Nguyen, Theresa Scott, Aaron Ward, Matt Clark, Joe Irwin and Cara Motte

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CURRENT LEGISLATIVE EVALUATION & ACCOUNTABILITY PROGRAM QUARTERLY UPDATE

Combined Nickel & Transportation Partnership Account (Status of projects to date; 2003 through June 30, 2017)	Number of Projects	Value of Program ¹
Subtotal of completed construction projects ²	377	\$6,976.8
<i>Non-construction projects that have been completed or otherwise removed from Nickel/TPA lists^{3,4}</i>	5	\$74.4
Projects included in the current transportation budget but not yet complete	22	\$8,523.8
<i>Projects that have been deferred indefinitely or deleted and removed from Nickel/TPA lists^{3,4}</i>	13	\$499.2
<i>Projects now funded by Connecting Washington and removed from Nickel/TPA lists (see GNB 63, p. 35)</i>	4	\$101.7
Total number of projects ⁵ in improvement and preservation budget	421	\$16,176.0
Schedule and budget summary Nickel & TPA combined: Results of completed construction projects in the current Legislative Transportation Budget and prior budgets.	Completed in 2015- 2017 Biennium Budget	Cumulative Program
Total number of projects completed	11	377
<i>Percent completed early or on time</i>	91%	87%
<i>Percent completed under or on budget</i>	91%	91%
Baseline cost at completion	\$809.9	\$6,976.8
Current cost at completion	\$777.7	\$6,826.5
Percent of total program over or under budget	4.0% under	2.2% under
Advertisement record: Results of projects entering into the construction phase or under construction	Combined Nickel & TPA	
Total current number of projects in construction phase as of June 30, 2017	9	
<i>Percent advertised early or on time</i>	78%	
Total number of projects advertised for construction in the 2015-2017 biennium (July 1, 2015, through June 30, 2017)	2	
<i>Percent advertised early or on time</i>	50%	
Projects to be advertised: Results of projects now being advertised for construction or planned to be advertised	Combined Nickel & TPA	
Total number of projects being advertised for construction (July 1 through December 31, 2017)	0	
Percent on target for advertisement on schedule or early	0%	
Budget status for the 2015-2017 biennium	WSDOT biennial budget	
Budget amount for 2015-2017 biennium	\$1,769.7	
Actual total expenditures in 2015-2017 biennium to date (July 1, 2015, through June 30, 2017)	\$1,488.2	
<i>Total 2003 Transportation Funding Package (Nickel) expenditures</i>	\$92.3	
<i>Total 2005 Transportation Partnership Account expenditures</i>	\$789.7	
<i>Total Pre-existing Funds expenditures⁶</i>	\$566.1	

Data source: WSDOT Capital Program Development and Management.

Notes: Numbers have been rounded. This chart was updated in GNB 63 to reflect reconciled Nickel and TPA project counts, and as a result it does not exactly match Current Legislative Evaluation and Accountability Program charts from previous editions. **1** Dollars in millions **2** Cumulative projects completed from July 1, 2003, to June 30, 2017. **3** Non-construction projects include commitments for engineering and right of way work. **4** Projects that have been deferred indefinitely or deleted include projects that have no funding available, projects that have been halted by the Legislature and those for which other entities (e.g., cities and counties) are now serving as the lead agency. **5** The project total has been updated to show "unbundled" projects which may have been previously reported in programmatic construction groupings (such as Roadside Safety Improvements or Bridges Seismic Retrofit). See [Gray Notebook 38, p. 55](#) for more details. **6** For full details of the Pre-existing Funds program, see pp. 59-60.

WSDOT completes 22 Rail and 23 ferries projects with Nickel and TPA funds

Current Legislative Evaluation and Accountability Program rail projects as of June 30, 2017; Dollars in millions	2003 Nickel Package	2005 TPA Package	Combined Nickel & TPA
Schedule, scope and budget summary of completed LEAP projects			
Cumulative to date (July 1, 2003 through June 30, 2017)	14	8	22
<i>Percent completed early or on time¹</i>	100%	100%	100%
<i>Percent completed within scope¹</i>	100%	100%	100%
<i>Percent completed on or under budget¹</i>	100%	100%	100%
Baseline cost at completion	\$200.0	\$57.6	\$257.6
Current cost at completion	\$199.9	\$57.6	\$257.5
Percent of total program on or under budget ¹	100%	100%	100%
Advertisement record of LEAP projects under construction or entering the construction phase			
Cumulative to date (July 1, 2003 through June 30, 2017)	1	2	3
Total projects advertised	0	1	1
<i>Percent advertised early or on time</i>	N/A	100%	100%
Total award amounts to date	\$0	\$9.0	\$9.0

Data source: WSDOT Capital Program Development and Management.

Notes: Numbers may not total 100% due to rounding. The rail projects are primarily delivered through master agreements with BNSF, which administers construction activities on the projects. The data above is unchanged from the previous quarter because no additional rail projects were completed. ¹ Rail projects are commitments delivered by BNSF, Sound Transit, ports and operators. Master agreements between WSDOT and lead agencies become the documents that govern the delivery of the project including budget, scope and schedule. The administrative process allows for amendments enabling the projects to be delivered within the parameters of the new amended agreement (on time, and on budget).

Current Legislative Evaluation and Accountability Program ferries projects as of June 30, 2017; Dollars in millions	2003 Nickel Package	2005 TPA Package	Combined Nickel & TPA
Schedule, scope and budget summary of completed LEAP projects			
Cumulative to date (July 1, 2003 through June 30, 2017)	13	10	23
<i>Percent completed early or on time¹</i>	100%	100%	100%
<i>Percent completed within scope¹</i>	100%	100%	100%
<i>Percent completed on or under budget¹</i>	100%	100%	100%
Baseline cost at completion	\$303.7	\$343.5	\$647.2
Current cost at completion	\$303.7	\$343.5	\$647.2
Percent of total program on or under budget ¹	100%	100%	100%
Advertisement record of LEAP projects under construction or entering the construction phase			
Cumulative to date (July 1, 2003 through June 30, 2017)	0	0	0
Total projects advertised	N/A	N/A	N/A
<i>Percent advertised early or on time</i>	0	0	0
Total award amounts to date	\$0	\$0	\$0

Data source: WSDOT Capital Program Development and Management.

Notes: Numbers may not total 100% due to rounding. ¹ The Legislature funds Ferries' projects at a grouped-project or Budget Identification Number (BIN) level for terminals and vessels; however, the delivery of construction projects requires that each of these BIN groups be broken into sub-projects with specific scopes, budgets and schedules. The list of sub-projects is updated as the project progresses into the design phase and the budget and schedule are better defined. This process enables WSDOT to deliver the projects within the updated budget amounts and milestones (on time, and on budget).

66 COMPLETED PROJECTS & CONTRACTS UPDATE

WSDOT reports one Connecting Washington contract completed in the quarter

WSDOT completed one Connecting Washington (CW) contract in the eighth and final quarter of the 2015–2017 biennium (April through June 2017). Additionally, one CW contract completed in a previous quarter is now being reported.

I-405/Northeast 30th St. & Northeast 44th St. - Ramp Improvements

KING COUNTY

On-ramp improvements at Northeast 30th St. and Northeast 44th St. were made, including new pavement, Intelligent Transportation System (ITS) equipment and lighting at both sites, a retaining wall at Northeast 30th St., and ramp metering on the Northeast 44th St. ramp. This work is part of the larger I-405 Renton to Lynwood - Corridor Widening project.

Project benefits: Ramp metering, pavement and ITS equipment aim to improve traffic flow.

Budget performance: The contract attained operational completion for \$1.1 million, on budget compared to the last approved budget. The original budget was \$1.0 million.

Schedule performance: This contract was delivered in April 2017, on time with respect to the last approved schedule, but five months later than the original schedule.

Highlights/challenges: WSDOT worked with the City of Renton to coordinate this solution to traffic back ups on local roads nearby the on-ramps. The city disallowed parking on Northeast 30th to

increase capacity for vehicles queueing to access I-405.

Weather was a significant obstacle to completion, preventing work on both the 30th St. and 44th St. ramps. There was also a delay with acquiring construction materials.

SR 224/SR 225 - Benton City - Construct Intersection Improvements

BENTON COUNTY

■ Completed in second quarter 2016 (April through June)

This contract converted two closely-spaced intersections at SR 224 and SR 225 into one single-lane roundabout. This work is part of the larger I-82 West Richland - Red Mountain Interchange project.

Project benefits: The roundabout design aims to better accommodate multimodal travel, form better connections to the local road system, and enhance safety.

Budget performance: The contract was delivered for \$3.5 million, on target with the original and last approved budgets.

Schedule performance: This contract was delivered in June 2016, on time with respect to the last approved schedule, and early with respect to the original schedule, which called for completion in November 2016.

Measuring operationally complete projects

Projects and contracts are “on time” if they are operationally complete within the quarter planned in the last approved schedule, and “on budget” if the costs are within 5% of the last approved budget.

Delivery performance of completed projects and contracts are measured against the last approved schedules and budgets in accordance with criteria established by the Legislature. In addition to the last approved budgets and schedules for these projects and contracts, original budgets and schedules are included to show changes that may have occurred during design and construction phases.

For information on previously completed Nickel and TPA projects, visit www.wsdot.wa.gov/projects/completed.



Agency Emphasis Area PRACTICAL SOLUTIONS

WSDOT embraced a Practical Solutions approach on the SR 224/SR 225 - Benton City - Construct Intersection Improvements contract by incorporating improvements for several different modes of travel for the least cost.

Highlights/challenges: This contract underwent a review by WSDOT's Practical Solutions Committee, which led to the selection of the roundabout design.

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WATCH LIST QUARTERLY UPDATE

WSDOT's Watch List increases to five projects

WSDOT added 27 new projects to its Watch List and removed 24 this quarter (April through June 2017), leaving five projects on the Watch List as of June 30.

WSDOT maintains the Watch List to deliver on the agency's commitment to "No Surprises" reporting. WSDOT continuously monitors its projects' performance to ensure issues affecting schedule or budget are brought to the attention of legislators, executives and the public. The Watch List provides information on issues that have the potential to impact budgets or schedules of projects

funded by Pre-existing Funds (PEF), Nickel, Transportation Partnership Account (TPA), and Connecting Washington Program (CW) revenue packages.

The Watch List helps track projects by providing status reports, and by explaining the factors affecting delivery and what the agency is doing about them. Projects are added and removed by WSDOT's Capital Project Delivery Program (CPDM). Projects are removed from the Watch List when issues are resolved or a resolution is assigned.

See Gray Notebook 51, p. 40, for a list of common issues that might put projects on the Watch List. To read more about the Watch List items, visit: bit.ly/WSDOTWatchList.

Project (County)	Funding	Date added	Date removed	Watch List issue
Projects remaining on the Watch List				
SR 99/S King St. Vicinity to Roy St. - Viaduct Replacement (King) ¹	Nickel, TPA	Dec-2013	-	According to a new schedule submitted by Seattle Tunnel Partners (STP), the estimated completion date for the tunnel is November 2018. After this time, work will be completed to connect the new tunnel to SR 99 at the south end and to Aurora Avenue at the north end; WSDOT estimates that the tunnel will be open to traffic in early 2019. The program anticipates a cash-flow need of up to \$60 million in the 2017-2019 biennium to ensure continued progress.
I-5/Northbound Spokane St. to Lake Washington Ship Canal Bridge - Special Bridge Repair (King)	PEF	Feb-2017	-	An additional six expansion joints in need of replacement were added to the project. The cost estimate has increased by \$2 million and the operationally complete date is delayed one year.
I-5/Northbound I-90 Vicinity to James St. Vicinity - Concrete Pavement Replacement (King)	Nickel	Apr-2017	-	An updated engineer's estimate reflects increases in material costs and project risks that have raised the overall project cost by \$2.9 million. Additionally, the needed repair of concrete expansion joints has delayed the project's completion date.
I-5/Northbound Boeing Access Rd. to Northeast Ravenna Bridge - Pavement Repair (King)	Nickel	Apr-2017	-	The cost of this project has further increased due to the need for additional reinforced concrete paneling, the addition of an incentive for contractors to reduce the number of weekend closures, and potential project risks.
I-5/Northbound South Spokane St. Vicinity - Concrete Pavement Replacement (King)	Nickel	Apr-2017 ²	-	This project replaces concrete pavement. The estimated cost of this project has increased by \$2.4 million due to project risks involving weekend closure restrictions, lack of access to the work site, overtime pay, weekend construction safety risks, and competition within the area for the same labor pool. The operationally complete date has been delayed one year, to fall 2018.

Data sources: WSDOT Capital Program Development and Management and WSDOT Regions.

Project (County)	Funding	Date added	Date removed	Watch List issue
Projects no longer on the Watch List				
I-5/SR 510 Interchange - Reconstruct Interchange (Thurston)	CW	Jan-2017	May-2017	Project funding is insufficient to implement the current interchange design concept. A value engineering workshop has identified the construction of a different interchange design – a diverging diamond interchange – as a better performing, less costly design alternative. This project has been reported and removed from the Watch List.
SR 14/West Camas Slough Bridge- Bridge Widening (Clark) ³	CW	Jan-2017	May-2017	WSDOT is deferring funding and construction of this project, shifting funding to a congestion-reduction project on SR 14 near the I-205 interchange. This project has been reported and removed from the Watch List.
SR 3/Belfair Area - Widening and Safety Improvements (Mason)	TPA	Apr-2017	Apr-2017	To address traffic congestion, safety, and the need for pedestrian facilities, roadway improvements will be made from SR 106 to Northeast Belfair Street. The total cost of this project has increased in order to repair previous roadway damage from a failed detention pond. This project has been reported and removed from the Watch List.
I-90/North Fork Issaquah Creek - Fish Passage (King)	PEF	Apr-2017	Apr-2017	The inclusion of an additional culvert to assist with fish passage paired with higher than anticipated bids at the time of project award, contributed to cost increases of \$655,000 for design changes and \$1.75 million for bids placed. This project has been reported and removed from the Watch List.
SR 524/Great Dane Creek - Fish Passage (Snohomish)	PEF	Apr-2017	Apr-2017	The cost estimate increased due to changing the culvert span length from 16 feet to 19 feet. The schedule has also been delayed while WSDOT acquires permits and increases coordination with the Muckleshoot Tribe. This project has been reported and removed from the Watch List.
SR 529/Northbound Union Slough Bridge - Scour Repair (Snohomish)	PEF	Apr-2017	Apr-2017	The completion date of this project has been delayed two years because it is being combined with other nearby projects, which is intended to reduce traveler impacts and gain construction efficiencies. This project has been reported and removed from the Watch List.
US 2/West of Leavenworth - Slope Stabilization (Chelan)	PEF	Apr-2017	Apr-2017	This project will stabilize the rock slopes by placing cable net, bolts, and rock doweling as well as remove loose rock from the slope. The project has been delayed one year for additional analysis and estimated total costs may potentially increase. This project has been reported and removed from the Watch List.
US 2/Stevens Pass - Avalanche Deflection Berm (King)	PEF	Apr-2017	Apr-2017	The project has been intentionally delayed 10 months in order to align with the availability of Western Federal Lands grant funding. The advertisement date has changed from fall 2018 and will be constructed during 2019. This project has been reported and removed from the Watch List.
SR 20/Loup Loup Pass - Emergency Repair 2017 (Okanagan)	PEF	Apr-2017	Jun-2017	Heavy rainfall caused flash flooding and extensive damage to State Route 20, requiring an emergency repair project. The scope of the damage has changed, increasing the cost of the project and delaying the completion date by three months. This project has been reported and removed from the Watch List. .
US 97/Swauk Creek Campground - Fish Passage Retrofit (Kittitas)	PEF	Apr-2017	Apr-2017	This project will build new structures and replace two existing concrete structures on Swauk Creek that cross under US 97. The construction schedule has increased from one to two seasons in order to provide additional time to perform hydraulic design and acquire the needed permits. These changes will delay project completion to fall 2019. This project has been reported and removed from the Watch List.
US 12/Unnamed Tributary to Wynoochee River – Remove Fish Barrier (Grays Harbor)	PEF	Apr-2017	Apr-2017	The cost estimate for the replacement of the fish passage barrier has increased due to the need for additional funds for the structural design, right of way acquisition, and construction. This project has been reported and removed from the Watch List.
US 101/Elwha River Bridge - Scour Repair (Clallam)	PEF	Apr-2017	Apr-2017	This project replaces a structurally deficient bridge with a new bridge designed to current standards. The cost of this project has increased to reflect changes in the design plan. This project has been reported and removed from the Watch List.
SR 548/Kickerville Road - Intersection Improvements (Whatcom)	PEF	Apr-2017 ²	Apr-2017	This project will help reduce traffic collisions by installing a single lane roundabout. The diameter of the roundabout has changed from 75 feet to 110 feet to accommodate larger vehicles, resulting in the need for additional right of way. Due to delays acquiring needed right of way, the advertisement date has been delayed from spring 2017 to fall 2017 and the completion date has been delayed to summer 2018. This project has been reported and removed from the Watch List.
I-5/Woodland Vicinity at Horseshoe Lake - Upgrade Pump System (Clark, Cowlitz)	PEF	Apr-2017	Apr-2017	This project installs a new pump from the Lewis River to Horseshoe Lake to meet current standards. The decision to install this new alternative pump increases the total cost of this project. This project has been reported and removed from the Watch List.

Data sources: WSDOT Capital Program Development and Management and WSDOT Regions.

Project (County)	Funding	Date added	Date removed	Watch List issue
Projects no longer on the Watch List				
SR 112/Olsen Creek in Vicinity of Vista Dr. - Remove Fish Barrier (Clallam)	PEF	Apr-2017	Apr-2017	This project replaces an existing drainage structure with a structure allowing fish passage. The cost estimate for this fish passage barrier project has increased due to the need for additional funds for project redesign, right of way acquisition, and the change in construction materials. This project has been reported and removed from the Watch List.
I-5/Northbound Interstate Bridge - South Tower Trunnion Replacement (Clark)	PEF	Apr-2017	Apr-2017	The Oregon Department of Transportation and WSDOT share equal financial responsibility of this bridge tower replacement project. Due to increased labor rates and changes in traffic conditions, WSDOT's portion of this project has been increased. This project has been reported and removed from the Watch List.
US 12/Indian Creek Vicinity to Wildcat Creek Bridge Vicinity - Paving (Yakima)	PEF	Apr-2017	Apr-2017	Higher than expected bids paired with the deteriorating conditions of the Wildcat Bridge deck have increased cost estimates. This project has been reported and removed from the Watch List.
SR 167/SR 509 Puget Sound Gateway (King, Pierce)	Nickel/TPA	Apr-2017	Apr-2017	This larger project, comprised of two stages, has been accelerated four years due to a change in the staging of the project made possible by meetings between WSDOT and stakeholders. This project finishes the SR 167 extension by building the remaining four miles to connect to I-5, construct a new connection from SR 509 to I-5, and build five new interchanges. Changes in the Environmental Impact Statement, design, and preliminary engineering have contributed to increased costs. This project has been reported and removed from the Watch List.
I-5/SR 104 Vicinity to 212th St. Southwest Vicinity - Expansion Joint Replacement (King, Snohomish)	PEF	May-2017	May-2017	This project replaces expansion joints on eight bridges in the Mountlake Terrace area. In order to achieve a higher level of efficiency, the project has been added to an existing contract. Advertisement will begin in fall 2018 and be operationally complete in fall 2019. This project has been reported and removed from the Watch List.
I-90/1.5 Miles East of Cabin Creek Rd. to Kachess River Vicinity - Paving (Kittitas)	PEF	May-2017	May-2017	This project fixes deteriorating pavement on a 3.5-mile stretch of I-90. This project was advertised late in the 2017 construction season, which led to an increase in project costs at the time it was awarded. Construction is planned to start in July 2017 and should be operationally complete by October 2017. This project has been reported and removed from the Watch List.
SR 410/MP 51.5 Skookum Falls Viewpoint - Rock Fall (Pierce)	PEF	May-2017	May-2017	Heavy rainfall and snowmelt caused a rockslide on State Route 410 at the Skookum Falls Viewpoint, and an emergency contract was awarded. The rockslide was unexpected, which required spending unbudgeted money. Work is planned to start in June 2017, and should be operationally complete by July 2017. This project has been reported and removed from the Watch List.
SR 302/South of East Victor Rd. - Culvert Replacement (Mason)	PEF	May-2017	May-2017	Heavy rainfall caused a large portion of the eastbound side of State Route 302 to slide toward North Bay. In order to assist traffic, a temporary signal was required, increasing the total project cost. This project has been reported and removed from the Watch List.
US 2/Bickford Ave. Southeast to Fryelands Blvd. Southeast Vicinity - Corridor Improvements (Snohomish)	PEF	Jun-2017	Jun-2017	To gain delivery efficiencies, the project was advanced by two years and combined with six existing projects. The construction phase is planned to be advertised early 2019 and completed in fall 2019. The project's proposed solution will construct a new 6-foot median with rumble strips and 2 miles of new median barriers, increasing the total cost of the project. This project has been reported and removed from the Watch List.
SR 104/Hood Canal Bridge - Special Repair (Jefferson, Kitsap)	PEF	Jun-2017	Jun-2017	To preserve the structural integrity of the Hood Canal Bridge, aging anchor cables will be replaced. The cost of the project has increased due to the settlement of a claim filed by the contractor. This project has been reported and removed from the Watch List.
SR 503/Drainage Improvements (Clark)	PEF	Jun-2017	Jun-2017	This project replaces an existing drainage system to avoid runoff water draining onto the roadway. The new proposed solution involves replacing the entire existing system with a closed drainage system that outlets to an infiltration pond. Advertisement for this project is May of 2018, and is expected to be operationally complete in October of 2018. This project has been reported and removed from the Watch List.

Data sources: WSDOT Capital Program Development and Management and WSDOT Regions.

Notes for all tables: **1** The schedule for this project changes frequently and WSDOT cannot verify the contractor's schedule. **2** This project was originally added and removed from the Watch List in August 2015, and added again in April 2017. **3** This project was originally reported as SR 14/West Camas Slough Bridge - Bridge Widening, but is now officially titled SR 14/I-205 to SE 164th Avenue-Auxiliary Lanes.

66 ADVERTISEMENT RECORD QUARTERLY UPDATE

Connecting Washington Account projects in construction Through June 30, 2017; County in parentheses; Dollars in millions			On schedule	Completion date	Construction Cost		
I-405 Renton to Lynnwood - Corridor Widening (King)							
I-405/SR 167 Direct Connector			✓	Dec-2018	\$168.5		
SR 150/No-See-Um Road - Intersection Improvements and Realignment (Chelan)			✓	Dec-2017	\$5.9		
I-5/Chamber Way Bridge - Emergency Repair and Replacement (King)				Oct-2018	\$14.3		
US 97/Dolarway Intersection - Intersection Improvements (Kittitas)				Oct-2017	\$3.5		
Connecting Washington Account projects advertised			On schedule	Ad date	Completion date		
SR 518/Des Moines Memorial Drive - Interchange Improvements			✓	Apr-2017	Oct-2018		
SR 3/SR 304 Interchange - Interchange Modification (Kitsap)			✓	Apr-2017	Jan-2018		
US 195/Colfax to Spangle - Add Passing Lanes (Whitman, Spokane)				Apr-2017	Nov-2017		
Nickel & TPA projects in construction Through June 30, 2017; County in parentheses; Dollars in millions			Fund type	Advertised on time	Ad date	Operationally complete date	Award Amount
I-5 Concrete Rehabilitation Program (King)			Nickel	✓	Jul-2009	May-2023	N/A
I-5/Northbound South 260th to Duwamish River Bridge - Concrete Rehab			Nickel	N/A	Nov-2016	Oct-2018	\$30.8
I-5/Northbound Boeing Access Rd. to Northeast Ravenna Bridge - Pavement Repair			Nickel	N/A	Dec-2016	Sep-2019	\$38.6
I-5/Northbound South Spokane St. Vicinity - Concrete Pavement Replacement					(Work included in I-5/Northbound Boeing Access Rd. to Northeast Ravenna Bridge - Pavement Repair)		
I-5/Northbound I-90 Vicinity to James St. Vicinity - Concrete Pavement Replacement					(Work included in I-5/Northbound Boeing Access Rd. to Northeast Ravenna Bridge - Pavement Repair)		
I-5 Concrete Rehabilitation Program (King)							
SR 99/South King Street Vicinity to Roy Street - Viaduct Replacement			Nickel/TPA	✓	May-2010	To be determined	\$1,089.7
The schedule for this project changes frequently and WSDOT cannot verify the contractor's schedule at this time.							
US 395/North Spokane Corridor (NSC) - Design and Right of Way - New Alignment (Spokane)			Nickel/TPA	✓	Apr-2012	Nov-2018	N/A
US 395/NSC - Spokane River to Francis Ave. - Grading			TPA	N/A	Dec-2016		\$0.4
US 395/NSC Freya St. - Structures			TPA	N/A	Dec-2016		\$7.6
I-90/Concrete Rehabilitation			Nickel				
I-90/Peoh Rd. Bridge to Elk Heights Rd. Vicinity Westbound - Replace/ Rehab Concrete			Nickel	✓	Feb-2016	Nov-2017	\$17.7
SR 520/Bridge Replacement and HOV (King)							
SR 520/I-5 to Medina - Evergreen Point Floating Bridge and Landings			TPA	✓	Dec-2010	Jul-2017	\$586.6
SR 3/Belfair Area - Widening and Safety Improvements (Mason)			TPA	Late	Apr-2015	Aug-2017	\$10.3
Advertisement was delayed due to revised project limits, which affected right of way acquisition.							
I-5/Tacoma HOV Improvements (Pierce)			Nickel/TPA				
I-5/M Street to Portland Avenue - Add HOV Lanes			Nickel	✓	Mar-2014	Feb-2017	\$1.7
I-90/Snoqualmie Pass East - Hyak to Keechelus Dam - Corridor Improvement (Kittitas)			TPA				
I-90/Snowshed to Keechelus Dam Phase 1C - Replace Snowshed and Add Lanes			TPA	Late	Apr-2011	Oct-2017	\$177.1
Advertisement was delayed to address fire and safety issues with the original snowshed design, resulting in long-term savings.							
SR 16/Anderson Creek Tributary to Sinclair Inlet - Fish Barriers (Kitsap)			TPA	Late	Feb-2016	Jun-2017	\$4.4

Source: Capital Project Delivery Programs.

66

SCHEDULE & BUDGET SUMMARIES QUARTERLY UPDATE

Biennial summary of Nickel and Transportation Partnership Account projects

Costs estimated at completion; Dollars in millions

Cumulative to date	Fund type	Advertised on time ¹	Completed on time	Within scope	Baseline cost	Current cost	Completed on budget ²
2015-2017 biennium summary <i>This information is updated quarterly during the biennium</i>	0 Nickel 11 TPA	7 on time 4 late	10 on time 1 late	11	\$809.9	\$777.7	10 on budget 1 over budget
2013-2015 biennium summary See GNB 58, p. 55	6 Nickel 15 TPA	16 on time 5 late	15 on time 6 late	21	\$555.7	\$514.0	18 on budget 3 over budget
2011-2013 biennium summary See GNB 50, p. 31	5 Nickel 36 TPA	31 on time 10 late	32 on time 9 late	41	\$1,485.5	\$1,459.6	37 on budget 4 over budget
2009-2011 biennium summary See GNB 42, p. 45	16 Nickel 74 TPA	73 on time 17 late	80 on time 10 late	90	\$1,641.6	\$1,597.0	85 on budget 5 over budget
2007-2009 biennium summary See GNB 34, p. 58	42 Nickel 69 TPA	91 on time 20 late	96 on time 15 late	111	\$1,685.7	\$1,685.2	102 on budget 9 over budget
2005-2007 biennium summary See GNB 26, p. 5	52 Nickel 24 TPA	71 on time 5 late	68 on time 8 late	76	\$673.9	\$668.8	67 on budget 9 over budget
2003-2005 biennium summary See GNB 19, p. 5	27 Nickel	25 on time 2 late	27 on time 0 late	27	\$124.6	\$124.4	25 on budget 2 over budget

Data source: WSDOT Capital Program Development and Management.

Notes: Dollar amounts are rounded up. 1 Projects are "on time" if they are operationally complete within the quarter planned in the last approved schedule. 2 Projects are "on budget" if the costs are within 5% of the last approved budget.

WSDOT reports five change orders costing \$500,000 or more during the quarter

During the quarter ending June 30, 2017, WSDOT approved five change orders of \$500,000 or more. Additionally, one change order, which occurred during the last quarter, is also being reported. These totaled approximately \$10.92 million. The largest of the five change orders, valued at about \$3.37 million, involves compensation of all costs, time, delay and impacts associated with the SR 520 West Approach Bridge North project. The second largest change order, valued at approximately \$1.99 million, involves a contract put in place to cover the amount of overtime and additional crews needed to complete the remaining work on the Tacoma Amtrak Cascades Station, as well as any additional work needed to meet their deadline of July 21, 2017. A change order for the Amtrak Cascades Station project covered \$1.02 million in costs for significant street improvements on East 25th Street located in front of the station. One change order, valued at \$1.65 million, settles a contractor claim regarding the removal of bushings and replacement of anchor cables on the Hood Canal Bridge. The fifth change order, valued at \$538,000, provided final settlement and resolution for all issues or claims relating to the SR 99 George Memorial Bridge painting and cleaning project. After an extensive review, which can involve subject matter experts, contract specialists and other outside stakeholders, WSDOT must sometimes change its engineers' original plans and specifications in order to complete projects. When this occurs, WSDOT issues a formal modification (or change order) to the contract containing a description of the change and details about how or if the contractor may be compensated for it. Each month, WSDOT posts all change orders estimated to cost \$500,000 or more online at <http://bit.ly/WSDOTchangeorders>.

66 PRE-EXISTING FUNDS QUARTERLY UPDATE

WSDOT advertises 66 Pre-existing Funds projects during the quarter

WSDOT advertised 66 of 75 Pre-existing Funds (PEF) projects in the eighth quarter of the 2015-2017 biennium (April through June 2017).

Of the 66 total projects, eight were advanced from future quarters, 17 were advertised on time, 20 were emergent, and 21 were advertised late. Of the remaining PEF projects scheduled for advertisement this quarter, nine were deferred out of the 2015-2017 biennium. See p. 60 for this quarter's PEF advertisements, and [Gray Notebook 51, p. 38](#) for full definitions of PEF terms.

WSDOT's current cost to complete the 495 PEF projects actually advertised through the eighth quarter of the 2015-2017 biennium is \$837.4 million, about \$6.9 million (1.0%) more than the original value of \$830.5 million. This increase is due to the 10 unplanned projects that WSDOT completed during

the biennium. The 495 actual advertisements cost about \$47.0 million (5.3%) less than those 485 originally planned for the 2015-2017 biennium. This reduction was due to the overall value of projects that were deferred out of the biennium or deleted altogether.

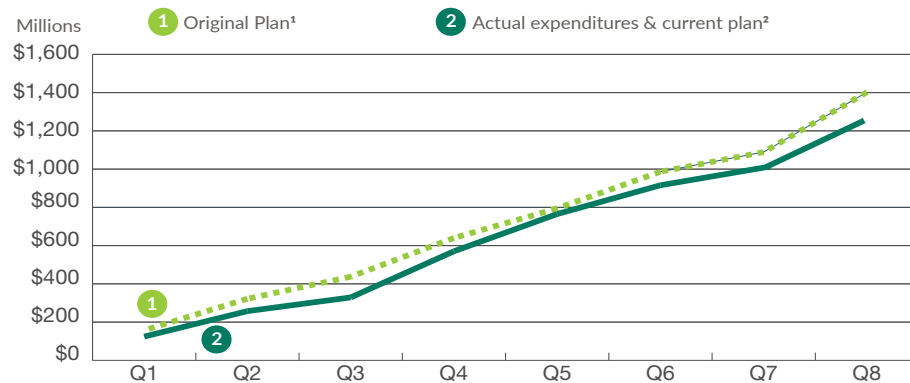
Improvement and preservation cash flows less than projections

Cumulatively, WSDOT planned to have \$1.4 billion in the combined improvement and preservation cash flow during the eighth quarter of the 2015-2017 biennium, but had \$1.25 billion instead (approximately 10.7% less).

This \$150.4 million variance was due to WSDOT's having based its initial improvement and preservation allotments on historical cash flow averages for the quarter.

Cumulative Pre-existing Funds preservation and improvement combined cash flows on track with current plan during the 2015-2017 biennium

Quarter ending June 30, 2017; Planned vs. actual expenditures; Dollars in millions



Data source: WSDOT Capital Program Development and Management.

Note: Q8 refers to the eighth quarter (April through June 2017) of the 2015-2017 biennium (July 2015 through June 2017).

1 The baseline was reset after GNB 62 when WSDOT's six-year plan was updated.

2 Actual expenditures followed the same course as the current plan throughout the biennium.

Actual cost to complete project advertisements about \$6.9 million more than the original value

2015-2017 biennium (July 2015 through June 2017); Quarter ending June 30, 2017; Dollars in millions

	Number of projects	Original value	Current cost to complete
Total PEF advertisements planned for the 2015-2017 biennium	485	\$876.7	\$884.4
Actual advertisements through June 30, 2017	495	\$830.5	\$837.4

Data source: WSDOT Capital Program Development and Management.

WSDOT completes 495 Pre-existing Funds project advertisements during the 2015-2017 biennium

Project status	Quarter ¹	Cumulative ²
Projects advanced ³	8	37
Projects advertised on time	17	329
Emergent projects advertised	20	58
Projects advertised late	21	71
Total projects advertised	66	495
Projects advertised early ⁴	0	23
Projects delayed within the biennium	0	104
Projects deferred out of the biennium	9	32
Projects deleted	0	3

Data source: WSDOT Capital Program Development and Management.

Notes:

1 Quarter refers to April through June 2017.

2 Cumulative refers to July 2015 through June 2017.

3 Advanced includes projects that were moved up from future quarters.

4 Early includes projects from the quarter that were advertised in an earlier quarter.

WSDOT advertises 17 Pre-existing Funds projects on time

April-June 2017

Advertised Early (8)	
SR 105/North Cove Vicinity - Erosion Protection 2017	US 12/Coal Creek Bridge to Gulch Bridge - Paving
SR 153/Methow River Bridge MP 13.5 - Structural Rehabilitation	US 101/Coffee Creek - Remove Fish Barrier
SR 153/Methow River Bridges - Structural Rehabilitation	I-82/Selah Creek Bridge Eastbound - Paving
SR 14/US 97 to Cliffs Road Vicinity - Paving	I-82/Selah Creek Bridge Eastbound - Joint Repair
On time (17)	
US 12/SR 128 Vicinity to Snake River Bridge - Paving	SR 7/1.6 Miles North of Tilton River Bridge - Culvert Rehabilitation
US 12/SR 128 Vicinity to Snake River Bridge - ADA Compliance	SR 7/0.8 Mile North of Mineral Road - Culvert Rehabilitation
US 97/4 Miles South of Satus Creek Bridge to Yakima County Line with exception - Paving	SR 7/0.4 Miles North of Morton to Nisqually River Bridge - Paving
SR 6/Raymond to Chehalis River Bridge - Chip Seal	SR 501/26th Street Extension Vicinity to 1.3 Miles South of End of Road Vicinity Chip Seal
I-5/Southbound North Fork Lewis River Bridge - Resurfacing	SR 500/SR 503 to Northeast 4th Plain Boulevard - Paving
US 395/Arden to Colville - Paving	SR 432/Cowlitz River Bridge - Deck Repair and Overlay
US 2/Deer Road to Colbert Road - Paving	US 101/SR 6 - Remove Signal
SR 105/Raymond to Grays Harbor County Line - Chip Seal	I-90/Lacey V. Murrow Bridge - Electrical Rehabilitation
SR 7/North of Tilton River Bridge - Culvert Rehabilitation	
Emergent (20)	
I-5/Scatter Creek & Maytown SRA - Minor Rehabilitation - Olympic Region	SR 503/3 Miles West of SR 503 Spur - Slope Stabilization
Northwest Region Strategic Bridge Preservation 2017-2019	SR 971 MP 10.55 Emergency Slope Repair
SR 410/MP 51.5 Skookum Falls Viewpoint - Rock Fall	I-90/1.5 Miles East of Cabin Creek Road to Kachess River Vicinity - Paving
SR 539/Nooksack River Bridge - Special Repair	SR 129/Grand Ronde River to Rattlesnake Creek Vicinity - Emergency Repairs
US 2/Wenatchee West MP 117.79 - Irrigation Casings	SR 25/Northport Columbia River Crossing - Bridge Repair
SR 20/Loup Loup Pass - Emergency Repair 2017	SR 31/South of Metaline - Emergent Slide Repair
South Central Region 2017-2019 Strategic Bridge Preservation Eastern Washington	I-5/Toutle River Northbound/Southbound SRA - Sewer Rehabilitation - Southwest Region
SR 112/Milepost 0.50 and Milepost 1.83 Slides - Stabilize Slopes	Motor/Vessel <i>Martha S.</i> Disposal
Southwest Region - Strategic Preservation State Funded 2015-2017	SR 21/South of Republic - Gold Creek Bridge Emergent Repair
SR 14/Cape Horn Slide Bridge Vicinity - Debris Fence	US 395/South of Orient - Matsen Creek Washout Emergent Repair
Advertised Late (21)	
2015-2017 South Central Region - Intersection Safety Implementation Program	SR 28/17th to 19th St. East Wenatchee - Two Way Left Turn Lane
2015-2017 South Central Region - Region Wide Basic Safety - Signing	US 2/West of Coles Corner - Roadside Safety
2015-2017 Olympic Region - Region Wide Basic Safety - Guardrail	US 2/SR 207 Coles Corner - Two Way Left Turn Lane
US 101/Evergreen Parkway to Vicinity Crosby Blvd. - Install Cable Barrier	SR 531/Edgecomb Creek - Fish Passage
SR 20 Spur/Sharpe's Corner to Commercial Avenue - Paving	SR 26/Thacker Road - Intersection Improvements
SR 20 Spur/R Avenue Vicinity - ADA Compliance	SR 26/SR 243 Intersection Improvements
SR 20 Spur/Commercial Avenue to Anacortes Ferry Terminal - Paving	US 2/BNSF Railroad Bridge to South Fork Skykomish River - Chip Seal
SR 20 Spur/Commercial Avenue to Anacortes Ferry Terminal - ADA Compliance	US 2/Eagle Falls Vicinity to Railroad Bridge - Chip Seal
US 12/Nine Mile Creek Vicinity to Old Highway 12 - Paving	US 2/Money Creek to Tye Creek - Paving
US 12/McNary Pool to Dodd Road - Paving	US 2/Deer Road to Day Mount Spokane Road - Corridor Improvements
SR 28/5th Street Intersection Improvements	

Data source: WSDOT Capital Program Development and Management.

STATEWIDE TRANSPORTATION POLICY GOALS & GRAY NOTEBOOK INFORMATION GUIDE

Statewide transportation policy goals

Laws enacted in 2007 established policy goals for transportation agencies in Washington (RCW 47.04.280). Throughout its editions, WSDOT's Gray Notebook reports on progress toward the six statewide transportation policy goals that include:

- **Safety:** To provide for and improve the safety and security of transportation customers and the transportation system;
- **Preservation:** To maintain, preserve, and extend the life and utility of prior investments in transportation systems and services;
- **Mobility (Congestion Relief):** To improve the predictable movement of goods and people throughout Washington, including congestion relief and improved freight mobility;
- **Environment:** To enhance Washington's quality of life through transportation investments that promote energy conservation, enhance healthy communities, and protect the environment;
- **Economic Vitality:** To promote and develop transportation systems that stimulate, support, and enhance the movement of people and goods to ensure a prosperous economy; and
- **Stewardship:** To continuously improve the quality, effectiveness, and efficiency of the transportation system.

GNB subject index and edition archives online

Readers can access the GNB subject index online at bit.ly/GNBsubjectindex. Past GNB editions are available at bit.ly/GNBArchives.

GNB reporting periods

WSDOT programs report their performance data during different periods to best fit the work they do. For example, a program that receives substantial federal funds may report performance based on the federal fiscal year (see charts below).

GNB credits

The GNB is developed and produced by the small team at WSDOT's Office of Strategic Assessment and Performance Analysis (OSAPA), and articles feature bylines indicating key contributors from dozens of WSDOT programs. The GNB and GNB Lite are printed in-house by Ronnie Jackson, Trudi Phillips, Talon Randazzo, Larry Shibley, Oma Venable and Deb Webb. OSAPA's Kate Wilfong coordinates distribution. WSDOT's graphics team (Marci Mill, Erica Mulherin and Steve Riddle) provides creative assistance, and WSDOT program staff and communicators take the photographs in each edition.

Calendar, fiscal and federal fiscal quarters

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
	GNB 65		GNB 66			GNB 67				GNB 68	
	Q1 2017		Q2 2017			Q3 2017				Q4 2017	
	Q3 FY2017		Q4 FY2017			Q1 FY2018				Q2 FY2018	
	Q2 FFY2017		Q3 FFY2017			Q4 FFY2017				Q1 FFY2018	

2015-2017 biennial quarters (used by Legislature)

Period	Quarter	Period	Quarter
Jul – Sep 2015	Q1	Jul – Sep 2016	Q5
Oct – Dec 2015	Q2	Oct – Dec 2016	Q6
Jan – Mar 2016	Q3	Jan – Mar 2017	Q7
Apr – Jun 2016	Q4	Apr – Jun 2017	Q8

The Gray Notebook is prepared by:

Office of Strategic Assessment and Performance Analysis
Washington State Department of Transportation
310 Maple Park Ave SE, Olympia, WA 98504

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Americans with Disabilities Act (ADA) Information: Individuals requiring reasonable accommodations may request written materials in alternate formats, sign language interpreters, physical accessibility accommodations, or other reasonable accommodations by contacting the event sponsor (enter name of event sponsor and phone number), by (insert date-usually two weeks advance notice). Persons who are deaf or hard of hearing may contact the event sponsor through the Washington Relay Service at 7-1-1.

Title VI Statement to Public: It is the Washington State Department of Transportation's (WSDOT) policy to assure that no person shall, on the grounds of race, color, national origin and sex, as provided by Title VI of the Civil Rights Act of 1964, be excluded from participation in, be denied the benefits of, or be otherwise discriminated against under any of its federally funded programs and activities. Any person who believes his/her Title VI protection has been violated, may file a complaint with WSDOT's Office of Equal Opportunity (OEO). For Title VI complaint forms and advice, please contact OEO's Title VI Coordinator at (360) 705-7098.

Appendix

B



Signature on file

Lynn Peterson
Secretary of Transportation

November 20, 2014

Date

Equal Opportunity, Affirmative Action, Freedom from Discrimination, and Freedom from Sexual Harassment

I. Introduction

The Secretary of Transportation and WSDOT executive staff are personally committed to the principles of Equal Employment Opportunity, Affirmative Action, and Diversity. To emphasize the importance of this commitment to WSDOT staff, partners, and the public, the Secretary made the following statement:

The Washington State Department of Transportation (WSDOT) serves people in every community, economic class and cultural group throughout the state. As such, we will meet our mission and vision only when the work we do reflects the principles of equal opportunity, diversity, affirmative action and cross-cultural respect.

WSDOT is committed to Washington's statewide affirmative action and diversity efforts. Equal Employment Opportunity (EEO) is not only the law, but it is fundamental to the Department's operations and success in meeting the transportation needs of Washington State and providing the best possible service to the people of Washington.

WSDOT will take steps to ensure equitable participation in all business and employment practices without regard to race, color, religion, sex, national origin, age, disability, veteran status, marital status or sexual orientation. In doing so, the Department will strive to establish a workforce representative of the public we serve by promoting a program of Affirmative Action and outreach to identify and eliminate employment barriers to women, minority groups, veterans and persons with disabilities. All employees, supervisors and managers will be held accountable for their actions in carrying out the expectation to maintain a workplace free of discrimination, harassment and retaliation.

A. Purpose

This Secretary's Executive Order directs employees to follow department policies, plans, rules, and procedures for equal opportunity, affirmative action, freedom from discrimination, and freedom from sexual harassment in the workplace.

B. Supersession

This Secretary's Executive Order supersedes and replaces the prior version with the same title dated February 29, 2012. All references to the superseded E 1014.04 now reference E 1014.05.

C. What Has Changed

- Section I updates the statement of commitment to equal employment from the Secretary of Transportation.
- Section III updates the language where appropriate using the terms *will* and *require* and the phrase *be in compliance*.
- Item III.A and section IV update the Office of Human Resources and Safety name to include the phrase *and Safety*.
- Section VI replaces references to the Chief of Staff with references to the Assistant Secretary for Strategic, Enterprise and Employee Services.

II. Secretary's Executive Order

The following direction supports Title VII of the United States Civil Rights Act of 1964 as amended, Revised Code of Washington (RCW) 49.60 *Discrimination – human rights commission*, and rulings of the U.S. Equal Employment Opportunity Commission (EEOC).

A. Equal Opportunity and Affirmative Action

Employees are directed to provide equal opportunity for the employment, development, and advancement of all persons. Equal opportunity will be practiced agency-wide in all employment actions including recruitment, selections, hiring, transfers, promotions, training, compensation, benefits, recognition, layoffs, and all other terms and conditions of employment.

B. Freedom from Discrimination

Employees are directed to provide and maintain a work place that is free from all forms of discrimination, including harassment, based on race, color, creed, religion, gender, national origin, age, sexual orientation, gender identity, marital status, use of a trained guide dog or service animal by a disabled person, veteran status, disabled veteran status, or the presence of a physical, mental, or sensory disability.

C. Freedom from Sexual Harassment

Employees are directed to provide and maintain a work place that is free from all forms of sexual harassment.

III. Information to Carry Out This Secretary's Executive Order

A. Human Resources and Safety Role and Responsibilities

The director of the Office of Human Resources and Safety and designated staff will:

1. Develop and implement the agency equal employment opportunity and affirmative action programs with measurable goals and objectives.
2. Provide expertise to the department regarding equal opportunity, affirmative action, freedom from discrimination, and freedom from sexual harassment.
3. Develop, maintain, and distribute information, procedures, and training to be in compliance with this Secretary's Executive Order.

4. Make this information available in new employee orientation packets, bulk email, and on the intranet.
5. Monitor and report agency compliance with mandatory and refresher training on discrimination and sexual harassment.

B. Executive Role and Responsibilities

Executives will:

1. Be responsible and accountable for the promotion and implementation of equal employment strategies for all employment actions within their organization.
2. Establish and maintain an effective and responsive affirmative action program within their organization.
3. Require that this Secretary's Executive Order is read and understood by current and future employees, including seasonal and non-permanent employees.
4. Require that all employees within their area of responsibility attend all mandatory and refresher training on discrimination and sexual harassment.

C. Employee Role and Responsibilities

Employees will:

1. Read and understand this Secretary's Executive Order.
2. Support work places that are free from discrimination and sexual harassment.
3. Attend all mandatory and refresher training on discrimination and sexual harassment.
4. Be familiar with the definitions and policies regarding sexual harassment, discrimination, affirmative action, and equal employment opportunity as provided in Chapter 29 of the *Human Resources Desk Manual* M 3009.
5. All employees, and applicants for employment, have the right to report complaints alleging discrimination and harassment without being subjected to retaliation.

IV. Contact for More Information

For more information about this Secretary's Executive Order, contact your human resources representative or the Office of Human Resources and Safety at 360-705-7105.

V. References

- Title VII of the United States Civil Rights Act of 1964 as amended
- Rulings of the [U.S. Equal Employment Opportunity Commission](#)
- [RCW 49.60 Discrimination – human rights commission](#)
- Rulings from the [Washington State Human Rights Commission](#)
- [Human Resources Desk Manual](#) M 3009

VI. Review and Update Requirements

When changes are necessary to update this document, please inform the Assistant Secretary for Strategic, Enterprise and Employee Services. The Assistant Secretary for Strategic, Enterprise and Employee Services periodically reviews this document and proposes updates to the Secretary of Transportation for approval.

Americans with Disabilities Act (ADA) Information

This material can be made available in an alternate format by emailing the WSDOT Diversity/ADA Compliance Team at wsdotada@wsdot.wa.gov or by calling toll free, 855-362-4ADA (4232). Persons who are deaf or hard of hearing may make a request by calling the Washington State Relay at 711.



Signature on file

June 27, 2014

Lynn Peterson
Secretary of Transportation

Date

Reasonable Accommodation

I. Introduction

A. Purpose

This Secretary's Executive Order affirms the department's commitment to provide reasonable accommodations to qualified employees and applicants with disabilities so as to comply with Sections 503 and 504 of the Rehabilitation Act of 1973, as amended, Titles I and II of the [Americans with Disabilities Act of 1990](#), as amended, and the Washington State Law Against Discrimination Revised Code of Washington [\(RCW\) 49.60 Discrimination – Human Rights Commission](#).

This Secretary's Executive Order supports the department's affirmative efforts to increase representation of employees with disabilities in the work force.

B. Supersession

This Secretary's Executive Order supersedes and replaces the prior version with the same title dated February 13, 2012. All references to the superseded E 1081.00 now reference E 1081.01.

C. What Has Changed

- Language has been updated for clarity and conciseness and to emphasize the department's commitment to provide reasonable accommodations.
- The contact information, references, ADA statement, and the Office of Human Resources and Safety name have been updated to provide current information.
- In section VI, references to the Chief of Staff have been replaced by references to the Assistant Secretary of Strategic, Enterprise and Employee Services.
- Direction to employees remains the same.

II. Secretary's Executive Order

Accommodations will be provided to qualified individuals with disabilities when such accommodations are directly related to performing the essential functions of a job, competing for a job, or enjoying equal benefits and privileges of employment, unless the accommodation would impose an undue hardship.

The department will engage in the interactive reasonable accommodation process in an effort to eliminate job related barriers associated with or arising from known sensory, mental, or physical impairment of an otherwise qualified individual with a disability.

III. Information to Carry Out This Secretary's Executive Order

A. Office of Human Resources and Safety

The director and staff of the Office of Human Resources and Safety are responsible for managing and maintaining the procedures for implementing the department's reasonable accommodation program pursuant to chapter 25 of the *Human Resources Desk Manual* M 3009.

B. Criteria for Procedures

1. Confirm that the hiring process and employee evaluations measure qualifications and performance rather than unnecessarily reflecting the impact of the disability.
2. Facilitate interactive, open, and responsive communication between those applicants, and employees with disabilities, and the individuals charged with participating in the accommodation process.
3. Limit exposure and liability by establishing specific expectations and standards that comply with applicable federal and state law and department policies.
4. Provide flexibility to dispense reasonable accommodations in a manner which reflects the unique needs and working environments of organizations within the department.

IV. Contact for More Information

For questions or concerns about this Secretary's Executive Order, please contact your supervisor or human resource consultant.

V. References

- Titles I and II of the [Americans with Disabilities Act of 1990](#), as amended
- [Section 503 of the Rehabilitation Act of 1973](#), 29 USC Sec. 793
- [Section 504 of the Rehabilitation Act of 1973](#), 29 USC Sec. 701 et seq.
- [RCW 49.60 Discrimination – Human Rights Commission](#)
- Secretary's Executive Order [E 1014 Equal Opportunity, Affirmative Action, Freedom from Discrimination, and Freedom from Sexual Harassment](#)
- Secretary's Executive Order [E 1069 Equal Access for Persons with Disabilities](#)
- [Human Resources Desk Manual](#) M 3009

VI. Review and Update Requirements

When changes are necessary to update this document, please inform the Assistant Secretary of Strategic, Enterprise and Employee Services. The Assistant Secretary periodically reviews this document and proposes updates to the Secretary of Transportation for approval.

Americans with Disabilities Act (ADA) Information

This material can be made available in an alternate format by emailing the WSDOT Diversity/ADA Compliance Team at wsdotada@wsdot.wa.gov or by calling toll free, 855-362-4ADA (4232). Persons who are deaf or hard of hearing may make a request by calling the Washington State Relay at 711.

25-1 Overview

The purpose of this chapter is to define procedures for handling reasonable accommodation cases. The goal in implementing these procedures is to ensure that the Washington State Department of Transportation (WSDOT) complies with both state and federal laws, and to develop accommodations that enable an otherwise qualified employee who has a disability to perform the essential functions of the position or, in the case of a job candidate, to compete for a position.

Managers and supervisors are expected to initiate these procedures by reporting any disclosure of a need for reasonable accommodation by an employee or job candidate to the appropriate human resources staff as soon as possible. All parties are expected to participate in the interactive process such as sharing information, providing medical documentation, and attending meetings.

For purposes of this process, a request for reasonable accommodation is a statement or identification that an individual needs an adjustment or change at work, in the application process, or in a benefit or privilege of employment for a reason related to a medical condition. This request does not need to be in writing. The reasonable accommodation process begins as soon as the request for accommodation is made or the agency becomes aware an accommodation is needed.

An effective accommodation is a modification or adjustment that enables the employee to perform the essential functions of the position. Similarly, an effective accommodation will enable an applicant with a disability to have an equal opportunity to participate in the application process and be considered for a job. Finally, a reasonable accommodation will be effective if it allows an employee with a disability an equal opportunity to enjoy the benefits and privileges of employment that employees without disabilities enjoy. The agency makes the final decision regarding the accommodation chosen. If an accommodation can be provided, that is different than the one desired by the employee or applicant but still effective for the purpose of the accommodation and meets the needs of both the employee and the position, WSDOT can pursue that accommodation.

25-2 Basis of Authority

This chapter supports WSDOT Executive Orders [E 1069](#) *Equal Access for Persons with Disabilities*, [E 1081](#) *Reasonable Accommodation*, and [E 1014](#) *Equal Opportunity, Affirmative Action, Freedom from Discrimination, and Freedom from Sexual Harassment*.

25-3 Definitions

Disability Under the Americans with Disabilities Act (ADA), a disability is defined as the presence of a sensory, mental, or physical impairment that substantially limits one or more major life activities of an individual, a record of such an impairment, or being regarded as having such an impairment. Section 12102(4) of the ADA states that the definition of disability shall be construed in favor of broad coverage of individuals, to the maximum extent possible.

The Washington Law Against Discrimination (WLAD), or [RCW 49.60](#), has a broader definition of disability. Under the WLAD, there is no requirement that the impairment substantially limit one or more major life activities. Temporary conditions are covered under the Washington State definition, but are not covered under the ADA. Conditions that are ameliorated or mitigated by medication or other means are disabilities under the Washington State definition, but are often not considered to be disabilities under the ADA. Under the WLAD, disability means the presence of a sensory, mental, or physical impairment that:

- (i) Is medically cognizable or diagnosable; or
- (ii) Exists as a record or history; or
- (iii) Is perceived to exist whether or not it exists in fact.

According to the WLAD, a disability exists whether it is temporary or permanent, common or uncommon, mitigated or unmitigated, or whether or not it limits the ability to work generally or work at a particular job.

Impairment The WLAD goes further to define Impairment as well. According to the WLAD, impairment is:

1. Any physiological disorder or condition, cosmetic disfigurement, or anatomical loss affecting one or more body systems, such as neurological, musculoskeletal, special sense organs, respiratory, including speech organs, cardiovascular, reproductive, digestive, genitourinary, immune, circulatory, hemic, lymphatic, skin, and endocrine or
2. Any mental, developmental, traumatic, or psychological disorder, including but not limited to cognitive limitation, organic brain syndrome, emotional or mental illness, and specific learning disabilities.

The impairment must have a substantially limiting effect upon the individual's ability to perform their job, the individual's ability to apply or be considered for a job, or the individual's access to equal benefits, privileges, or terms or conditions of employment; or the employee must have put the employer on notice of the existence of an impairment, and medical documentation must establish a reasonable likelihood that engaging in job functions without an accommodation would aggravate the impairment to the extent that it would create a substantially limiting effect.

Reasonable Accommodation means (i) modifications or adjustments to a job application process that enable a qualified applicant with a disability to be considered for the position the qualified applicant desires; (ii) modifications, adjustments, or changes to a job or work environment or to the manner or circumstances under which the position held or desired is customarily performed, that enable a qualified individual with a disability to perform the essential functions of that position; or (iii) modifications or adjustments that enable an employee with a disability to enjoy equal benefits and privileges of employment as are enjoyed by other similarly situated employees.

Qualified individual with a disability means an individual with a disability who satisfies the requisite skill, experience, education, and other job-related requirements of the employment position such individual holds or desires, and who, with or without reasonable accommodation, can perform the essential functions of such position.

Essential Functions are those duties that are so fundamental to the position that an individual cannot do the job without performing them. A function can be "essential" if, among other things:

- The position exists specifically to perform that function.
- There are a limited number of other employees who could perform the function.
- The position is specialized and the individual is hired based on ability to perform it.

Determination of the essential functions of a position must be done on a case by case basis so that it reflects the job as actually performed, and not simply the components of a generic position description.

Interactive Process is the process engaged in between an employee and the employer to identify barriers to job performance caused by the employee's limitations and to determine the types of accommodations which would be most effective. This should be a meaningful dialogue between the parties to find the best means of accommodating a disability.

Direct Threat means that a person with a disability poses a significant risk of substantial harm to them self or others, and there is not a reasonable accommodation that would lower the risk of harm.

25-4 Roles and Responsibilities

25-4.1 Human Resource Consultant

The HR consultant (HRC) will function as the central point of contact on accommodation issues. The HRC will work collaboratively with the assigned ADA Coordinator as necessary throughout the accommodation process. The role of the HRC is to coordinate the reasonable accommodation process for an employee from start to finish. This includes providing options, working with management based on the need for accommodation and with the ADA Coordinator regarding applicable disability laws. Other resources may include but are not limited to the Safety Office, WSDOT facilities and third-party consultants.

Confidential medical information will be housed in a medical file, separate from the employee's personnel file.

25-4.2 ADA Coordinator

The assigned ADA Coordinator will work with the HRC when requested and is the resource for policy input, implementation advice, and guidance in the areas of federal and state disability requirements.

25-4.3 Internal Equal Employment Opportunity Manager

This manager is responsible for the policy development and overall implementation of WSDOT's Reasonable Accommodation program in compliance with federal and state law. In addition, this manager may serve as a consultant to management and staff during the interactive process.

25-4.4 Safety Office

The Safety Office may be consulted on workplace safety issues, including environmental and ergonomic matters that are part of the accommodation process.

25-4.5 Supervisor/Manager

The supervisor/manager represents the needs of the workplace and organization. The supervisor/manager will contribute:

- Expertise on position functions, including identifying Essential Job Functions.
- Insight into workloads and type of work performed.
- Strategies and options within the workgroup to help shape the accommodation.

The supervisor/manager is responsible for providing transitional support to the employee during the implementation of the accommodation. The supervisor/manager is the conduit for communication with the employee and responsible for keeping HR and the chain of command informed. While supervisors and managers will be aware of the functional limitations that a disability presents, medical information, such as diagnosis, shall only be disclosed to appropriate HR staff.

25-4.6 Facilities Offices

Facilities staff may be consulted to provide options addressing physical alterations, space modifications, and/or logistics that may be required as part of a reasonable accommodation.

25-4.7 Appointing Authority

The appointing authority is responsible for the general oversight of the supervisor's role in the process. The appointing authority has final approval of options and funding for the accommodations and any work performed by an outside consultant.

25-4.8 Third-Party Consultant

The department may choose to use an outside consultant on contract in certain cases to assist with gathering medical information, such as an Independent Medical Exam (IME) and/or providing vocational rehabilitation expertise. The third-party consultant works with the HRC to deliver findings and recommendations.

25-5 Requests for Reasonable Accommodations

An employee or a person acting on the employee's behalf may make a request for reasonable accommodation. Such a request does not have to use any special words, such as "reasonable accommodation," "disability," or "Rehabilitation Act." An individual with a disability may request a reasonable accommodation at any time, even if they have not previously disclosed the existence of a disability. Any WSDOT employee or applicant may consult HR for further information or assistance in connection with requesting or processing a request for reasonable accommodation.

1. An employee may submit a request for a reasonable accommodation orally or in writing to their supervisor, another supervisor or manager in the immediate chain of command, or the Office of Human Resources. Once such a request is made, it is then forwarded to HR to begin the interactive process as described in [Section 25-6](#). The employee is not required to disclose medical information to a supervisor or manager.
2. An applicant may request a reasonable accommodation orally or in writing from any WSDOT employee with whom the applicant has had contact with in regard to the recruitment process.
3. A family member, health professional, or other representative may request accommodation on behalf of a WSDOT employee or applicant.
4. A supervisor or manager may become aware of an employee with a health condition or disability that appears to need an accommodation. The supervisor or manager should immediately consult with the HRC if they become aware of an employee with a possible need for an accommodation.
5. When an accommodation request is made by a third party, the employee will be consulted before an accommodation is made on their behalf. Additionally, an employee may refuse an accommodation. Should this be the case, and the employee cannot perform the essential functions of the position without accommodation, the agency shall not consider the employee to be an otherwise qualified person with a disability, and will treat the employee as any other employee with a performance issue.

25-6 The Interactive Process

Once there is an identified need for accommodation, the next step is for the parties to begin the interactive process to determine what, if any, accommodation should be provided. This means that the individual requesting the accommodation, the HRC, and the supervisor of the employee will communicate about the request, the process for determining whether an accommodation will be provided, and potential accommodations. Communication is a priority throughout the entire process. The employee requesting the accommodation is obligated to participate to the extent possible in helping to identify an effective accommodation.

The interactive process typically includes the following steps:

1. When an accommodation request becomes known, the HRC will determine if an initial or introductory meeting with the employee is necessary and will begin working with the ADA Coordinator as needed.
2. The HRC in consultation with the ADA Coordinator will determine if additional medical information is necessary and if so, communicate that to the employee and get a signed medical release.
3. As determined above, the HRC will solicit relevant and necessary medical information from the employee's medical provider. This information is limited to the extent the employee's disability affects their ability to perform the essential functions of their position. (See [Section 25-7](#))
4. When the appropriate medical documentation is received, the HRC will coordinate with the employee and the supervisor, as well as the ADA Coordinator as needed, to determine accommodation options. Other resources may be consulted as needed. This step may be repeated throughout the process as different accommodations are evaluated for effectiveness.
5. The HRC will inform the employee of the progress of the request at least once every 30 days.
6. When effective options have been determined, the HRC will meet with the appointing authority, or their designee, for a final decision on what accommodation will be offered, if any. If it is determined that the employee cannot continue in their current position, the HRC will begin the process outlined in the reassignment section.
7. The final decision regarding an accommodation or a reassignment will be communicated to the employee on behalf of the Appointing Authority by the HRC or another designee as appropriate.
8. Accommodations that are implemented will be reviewed as necessary. Accommodations may require periodic review for continued effectiveness. The employee has the responsibility to bring concerns regarding the effectiveness of the accommodation to a supervisor or HRC's attention.

25-7 Gathering Medical Information

WSDOT is entitled to verify that an employee or applicant has a disability that requires a reasonable accommodation. In some cases, the disability and need for accommodation will be obvious or otherwise already known to the decision maker. In these cases, WSDOT may not need further information in order to effectively accommodate the individual. However, when a disability and/or the need for reasonable accommodation are not obvious or there is a need for further medical information, WSDOT may require that the individual provide reasonable documentation about the disability and functional limitations. Such information will be secured on the employee's own time and at their own expense.

If a determination is made to seek additional medical information, WSDOT will request information in writing or in person sufficient to substantiate that the individual has a disability that meets the state or federal definition and needs a reasonable accommodation.

In some cases, the individual requesting the accommodation will supply medical information directly to HR without being asked. In these cases, the documentation will be reviewed and if additional information is needed, WSDOT will request additional documentation.

If medical information appears to be contradictory or WSDOT cannot get clear information from the selected medical provider, the department may require the employee to participate in an IME. IMEs are obtained at the agency's expense and participation by the employee will be considered work hours or state time.

Medical information will be kept in a separate medical file away from the official personnel file and will only be discussed with those necessary to make a decision on an accommodation request. During the decision making process, managers and supervisors shall only have access to information related to the employee's functional limitations in performing their job and any corresponding reasonable accommodation recommendations. Specific diagnostic information will be held by the HRC and filed in the employee's medical file. Each region and the headquarters Office of Human Resources are responsible for maintaining these files, which are to be locked and centrally located within the region of the employee's duty station.

The failure to provide the appropriate requested documentation or to cooperate in WSDOT's efforts to obtain such documentation will prevent the employee from being considered a qualified individual with a disability (see [Section 25-3](#)).

25-8 Timeframes for Processing Requests and Providing Reasonable Accommodations

Upon receipt of the request for reasonable accommodation the HRC, will begin processing the request within 30 days. Every 30 days, the HRC will report the status of the case to the individual that made the request until the case is closed. In the case of pre-employment reasonable accommodations, the HRC in conjunction with recruitment office (if applicable) will implement appropriate accommodations for the applicant consistent with the recruitment process.

25-9 Reassignment as Accommodation

For employees who develop disabilities during their employment or whose disabilities are aggravated during their careers, managers and supervisors have a responsibility to make a concerted effort for their continued employment. Reassignment is the last resort and is required only after it has been determined that:

1. There are no effective accommodations that will enable the employee to perform the essential functions of the current position, and
2. All other accommodations would impose an undue hardship.

The department will consider reassignment as a reasonable accommodation when an employee, due to a disability, can no longer continue performing the essential functions of the position, even with reasonable accommodation. The HRC, in coordination with the ADA Coordinator, shall look for a vacant and funded position that is equivalent to the employee's current position in terms of a number of factors, including grade, level of work assignments, pay, benefits, and geographical location. This search begins when the employee completes the Reasonable Accommodation Reassignment Information Form and it is received by the HRC.

A position is considered vacant when it is available at the time the employee asks for reasonable accommodation, or that the department knows will become available within a reasonable amount of time. A "reasonable amount of time" should be determined on a case-by-case basis considering relevant facts such as, whether the department, based on experience, can anticipate that an appropriate position will become vacant within a short period of time. A position is considered vacant even if the department has posted a notice or announcement seeking applications for that position. The department does not have to bump an employee from a job in order to create a vacancy; nor does it have to create a new position. If no equivalent vacant position exists then the HRC, in coordination with the ADA Coordinator, will consult with the employee to determine whether the employee is willing to take a voluntary demotion. If so, the department will look for lower level positions that are vacant and funded. Although this is a non-competitive process, the employee has to be qualified for the vacant position. The employee is deemed qualified if they meet the requisite skill, experience, education, and other job related requirements of the vacant position and can perform the essential functions of the position with or without reasonable accommodation. The HRC will conduct the prescreening analysis to determine if the employee meets the requisite qualifications.

If appropriate positions are identified, the HRC will inform the appropriate Appointing Authority of the reassignment candidate and forward the candidate's resume to the Appointing Authority for review. A reassignment candidate can be hired into any vacant, funded position for which they are qualified. An Appointing Authority can only reject a reassignment candidate if the candidate is not qualified or if no reasonable accommodation can be provided to enable the employee to perform the essential functions of the position. If a reassignment candidate is rejected, the Appointing Authority will document those reasons using the

Reassignment Candidate Disposition Form and return it to the HRC who will fill out the remainder of the form.

If a recruitment is outstanding, prior to making a hiring decision the Appointing Authority may engage in a noncompetitive interview and/or meet with the reassignment candidate. No other applicants may be referred to this open position until the qualifications of the reassignment candidate are evaluated.

Non-permanent positions may be considered as accommodations if appropriate.

25-10 On-the-Job Injury Cases and Reasonable Accommodation

The department will make a reasonable attempt to accommodate employees injured on the job. When a supervisor or safety officer becomes aware that an employee has been injured on the job, they will report the injury to HR within three days. The process in this chapter will be followed as a supplement to the on-the-job injury process.

The department may use the medical information gathered through the on-the-job injury process as a foundation for the reasonable accommodation process and may supplement with additional medical information for reasonable accommodation purposes.

25-11 Disability Separation

In the event that the employee cannot be accommodated in the current position, and placement in an alternative vacant position is not possible, the appointing authority may initiate a disability separation in accordance with [WAC 357-46-160](#) and applicable union contracts.

[WAC 357-19-465](#) through [357-19-475](#) provide information regarding reemployment services to employees separated due to disability separation.

25-12 Direct Threat Defense

If it is determined that there is significant risk of substantial harm to the health or safety of the employee or others which cannot be eliminated or reduced by a reasonable accommodation, supervisors and/or managers will immediately engage their HR Consultant and the ADA Coordinator.

In deciding whether a Direct Threat exists, WSDOT will consider:

- The duration of the risk
- The nature and severity of the potential harm
- How likely it is that the potential harm will occur, and
- How imminent the potential harm is.

These factors will be weighed against each other on a case-by-case basis to decide whether a direct threat is present. The direct threat standard applies to all individuals, not just to individuals with disabilities. WSDOT's determination that an employee poses a direct threat will be determined through individualized assessment based on reliable medical or other objective evidence and cannot be based on fears, misconceptions, or stereotypes about the employee's disability, but rather the specific risk posed by the behavior of the individual. HR and the

ADA Coordinator will work with the supervisor/manager to complete the Direct Threat Checklist, which will be reviewed by the HR Director (or designee) and the Attorney General's Office prior to a final decision regarding refusal to hire or terminating an employee.

25-13 Granting a Reasonable Accommodation Request

When it is determined that a reasonable accommodation will be provided, that decision shall be immediately communicated to the individual in writing by the appointing authority using the Reasonable Accommodation Implementation form.

Accommodations that are implemented will be reviewed as necessary.

Accommodations may require periodic review for continued effectiveness. The employee has the responsibility to bring concerns regarding the effectiveness of the accommodation to a supervisor or HRC's attention.

25-14 Denial of Reasonable Accommodation Request

As soon as it is determined that a request for reasonable accommodation will be denied, the Reasonable Accommodation Denial of Request form shall be completed by the appointing authority and given to the employee requesting an accommodation. When a specific request is denied but a different accommodation is offered, this should be documented in writing to the employee. The documentation should indicate why the selected accommodation is appropriate.

Notice of denial of a request for reasonable accommodation will include specific reasons, such as:

1. The requested accommodation would not be effective.
2. Providing the requested accommodation would result in undue hardship. Before reaching this determination, the agency will determine whether other effective accommodations exist which would not impose undue hardship and, therefore, can be provided. A determination of undue hardship means that WSDOT finds that a specific accommodation would result in significant difficulty or expense, or would fundamentally alter the nature of WSDOT's operations. When evaluating budgetary or administrative concerns to determine if undue hardship exists, WSDOT will follow federal and state regulations.

Prior to making a final determination regarding undue hardship, management will consult with the HRC and ADA Coordinator who will review the determination with the attorney general's office. Input will be provided to the HR Director who will make the final determination.

3. Medical documentation is inadequate to establish that the individual has a disability and/or needs a reasonable accommodation.
4. The requested accommodation would require the removal of an essential function.
5. The requested accommodation would require the lowering of a performance or production standard.

25-15 Internal Review Process

In the event that an employee disagrees with the department's decision regarding a reasonable accommodation, the employee may request a review with the Assistant Secretary for Strategic, Enterprise and Employee Services, the Director of the Office of Human Resources and Safety, the Internal EEO Manager, or their designee. This review is the final step in the internal process.

The appeal shall be submitted to the Office of Human Resources and Safety within 30 calendar days from the date of the department's determination. The reviewing party shall review the matter and inform all parties of the decision in writing within 10 calendar days. The department and employee will provide all necessary information to facilitate this review.

In order to review a reasonable accommodation determination, an employee shall assert that:

1. They were an active participant in the reasonable accommodation process as outlined by this chapter. "Active Participant" includes but is not limited to: providing requested and/or relevant medical documentation and information in a timely manner to the HRC.
2. The determined outcome does not represent a reasonable accommodation as it relates to the employee's documented disability.

The basis for the internal review shall:

1. State that the disability, in the absence of the requested accommodation, would have a substantially limiting effect upon the employee's ability to perform the job, or the employee's access to equal benefits, privileges, or terms or conditions of employment; or
2. State that the employee put the employer on notice of the existence of an impairment, and medical documentation that establishes a reasonable likelihood that engaging in job functions without an accommodation would aggravate the impairment to the extent that it would create a substantially limiting effect. The appeal shall include a documented rationale for the requested accommodation.

Pursuing any of the informal dispute resolution procedures identified above, including seeking a review, does not affect the time limits for initiating statutory and collective bargaining claims.

25-16 Complaints

[Section 29-8](#) outlines the process for filing an internal discrimination complaint alleging discrimination on the basis of disability in employment practices and policies or the provision of services, activities, programs or benefits. Complaints may also be filed with the Washington State Human Rights Commission or the Equal Employment Opportunity Commission.

25-17 Information Tracking

1. The HRC will enter the accommodation information into the Reasonable Accommodation Tracking Database within ten business days of the initial request. All medical and case information will be filed in the medical file.
2. Employees with permanent disabilities, as defined by the ADA (see [Section 25-3](#)) will be provided the opportunity to update their status to Person with a Disability in the Human Resource Management System (HRMS) for Affirmative Action reporting purposes.
3. If a requested accommodation does not require an extensive process (for example a headset for a phone), the appointing authority or a designee is responsible for completing the Reasonable Accommodation Implementation form and forwarding it to the HRC for reporting purposes.

25-18 Forms

Forms referenced within this chapter are maintained by the Office of Human Resources and Safety and are available from your HRC.

29-1 Commitment to Equal Employment Opportunity

The Washington State Department of Transportation (WSDOT) provides equal opportunity for the employment, development, and advancement of all persons. WSDOT promotes the full realization of equal opportunity through a continuing affirmative action program throughout the department.

29-2 Purpose

This chapter informs WSDOT employees of the department's policies, plans, rules, and procedures which:

- Ensure all employees participate in providing equal opportunity in the workplace.
- Ensure all employees work toward creating a workplace that is free from discrimination and harassment, including sexual harassment and retaliation. WSDOT has no tolerance for any acts of discrimination, harassment, sexual harassment, and retaliation against employees.

29-3 Scope

This policy applies to all aspects of WSDOT's programs, practices, and activities. Any location that can be reasonably considered an extension of the workplace is covered by this policy, as is any activity with a reasonable nexus to the workplace.

29-4 Basis of Authority

- A. This chapter supports the Equal Pay Act of 1963; Title VII of the United States Civil Rights Act of 1964 as amended; the Age Discrimination in Employment Act of 1967; the Vietnam Era Veterans Readjustment Act of 1972 as amended; Section 504 of the Rehabilitation Act of 1973; the Pregnancy Discrimination Act of 1978; the Americans with Disabilities Act as Amended 2008; Genetic Information Nondiscrimination Act of 2008; [Washington Administrative Code \(WAC\) Title 357](#); and the Washington State law against discrimination, [Revised Code of Washington \(RCW\) 49.60](#).
- B. This chapter also supports the following Washington State Governors' Executive Orders: Executive Order 89-01, which states that sexual harassment is unacceptable in the workplace; Executive Order 12-02, which affirms a commitment to diversity, equity in service delivery, and redefines affirmative action; and [Executive Order 96-04](#), which implements the Americans with Disabilities Act (ADA) in state agencies.
- C. WSDOT [Executive Order E 1014](#), *Equal Opportunity, Affirmative Action, Freedom from Discrimination, and Freedom from Sexual Harassment*; [Executive Order E 1069](#), *Equal Access for Persons With Disabilities*, and [Executive Order E 1081](#), *Reasonable Accommodation*.

29-5 Discrimination in Employment

- A. **Discrimination is Prohibited** – WSDOT has no tolerance for any form of discrimination and/or harassment in employment as stated in [Executive Order E 1014](#). WSDOT prohibits discrimination in employment because of:
- Race
 - Color
 - Creed
 - Religion
 - Gender or gender identity
 - National origin
 - Age
 - Sexual orientation
 - Marital status
 - Honorably discharged veteran or military status
 - Disabled veteran status
 - Presence of any sensory, mental, or physical disability
 - Use of a trained dog guide, or service animal, by a person of disability
- B. **Freedom From Discrimination** – All WSDOT employees are responsible for creating and maintaining a work environment free from discrimination and harassment.

Discrimination is the act of treating a person, or group of people, differently based on federal and state protected class status. Protected class status includes race, color, religion, gender, gender identity, national origin, age, sexual orientation, marital status, veteran or military status, disabled veteran status, or the presence of any physical, mental, or sensory disability or with regard to the use of a service animal.

WSDOT has no tolerance for acts of discrimination against its employees. Employment discrimination exists when protected class status is a factor for different treatment in an employment practice. Employment practices include, but are not limited to recruiting, hiring, transfers, promotions, training, compensation, benefits, recognition, work assignments, demotions, reduction in force, and layoffs and other terminations.

Discrimination occurs when the employment practice occurs because of the affected class status and not on the basis of merit, ability, performance, or qualifications. Discrimination also occurs when an employer fails to reasonably accommodate an employee's disability or sincerely held religious beliefs or practices. Harassment, a form of discrimination, consists of unwelcome verbal, physical, or visual conduct that is based on a person's protected class status such as race, color, creed, religion, gender, national origin, age over 40, sexual orientation, gender identity, marital status, honorably discharged veteran or military status, disabled veteran status, or the presence of any physical, mental, or sensory disability. WSDOT has no tolerance for acts of harassment against employees.

- C. **Sexual Harassment** – Sexual Harassment is a form of sex discrimination and is a prohibited employment practice under the Washington State law against discrimination [RCW 49.60](#) and Title VII of the Civil Rights Act of 1964 as amended, as well as [Executive Order E 1014](#). This policy addresses sexual harassment by a person of either sex against a person of either sex. Sexual harassment can occur as an abuse of power (e.g., supervisor to subordinate), and between persons of similar status (e.g., co-worker to co-worker), and by non-employees (e.g., vendors, customers, contractors). The victim of sexual harassment does not have to be the person harassed or the target of harassment, but could be anyone affected by the offensive conduct. WSDOT has no tolerance for acts of harassment by or against its employees.

Sexual harassment is defined as unwelcome conduct of a sexual nature or harassing behavior such as threatening, demeaning, or offensive conduct, whether or not sexual in connotation, that is directed toward an individual based on gender when:

1. Submission to such conduct is made, either explicitly or implicitly, a term or condition of an individual's employment; or
2. Submission to, or rejection of, such conduct by an individual is used as the basis for employment decisions affecting the individual; or
3. Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive work environment.

- D. **Retaliation** – Retaliation consists of the act of punishing or treating a person differently or in an adverse manner because of their participation in a complaint or investigation of an alleged violation of prohibited employment practices. Federal law, state law, and WSDOT policy prohibit retaliation against individuals for asserting their civil rights or for their opposition to unfair (prohibited by law or rule) employment practices, or because they complain, testify, assist, give witness statements, or participate in any manner in an investigation, proceeding, or hearing related to the complaint.

Retaliation occurs when an individual suffers an adverse employment action, such as termination, loss of a promotion, demotion, inappropriate job assignments, etc., or is treated differently such as being ostracized, based on their participation in a statutorily protected activity, such as requesting a reasonable accommodation or making a complaint about discrimination or harassment in the workplace. While retaliation is not petty slights or annoyances, if a behavior would dissuade a reasonable worker from making or supporting a charge of discrimination it can be retaliatory.

29-6 Equal Opportunity Through Affirmative Action

A. Affirmative Action Program

1. Definitions

- Equal employment opportunity means that all individuals must be treated equally in all employment actions, including, but not limited to, recruiting, hiring, transfers, promotions, training, compensation, benefits, recognition, work assignments, demotions, reduction in force, and layoffs and other terminations. Each person has the right to be evaluated as an individual based on qualifications alone, and not those classifications protected under federal and state equal employment opportunity laws. As noted above, those protected classifications include race, color, religion, gender, gender identity, national origin, age, sexual orientation, marital status, veteran or military status, disabled veteran status, or the presence of any physical, mental, or sensory disability or with regard to the use of a service animal.
- Affirmative action establishes the steps WSDOT will take to overcome the effects of past discrimination against specific groups which include women, minorities (African Americans, Asian/Pacific Islanders, Hispanic/Latinos, and Native Americans/Alaska Natives), persons with disabilities, persons age 40 and over, and veterans. WSDOT will make a positive and continuous effort in all employment actions to actively seek out and remove any barriers that limit the professional and personal development of individuals based on membership in those protected groups.

B. **Affirmative Action Plan (AAP)** – The Office of Human Resources and Safety is responsible for developing and updating WSDOT’s AAP. The AAP is a written management tool which details the future strategies to be implemented to ensure the right of all persons to advance on the basis of merit and ability. Specifically, the AAP will be used to:

1. Increase through targeted recruitment, the utilization of members of protected groups in job classifications and EEO job categories where there is a lingering effect of past discrimination.
2. Correct, as necessary, employment practices that hinder equal employment opportunity by analyzing specific practices and implementing corrective actions.
3. Strengthen accountability and evaluation by assigning major responsibility to WSDOT executives and their designees.
4. Promote support for equal employment opportunity and workforce diversity by providing training and other interactive programming regarding these topics and fair employment practices to WSDOT employees, supervisors, managers, and executives.

29-7 Policy

- A. **Disciplinary Action** – Violation of any of the provisions of this chapter by any WSDOT employee can be cause for corrective/disciplinary action, up to and including dismissal under the provisions of [WAC 357-40](#), the Collective Bargaining Agreements, the WSF Code of Conduct, and [Chapter 12](#).
- B. **WSDOT Executive Responsibilities** – The executive manager of each region and division is responsible for the following:
1. Establish and maintain an affirmative program of equal employment opportunity for all employees and applicants for employment.
 2. Provide the maximum feasible opportunity to employees to enhance their skills so that they can perform at their highest potential and advance in accordance with their abilities.
 3. Provide training and advice to managers and supervisors to assure their understanding and implementation of equal employment opportunity, affirmative action, reasonable accommodations for persons with disabilities, and prevention of discrimination and harassment.
 4. Ensure that all employees under their jurisdiction take the mandatory WSDOT diversity training.
 5. Ensure that managers and supervisors take immediate remedial steps to stop discrimination, harassment, sexual harassment, and retaliation and report such incidents immediately to the Office of Human Resources and Safety.
 6. Ensure that managers and supervisors understand that they can be held potentially liable for behavior in the workplace that is discriminating, harassing, and retaliatory when a manager or supervisor knew or should have known about an incident and failed to take immediate and appropriate remedial action to ensure the offense did not reoccur.
 7. Ensure that managers and supervisors take appropriate corrective and/or disciplinary action when it has been established that behavior of a discriminatory, harassing, sexually harassing, sexually inappropriate, or retaliatory nature has occurred, and ensure the action taken is reported to the Office of Human Resources and Safety.
 8. Ensure that managers and supervisors monitor the workplace to be certain that discriminatory, harassing, and retaliatory behavior has ceased.
 9. Provide periodic reviews to evaluate the effectiveness with which this policy is being carried out.
 10. Honor the right of every individual to be treated fairly and with respect.

- C. **Manager and Supervisor Responsibilities** – Managers and supervisors are responsible for the following:
1. Implement an affirmative program of equal employment opportunity for all employees and applicants for employment.
 2. Provide the maximum feasible opportunity to employees to enhance their skills so that they can perform at their highest potential and advance in accordance with their abilities.
 3. Ensure that new employees receive this policy and understand it as part of their new employee orientation.
 4. Ensure that all employees under their jurisdiction take the mandatory WSDOT diversity training.
 5. Refer all incidents of discrimination, harassment, sexual harassment, or retaliation immediately to the Office of Human Resources and Safety for assessment to ensure the issue can be appropriately addressed. The Office of Human Resources and Safety is required to conduct an assessment and/or an investigation of any civil rights based allegation of discrimination, harassment, sexual harassment, or retaliation. If the complaining party does not wish to file a complaint, the Office of Human Resources and Safety must still conduct an assessment and/or an investigation.
 6. Ensure that remedial steps are taken immediately to stop discrimination, harassment, sexual harassment, and retaliation, and report such incidents immediately to the Office of Human Resources and Safety. If managers or supervisors witness behavior prohibited by this policy, they should stop the behavior and not wait until a complaint is lodged.
 7. Ensure that confidentiality during the investigation is maintained to the greatest extent possible to ensure fair treatment of the complainant and accused.
 8. Ensure that appropriate corrective and/or disciplinary action is taken when it has been established that behavior of a discriminatory, harassing, sexually harassing, sexually inappropriate, or retaliatory nature has occurred.
 9. Monitor the workplace to ensure that discriminatory, harassing, and retaliatory behavior has ceased.
 10. Model the expected respectful behavior at all times.
- D. **Employee Responsibilities** – All WSDOT employees are responsible for the following:
1. Ensure that the workplace is free from all forms of discrimination, harassment, sexual harassment, and retaliation, and treat others with respect.
 2. Take the mandatory WSDOT diversity training.

3. Ensure that confidentiality is maintained to the greatest extent possible. Refrain from unnecessary speculation about or dissemination of information regarding an alleged act, complaint, or investigation.
4. Ensure that information concerning an investigation is imparted to those who are in charge of an investigation.

E. Education and Training

1. WSDOT is committed to keeping the workforce informed regarding its policies on equal opportunity, affirmative action, and freedom from discrimination and harassment, including sexual harassment and retaliation. To that end, the Office of Human Resources and Safety will provide diversity training for all WSDOT employees.
2. Trainings are scheduled based on forecasting future needs in each region. Therefore, the Office of Human Resources and Safety will schedule training in coordination with regional offices, maintenance trainers, and local managers.

29-8 Process

- A. **Making a Harassment or Discrimination Complaint** – The individual who feels they were subjected to discrimination, harassment, sexual harassment, or retaliation, as defined above, is encouraged to tell the offender directly that they find the behavior offensive or that it is unwelcome. The quickest and often most effective option for an employee may be to simply tell the offender about his or her behavior, explain what they are doing that disturbs him or her, and ask that this behavior be stopped.

If the individual does not feel comfortable telling the offender directly, or if telling the offender does not stop the offensive behavior after being told the behavior is offensive, or it leads to retaliation, he or she is advised to immediately report the incident to any one of the following individuals:

1. The offender's immediate supervisor or a person in their chain of command.
 2. The appointing authority or delegate.
 3. The human resource manager or human resource consultant.
- B. Other options available for reporting allegations of discrimination, harassment, sexual harassment, and retaliation include filing a complaint with the Washington State Human Rights Commission (HRC), the United States Equal Employment Opportunity Commission (EEOC), or a collective bargaining unit representative.
- C. Managers or supervisors may also file a complaint with the Office of Human Resources and Safety at WSDOT Headquarters.
- D. Managers or supervisors are obligated to report all allegations or incidents of sexual harassment immediately to the Office of Human Resources and Safety for assessment and/or investigation.

29-9 Investigative Process

- A. The Office of Human Resources and Safety will respond to complaints of discrimination, harassment, inappropriate behavior of a sexual nature, sexual harassment, and retaliation in a fair, objective, impartial, and timely manner.
- B. WSDOT will conduct an assessment and/or investigation of any allegations of discrimination, harassment, sexual harassment, or retaliation to determine the appropriate procedures. Investigative procedures depend on the nature and extent of alleged incidents and the context in which the alleged incidents occurred. Every effort will be made to complete investigations in a timely, thorough, and sensitive manner and to maintain confidentiality to the extent possible. If a complaint does result in a formal investigation, the Office of Human Resources and Safety will strive to complete the investigation within 30 days of the initial complaint.
- C. Once an incident is reported, the Office of Human Resources and Safety will provide guidance and assistance to the manager or supervisor in resolving the situation. The Office of Human Resources and Safety will provide information about the investigative process to the parties involved. Resolution of a complaint can include, but is not limited to a mediated agreement between the parties, or the writing of an investigative report.
- D. The Office of Human Resources and Safety will provide the appointing authority, when applicable, the investigative report. An investigative report will consist of a fact finding only.
- E. Upon conclusion of the investigation, management will take immediate and appropriate action as needed, including corrective and/or disciplinary action. The Office of Human Resources and Safety reviews and monitors all actions to ensure consistency.
- F. The Office of Human Resources and Safety will investigate any acts of retaliation made against anyone who makes a complaint or provides information concerning a complaint.
- G. Once a complaint has been investigated and finalized by the Office of Human Resources and Safety, investigative documents may be subject to public disclosure as defined in [RCW 42.56](#).

29-10 Appealing Investigative Report Findings

- A. **Procedures for Appeals** – An appeal process is used to hear any outstanding and pertinent concerns a complainant and/or respondent has, which were not reviewed in a discrimination or harassment case investigated by the Office of Human Resources and Safety. All appeals must be submitted according to the following process:
1. The basis for appeals must be either:
 - All available information was not considered during the course of the investigation, and/or
 - WSDOT policy and/or procedure regarding investigations were not properly applied.
 2. Appeals shall be addressed to the Director of Human Resources and Safety and received within 15 calendar days of notice of finding. If the 15th calendar day falls on a weekend or holiday, the next working day will be considered to be the 15th day.
 3. The Director of Human Resources and Safety may request the appealing party to provide additional background information prior to making a final determination on hearing the appeal.
 4. The decision of the Director of Human Resources and Safety shall be communicated in writing to the appealing party and the appointing authority. Appeals will be evaluated to determine if they meet the criteria set forth above. If the appeal is not accepted, the Director of Human Resources and Safety shall return the request to the appealing party with a written explanation for denying the hearing.
 5. This appeal process in no way precludes the appealing party from taking any other action to which they may be legally entitled.

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measures by which the results of program efforts may be accurately assessed.

§ 230.207 Sources of assistance.

It is the policy of the FHWA that all potential sources of assistance to minority business enterprises be utilized. The State highway agency shall take actions to ensure that supportive services contracts reflect the availability of all sources of assistance in order to maximize resource utilization and avoid unnecessary duplication.

Subpart C—State Highway Agency Equal Employment Opportunity Programs

SOURCE: 41 FR 28270, July 9, 1976, unless otherwise noted.

§ 230.301 Purpose.

The purpose of the regulations in this subpart is to set forth Federal Highway Administration (FHWA) Federal-aid policy and FHWA and State responsibilities relative to a State highway agency's internal equal employment opportunity program and for assuring compliance with the equal employment opportunity requirements of federally-assisted highway construction contracts.

§ 230.303 Applicability.

The provisions of this subpart are applicable to all States that receive Federal financial assistance in connection with the Federal-aid highway program.

§ 230.305 Definitions.

As used in this subpart, the following definitions apply:

(a) *Affirmative Action Plan* means:

(1) With regard to State highway agency work forces, a written document detailing the positive action steps the State highway agency will take to assure internal equal employment opportunity (internal plan).

(2) With regard to Federal-aid construction contract work forces, the Federal equal employment opportunity bid conditions, to be enforced by a State highway agency in the plan areas established by the Secretary of Labor

and FHWA special provisions in nonplan areas (external plan).

(b) *Equal employment opportunity program* means the total State highway agency program, including the affirmative action plans, for ensuring compliance with Federal requirements both in State highway agency internal employment and in employment on Federal-aid construction projects.

(c) *Minority groups*. An employee may be included in the minority group to which he or she appears to belong, or is regarded in the community as belonging. As defined by U.S. Federal agencies for employment purposes, minority group persons in the U.S. are identified as Blacks (not of Hispanic origin), Hispanics, Asian or Pacific Islanders, and American Indians or Alaskan Natives.

(d) *Racial/ethnic identification*. For the purpose of this regulation and any accompanying report requirements, an employee may be included in the group to which he or she appears to belong, identifies with, or is regarded in the community as belonging. However, no person should be counted in more than one racial/ethnic category. The following group categories will be used:

(1) The category *White (not of Hispanic origin)*: All persons having origins in any of the original peoples of Europe, North Africa, the Middle East, or the Indian Subcontinent.

(2) The category *Black (not of Hispanic origin)*: All persons having origins in any of the Black racial groups.

(3) The category *Hispanic*: All persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.

(4) The category *Asian or Pacific Islanders*: All persons having origins in any of the original peoples of the Far East, Southeast Asia, or the Pacific Islands. This area includes, for example, China, Japan, Korea, the Philippine Islands, and Samoa.

(5) The category *American Indian or Alaskan Native*: All persons having origins in any of the original peoples of North America.

(e) *State* means any of the 50 States of the United States, the District of Columbia, the Commonwealth of Puerto Rico, Guam, American Samoa, and the Virgin Islands.

§ 230.307

(f) *State highway agency* means that department, commission, board, or official of any State charged by its laws with the responsibility for highway construction. The term *State* should be considered equivalent to *State highway agency* if the context so implies.

[41 FR 28270, July 9, 1976, as amended at 41 FR 46293, Oct. 20, 1976]

§ 230.307 Policy.

Every employee and representative of State highway agencies shall perform all official equal employment opportunity actions in an affirmative manner, and in full accord with applicable statutes, executive orders, regulations, and policies enunciated thereunder, to assure the equality of employment opportunity, without regard to race, color, religion, sex, or national origin both in its own work force and in the work forces of contractors, subcontractors, and material suppliers engaged in the performance of Federal-aid highway construction contracts.

§ 230.309 Program format.

It is essential that a standardized Federal approach be taken in assisting the States in development and implementation of EEO programs. The format set forth in appendix A provides that standardized approach. State equal employment opportunity programs that meet or exceed the prescribed standards will comply with basic FHWA requirements.

§ 230.311 State responsibilities.

(a) Each State highway agency shall prepare and submit an updated equal employment opportunity program, one year from the date of approval of the preceding program by the Federal Highway Administrator, over the signature of the head of the State highway agency, to the Federal Highway Administrator through the FHWA Division Administrator. The program shall consist of the following elements:

- (1) The collection and analysis of internal employment data for its entire work force in the manner prescribed in part II, paragraph III of appendix A; and
- (2) The equal employment opportunity program, including the internal

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affirmative action plan, in the format and manner set forth in appendix A.

(b) In preparation of the program required by § 230.311(a), the State highway agency shall consider and respond to written comments from FHWA regarding the preceding program.

§ 230.313 Approval procedure.

After reviewing the State highway agency equal employment opportunity program and the summary analysis and recommendations from the FHWA regional office, the Washington Headquarters Office of Civil Rights staff will recommend approval or disapproval of the program to the Federal Highway Administrator. The State highway agency will be advised of the Administrator's decision. Each program approval is effective for a period of one year from date of approval.

APPENDIX A TO SUBPART C OF PART 230—STATE HIGHWAY AGENCY EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS

Each State highway agency's (SHA) equal employment opportunity (EEO) program shall be in the format set forth herein and shall address Contractor Compliance (part I) and SHA Internal Employment (part II), including the organizational structure of the SHA total EEO Program (internal and external).

PART I—CONTRACTOR COMPLIANCE

I. *Organization and structure.* A. *Statehighway agency EEO Coordinator (External) and staff support.* 1. Describe the organizational location and responsibilities of the State highway agency EEO Coordinator. (Provided organization charts of the State highway agency and of the EEO staff.)

2. Indicate whether full or part-time; if part-time, indicate percentage of time devoted to EEO.

3. Indicate length of time in position, civil rights experience and training, and supervision.

4. Indicate whether compliance program is centralized or decentralized.

5. Identify EEO Coordinator's staff support (full- and part-time) by job title and indicate areas of their responsibilities.

6. Identify any other individuals in the central office having a responsibility for the implementation of this program and describe their respective roles and training received in program area.

B. *District or division personnel.* 1. Describe the responsibilities and duties of any district

EEO personnel. Identify to whom they report.

2. Explain whether district EEO personnel are full-time or have other responsibilities such as labor compliance or engineering.

3. Describe training provided for personnel having EEO compliance responsibility.

C. *Project personnel.* Describe the EEO role of project personnel.

II. *Compliance procedures.* A. *Applicable directives.* 1. FHWA Contract Compliance Procedures.

2. EEO Special Provisions (FHWA Federal-Aid Highway Program Manual, vol. 6, chap. 4, sec. 1, subsec. 2, Attachment 1)¹

3. Training Special Provisions (FHWA Federal-Aid Highway Program Manual, vol. 6, chap. 4, sec. 1, subsec. 2, Attachment 2)¹

4. FHWA Federal-Aid Highway Program Manual, vol. 6, chap. 4, sec. 1, subsec. 6 (Contract Procedures), and subsec. 8 (Minority Business Enterprise).¹

B. *Implementation.* 1. Describe process (methods) of incorporating the above FHWA directives into the SHA compliance program.

2. Describe the methods used by the State to familiarize State compliance personnel with all FHWA contract compliance directives. Indicate frequency of work shops, training sessions, etc.

3. Describe the procedure for advising the contractor of the EEO contract requirements at any preconstruction conference held in connection with a Federal-aid contract.

III. *Accomplishments.* Describe accomplishments in the construction EEO compliance program during the past fiscal year.

A. *Regular project compliance review program.* This number should include at least all of the following items:

1. Number of compliance reviews conducted.

2. Number of contractors reviewed.

3. Number of contractors found in compliance.

4. Number of contractors found in non-compliance.

5. Number of show cause notices issued.

6. Number of show cause notices rescinded.

7. Number of show cause actions still under conciliation and unresolved.

8. Number of followup reviews conducted.

(NOTE: In addition to information requested in items 4-8 above, include a brief summary of total show cause and followup activities—findings and achievements.)

B. *Consolidated compliance reviews.* 1. Identify the target areas that have been reviewed since the inception of the consolidated com-

pliance program. Briefly summarize total findings.

2. Identify any significant impact or effect of this program on contractor compliance.

C. *Home office reviews.* If the State conducts home office reviews, describe briefly the procedures followed by State.

D. *Major problems encountered.* Describe major problems encountered in connection with any review activities during the past fiscal year.

E. *Major breakthroughs.* Comment briefly on any major breakthrough or other accomplishment significant to the compliance review program.

IV. *Areawide plans/Hometown and Imposed (if applicable).* A. Provide overall analysis of the effectiveness of each areawide plan in the State.

B. Indicate by job titles the number of State personnel involved in the collection, consolidation, preparation, copying, reviewing, analysis, and transmittal of area plan reports (Contracting Activity and Post Contract Implementation). Estimate the amount of time (number of hours) spent collectively on this activity each month. How does the State use the plan report data?

C. Identify Office of Federal Contract Compliance Programs (OFCCP) area plan audits or compliance checks in which State personnel participated during the last fiscal year. On the average, how many hours have been spent on these audits and/or checks during the past fiscal year?

D. Describe the working relationship of State EEO compliance personnel with representatives of plan administrative committee(s).

E. Provide recommendations for improving the areawide plan program and the reporting system.

V. *Contract sanctions.* A. Describe the procedures used by the State to impose contract sanctions or institute legal proceedings.

B. Indicate the State or Federal laws which are applicable.

C. Does the State withhold a contractor's progress payments for failure to comply with EEO requirements? If so, identify contractors involved in such actions during the past fiscal year. If not, identify other actions taken.

VI. *Complaints.* A. Describe the State's procedures for handling discrimination complaints against contractors.

B. If complaints are referred to a State fair employment agency or similar agency, describe the referral procedure.

C. Identify the Federal-aid highway contractors that have had discrimination complaints filed against them during the past fiscal year and provide current status.

VII. *External training programs, including supportive services.* A. Describe the State's process for reviewing the work classifications of trainees to determine that there is a

¹The Federal-Aid Highway Program Manual is available for inspection and copying at the Federal Highway Administration (FHWA), 1200 New Jersey Avenue, SE., Washington, DC 20590, or at FHWA offices listed in 49 CFR part 7, appendix D.

proper and reasonable distribution among appropriate craft.

B. Describe the State's procedures for identifying the number of minorities and women who have completed training programs.

C. Describe the extent of participation by women in construction training programs.

D. Describe the efforts made by the State to locate and use the services of qualified minority and female supportive service consultants. Indicate if the State's supportive service contractor is a minority or female owned enterprise.

E. Describe the extent to which reports from the supportive service contractors provide sufficient data to evaluate the status of training programs, with particular reference to minorities and women.

VIII. *Minority business enterprise program.* FHPM 6-4-1-8 sets forth the FHWA policy regarding the minority business enterprise program. The implementation of this program should be explained by responding to the following:

A. Describe the method used for listing of minority contractors capable of, or interested in, highway construction contracting or subcontracting. Describe the process used to circulate names of appropriate minority firms and associations to contractors obtaining contract proposals.

B. Describe the State's procedure for insuring that contractors take action to affirmatively solicit the interest, capability, and prices of potential minority subcontractors.

C. Describe the State's procedure for insuring that contractors have designated liaison officers to administer the minority business enterprise program in an effective manner. Specify resource material, including contracts, which the State provides to liaison officers.

D. Describe the action the State has taken to meet its goals for prequalification or licensing of minority business. Include dollar goals established for the year, and describe what criteria or formula the State has adopted for setting such goals. If it is different from the previous year, describe in detail.

E. Outline the State's procedure for evaluating its prequalification/licensing requirements.

F. Identify instances where the State has waived prequalification for subcontractors on Federal-aid construction work or for prime contractors on Federal-aid contracts with an estimated dollar value lower than \$100,000.

G. Describe the State's methods of monitoring the progress and results of its minority business enterprise efforts.

IX. *Liaison.* Describe the liaison established by the State between public (State, county, and municipal) agencies and private organizations involved in EEO programs.

How is the liaison maintained on a continuing basis?

X. *Innovative programs.* Identify any innovative EEO programs or management procedures initiated by the State and not previously covered.

PART II—STATE HIGHWAY AGENCY EMPLOYMENT

I. *General.* The State highway agency's (SHA) internal program is an integral part of the agency's total activities. It should include the involvement, commitment and support of executives, managers, supervisors and all other employees. For effective administration and implementation of the EEO Program, an affirmative action plan (AAP) is required. The scope of an EEO program and an AAP must be comprehensive, covering all elements of the agency's personnel management policies and practices. The major part of an AAP must be recognition and removal of any barriers to equal employment opportunity, identification of problem areas and of persons unfairly excluded or held back and action enabling them to compete for jobs on an equal basis. An effective AAP not only benefits those who have been denied equal employment opportunity but will also greatly benefit the organization which often has overlooked, screened out or underutilized the great reservoir of untapped human resources and skills, especially among women and minority groups.

Set forth are general guidelines designed to assist the State highway agencies in implementing internal programs, including the development and implementation of AAP's to ensure fair and equal treatment for all persons, regardless of race, color, religion, sex or national origin in all employment practices.

II. *Administration and implementation.* The head of each State highway agency is responsible for the overall administration of the internal EEO program, including the total integration of equal opportunity into all facets of personnel management. However, specific program responsibilities should be assigned for carrying out the program at all management levels.

To ensure effectiveness in the implementation of the internal EEO program, a specific and realistic AAP should be developed. It should include both short and long-range objectives, with priorities and target dates for achieving goals and measuring progress, according to the agency's individual need to overcome existing problems.

A. *State Highway Agency Affirmative Action Officer (internal).* 1. *Appointment of Affirmative Action Officer.* The head of the SHA should appoint a qualified Affirmative Action (AA) Officer (Internal EEO Officer) with responsibility and authority to implement the internal EEO program. In making the selection, the following factors should be considered:

a. The person appointed should have proven ability to accomplish major program goals.

b. Managing the internal EEO program requires a major time commitment; it cannot be added on to an existing full-time job.

c. Appointing qualified minority and/or female employees to head or staff the program may offer good role models for present and potential employees and add credibility to the programs involved. However, the most essential requirements for such position(s) are sensitivity to varied ways in which discrimination limits job opportunities, commitment to program goals and sufficient status and ability to work with others in the agency to achieve them.

2. *Responsibilities of the Affirmative Action Officer.* The responsibilities of the AA Officer should include, but not necessarily be limited to:

a. Developing the written AAP.

b. Publicizing its content internally and externally.

c. Assisting managers and supervisors in collecting and analyzing employment data, identifying problem areas, setting goals and timetables and developing programs to achieve goals. Programs should include specific remedies to eliminate any discriminatory practices discovered in the employment system.

d. Handling and processing formal discrimination complaints.

e. Designing, implementing and monitoring internal audit and reporting systems to measure program effectiveness and to determine where progress has been made and where further action is needed.

f. Reporting, at least quarterly, to the head of the SHA on progress and deficiencies of each unit in relation to agency goals.

g. In addition, consider the creation of:

(1) An EEO Advisory Committee, whose membership would include top management officials,

(2) An EEO Employee Committee, whose membership would include rank and file employees, with minority and female representatives from various job levels and departments to meet regularly with the AA officer, and

(3) An EEO Counseling Program to attempt informal resolution of discrimination complaints.

B. *Contents of an affirmative action plan.* The Affirmative Action Plan (AAP) is an integral part of the SHA's EEO program. Although the style and format of AAP's may vary from one SHA to another, the basic substance will generally be the same. The essence of the AAP should include, but not necessarily be limited to:

1. Inclusion of a strong agency policy statement of commitment to EEO.

2. Assignment of responsibility and authority for program to a qualified individual.

3. A survey of the labor market area in terms of population makeup, skills, and availability for employment.

4. Analyzing the present work force to identify jobs, departments and units where minorities and females are underutilized.

5. Setting specific, measurable, attainable hiring and promotion goals, with target dates, in each area of underutilization.

6. Making every manager and supervisor responsible and accountable for meeting these goals.

7. Reevaluating job descriptions and hiring criteria to assure that they reflect actual job needs.

8. Finding minorities and females who are qualified or qualifiable to fill jobs.

9. Getting minorities and females into upward mobility and relevant training programs where they have not had previous access.

10. Developing systems to monitor and measure progress regularly. If results are not satisfactory to meet goals, determine the reasons and make necessary changes.

11. Developing a procedure whereby employees and applicants may process allegations of discrimination to an impartial body without fear of reprisal.

C. *Implementation of an affirmative action plan.* The written AAP is the framework and management tool to be used at all organizational levels to actively implement, measure and evaluate program progress on the specific action items which represent EEO program problems or deficiencies. The presence of a written plan alone does not constitute an EEO program, nor is it, in itself, evidence of an ongoing program. As a minimum, the following specific actions should be taken.

1. *Issue written equal employment opportunity policy statement and affirmative action commitment.* To be effective, EEO policy provisions must be enforced by top management, and all employees must be made aware that EEO is basic agency policy. The head of the SHA (1) should issue a firm statement of personal commitment, legal obligation and the importance of EEO as an agency goal, and (2) assign specific responsibility and accountability to each executive, manager and supervisor.

The statement should include, but not necessarily be limited to, the following elements:

a. EEO for all persons, regardless of race, color, religion, sex or national origin as a fundamental agency policy.

b. Personal commitment to and support of EEO by the head of the SHA.

c. The requirement that special affirmative action be taken throughout the agency to overcome the effects of past discrimination.

d. The requirement that the EEO program be a goal setting program with measurement

and evaluation factors similar to other major agency programs.

e. Equal opportunity in all employment practices, including (but not limited to) recruiting, hiring, transfers, promotions, training, compensation, benefits, recognition (awards), layoffs, and other terminations.

f. Responsibility for positive affirmative action in the discharge of EEO programs, including performance evaluations of managers and supervisors in such functions, will be expected of and shared by all management personnel.

g. Accountability for action or inaction in the area of EEO by management personnel.

2. *Publicize the affirmative action plan.* a. *Internally:* (1) Distribute written communications from the head of the SHA.

(2) Include the AAP and the EEO policy statement in agency operations manual.

(3) Hold individual meetings with managers and supervisors to discuss the program, their individual responsibilities and to review progress.

(4) Place Federal and State EEO posters on bulletin boards, near time clocks and in personnel offices.

(5) Publicize the AAP in the agency newsletters and other publications.

(6) Present and discuss the AAP as a part of employee orientation and all training programs.

(7) Invite employee organization representatives to cooperate and assist in developing and implementing the AAP.

b. *Externally:* Distribute the AAP to minority groups and women's organizations, community action groups, appropriate State agencies, professional organizations, etc.

3. *Develop and implement specific programs to eliminate discriminatory barriers and achieve goals.* a. *Job structuring and upward mobility:* The AAP should include specific provisions for:

(1) Periodic classification plan reviews to correct inaccurate position descriptions and to ensure that positions are allocated to the appropriate classification.

(2) Plans to ensure that all qualification requirements are closely job related.

(3) Efforts to restructure jobs and establish entry level and trainee positions to facilitate progression within occupational areas.

(4) Career counseling and guidance to employees.

(5) Creating career development plans for lower grade employees who are underutilized or who demonstrate potential for advancement.

(6) Widely publicizing upward mobility programs and opportunities within each work unit and within the total organizational structure.

b. *Recruitment and placement.* The AAP should include specific provisions for, but not necessarily limited to:

(1) Active recruitment efforts to support and supplement those of the central personnel agency or department, reaching all appropriate sources to obtain qualified employees on a nondiscriminatory basis.

(2) Maintaining contracts with organizations representing minority groups, women, professional societies, and other sources of candidates for technical, professional and management level positions.

(3) Ensuring that recruitment literature is relevant to all employees, including minority groups and women.

(4) Reviewing and monitoring recruitment and placement procedures so as to assure that no discriminatory practices exist.

(5) Cooperating with management and the central personnel agency on the review and validation of written tests and other selection devices.

(6) Analyzing the flow of applicants through the selection and appointment process, including an analytical review of reasons for rejections.

(7) Monitoring the placement of employees to ensure the assignment of work and workplace on a nondiscriminatory basis.

c. *Promotions.* The AAP should include specific provisions for, but not necessarily limited to:

1. Establishing an agency-wide merit promotion program, including a merit promotion plan, to provide equal opportunity for all persons based on merit and without regard to race, color, religion, sex or national origin.

2. Monitoring the operation of the merit promotion program, including a review of promotion actions, to assure that requirements procedures and practices support EEO program objectives and do not have a discriminatory impact in actual operation.

3. Establishing skills banks to match employee skills with available job advancement opportunities.

4. Evaluating promotion criteria (supervisory evaluations, oral interviews, written tests, qualification standards, etc.) and their use by selecting officials to identify and eliminate factors which may lead to improper "selection out" of employees or applicants, particularly minorities and women, who traditionally have not had access to better jobs. It may be appropriate to require selecting officials to submit a written justification when well qualified persons are passed over for upgrading or promotion.

5. Assuring that all job vacancies are posted conspicuously and that all employees are encouraged to bid on all jobs for which they feel they are qualified.

6. Publicizing the agency merit promotion program by highlighting breakthrough promotions, *i.e.*, advancement of minorities and women to key jobs, new career heights, etc.

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d. *Training.* The AAP should include specific provisions for, but not necessarily limited to:

(1) Requiring managers and supervisors to participate in EEO seminars covering the AAP, the overall EEO program and the administration of the policies and procedures incorporated therein, and on Federal, State and local laws relating to EEO.

(2) Training in proper interviewing techniques of employees who conduct employment selection interviews.

(3) Training and education programs designed to provide opportunities for employees to advance in relation to the present and projected manpower needs of the agency and the employees' career goals.

(4) The review of profiles of training course participants to ensure that training opportunities are being offered to all eligible employees on an equal basis and to correct any inequities discovered.

e. *Layoffs, recalls, discharges, demotions, and disciplinary actions.* The standards for deciding when a person shall be terminated, demoted, disciplined, laid off or recalled should be the same for all employees, including minorities and females. Seemingly neutral practices should be reexamined to see if they have a disparate effect on such groups. For example, if more minorities and females are being laid off because they were the last hired, then, adjustments should be made to assure that the minority and female ratios do not decrease because of these actions.

(1) When employees, particularly minorities and females, are disciplined, laid off, discharged or downgraded, it is advisable that the actions be reviewed by the AA Officer before they become final.

(2) Any punitive action (*i.e.*, harassment, terminations, demotions), taken as a result of employees filing discrimination complaints, is illegal.

(3) The following records should be kept to monitor this area of the internal EEO program:

On all terminations, including layoffs and discharges: indicate total number, name, (home address and phone number), employment date, termination date, recall rights, sex, racial/ethnic identification (by job category), type of termination and reason for termination.

On all demotions: indicate total number, name, (home address and phone number), demotion date, sex, racial/ethnic identification (by job category), and reason for demotion.

On all recalls: indicate total number, name, (home address and phone number) recall date, sex, and racial/ethnic identification (by job category).

Exit interviews should be conducted with employees who leave the employment of the SHA.

f. *Other personnel actions.* The AAP should include specific provisions for, but not necessarily limited to:

(1) Assuring that information on EEO counseling and grievance procedures is easily available to all employees.

(2) A system for processing complaints alleging discrimination because of race, color, religion, sex or national origin to an impartial body.

(3) A system for processing grievances and appeals (*i.e.*, disciplinary actions, adverse actions, adverse action appeals, etc).

(4) Including in the performance appraisal system a factor to rate manager's and supervisors' performance in discharging the EEO program responsibilities assigned to them.

(5) Reviewing and monitoring the performance appraisal program periodically to determine its objectivity and effectiveness.

(6) Ensuring the equal availability of employee benefits to all employees.

4. *Program evaluation.* An internal reporting system to continually audit, monitor and evaluate programs is essential for a successful AAP. Therefore, a system providing for EEO goals, timetables, and periodic evaluations needs to be established and implemented. Consideration should be given to the following actions:

a. Defining the major objectives of EEO program evaluation.

b. The evaluation should be directed toward results accomplished, not only at efforts made.

c. The evaluation should focus attention on assessing the adequacy of problem identification in the AAP and the extent to which the specific action steps in the plan provide solutions.

d. The AAP should be reviewed and evaluated at least annually. The review and evaluation procedures should include, but not be limited to, the following:

(1) Each bureau, division or other major component of the agency should make annual and such other periodic reports as are needed to provide an accurate review of the operations of the AAP in that component.

(2) The AA Officer should make an annual report to the head of the SHA, containing the overall status of the program, results achieved toward established objectives, identity of any particular problems encountered and recommendations for corrective actions needed.

e. Specific, numerical goals and objectives should be established for the ensuing year. Goals should be developed for the SHA as a whole, as well as for each unit and each job category.

III. *Employment statistical data.* A. As a minimum, furnish the most recent data on the following:

1. The total population in the State,

Pt. 230, Subpt. C, App. A

23 CFR Ch. I (4-1-11 Edition)

2. The total labor market in State, with a breakdown by racial/ethnic identification and sex, and

3. An analysis of (1) and (2) above, in connection with the availability of personnel and jobs within SHA's.

B. State highway agencies shall use the EEO-4 Form in providing current work force data. This data shall reflect only State department of transportation/State highway department employment.

D. EMPLOYMENT DATA AS OF JUNE 30												
(Do not include elected/appointed officials. Blanks will be counted as zero)												
1. FULL TIME EMPLOYEES (Temporary employees not included)												
JOB CATEGORIES	ANNUAL SALARY (In Thousands 000)	TOTAL (COLUMNS B-K) A	MALE					FEMALE				
			NON-HISPANIC ORIGIN		HISPANIC	ASIAN OR PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN NATIVE	NON-HISPANIC ORIGIN		HISPANIC	ASIAN OR PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN NATIVE
			WHITE	BLACK				WHITE	BLACK			
			B	C	D	E	F	G	H	I	J	K
OFFICIALS/ ADMINISTRATORS	1. \$ 0.1-3.9											
	2. 4.0-5.9											
	3. 6.0-7.9											
	4. 8.0-9.9											
	5. 10.0-12.9											
	6. 13.0-15.9											
	7. 16.0-24.9											
	8. 25.0 PLUS											
PROFESSIONALS	9. 0.1-3.9											
	10. 4.0-5.9											
	11. 6.0-7.9											
	12. 8.0-9.9											
	13. 10.0-12.9											
	14. 13.0-15.9											
	15. 16.0-24.9											
	16. 25.0 PLUS											
TECHNICIANS	17. 0.1-3.9											
	18. 4.0-5.9											
	19. 6.0-7.9											
	20. 8.0-9.9											
	21. 10.0-12.9											
	22. 13.0-15.9											
	23. 16.0-24.9											
	24. 25.0 PLUS											
PROTECTIVE SERVICE	25. 0.1-3.9											
	26. 4.0-5.9											
	27. 6.0-7.9											
	28. 8.0-9.9											
	29. 10.0-12.9											
	30. 13.0-15.9											
	31. 16.0-24.9											
	32. 25.0 PLUS											
PARA. PROFESSIONALS	33. 0.1-3.9											
	34. 4.0-5.9											
	35. 6.0-7.9											
	36. 8.0-9.9											
	37. 10.0-12.9											
	38. 13.0-15.9											
	39. 16.0-24.9											
	40. 25.0 PLUS											
OFFICE/ CLERICAL	41. 0.1-3.9											
	42. 4.0-5.9											
	43. 6.0-7.9											
	44. 8.0-9.9											
	45. 10.0-12.9											
	46. 13.0-15.9											
	47. 16.0-24.9											
	48. \$ 25.0 PLUS											

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D. EMPLOYMENT DATA AS OF JUNE 30 (Cont.)												
(Do not include elected/appointed officials. Blanks will be counted as zero)												
1. FULL TIME EMPLOYEES (Temporary employees not included)												
JOB CATEGORIES	ANNUAL SALARY (in thousands 000)	TOTAL (COLUMNS B-K) A	MALE					FEMALE				
			NON-HISPANIC ORIGIN		HISPANIC	ASIAN OR PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN NATIVE	NON-HISPANIC ORIGIN		HISPANIC	ASIAN OR PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN NATIVE
			WHITE	BLACK				WHITE	BLACK			
			B	C	D	E	F	G	H	I	J	K
SKILLED CRAFT	49 \$ 0.1-3.9											
	50 4.0-5.9											
	51 6.0-7.9											
	52 8.0-9.9											
	53 10.0-12.9											
	54 13.0-15.9											
	55 16.0-24.9											
56 25.0 PLUS												
SERVICE/ MAINTENANCE	57 0.1-3.9											
	58 4.0-5.9											
	59 6.0-7.9											
	60 8.0-9.9											
	61 10.0-12.9											
	62 13.0-15.9											
	63 16.0-24.9											
64 \$ 25.0 PLUS												
65. TOTAL FULL TIME (LINES 1-64)												
2. OTHER THAN FULL TIME EMPLOYEES (Include temporary employees)												
66. OFFICIALS / ADMIN.												
67. PROFESSIONALS												
68. TECHNICIANS												
69. PROTECTIVE SERV.												
70. PARA-PROFESSIONAL												
71. OFFICE / CLERICAL												
72. SKILLED CRAFT												
73. SERV. / MAINT.												
74. TOTAL OTHER THAN FULL TIME (LINES 66-73)												
3. NEW HIRES DURING FISCAL YEAR Permanent full time only JULY 1 - JUNE 30												
75. OFFICIALS / ADMIN.												
76. PROFESSIONALS												
77. TECHNICIANS												
78. PROTECTIVE SERV.												
79. PARA-PROFESSIONAL												
80. OFFICE / CLERICAL												
81. SKILLED CRAFT												
82. SERV. / MAINT.												
83. TOTAL NEW HIRES (LINES 75-82)												

[41 FR 28270, July 9, 1976, as amended at 41 FR 46294, Oct. 20, 1976; 74 FR 28442, June 16, 2009]



U.S. Department
of Transportation

**Urban Mass
Transportation
Administration**

CIRCULAR

UMTA C 4704.1

July 26, 1988

Subject: EQUAL EMPLOYMENT OPPORTUNITY PROGRAM GUIDELINES FOR GRANT
RECIPIENTS

1. PURPOSE. The purpose of this circular is to provide guidance and instructions necessary to carry out the equal employment opportunity (EEO) provisions of Section 19 of the Urban Mass Transportation Act of 1964 (UMT Act), as amended, as they relate to all Urban Mass Transportation Administration (UMTA) programs. This will be accomplished through the prescription of requirements and procedures which, if followed, will ensure that no person in the United States shall on the grounds of race, color, creed, national origin, sex, or age be excluded from participation in, or denied the benefits of, or be subject to discrimination in employment under any project, program, or activity funded in whole or in part through financial assistance by UMTA. Similar prohibitions of employment discrimination on the basis of handicap apply to these projects, programs, and activities under Section 504 of the Rehabilitation Act of 1973.
2. CANCELLATION. This circular cancels UMTA Circular 1155.1, "UMTA Interim Equal Employment Opportunity Policy and Requirements for Grant Recipients," dated 12-30-77.
3. SCOPE. This circular applies to all assistance authorized by the UMT Act and all programs administered by UMTA.
4. REFERENCES.
 - a. Equal Pay Act of 1963, 29 U.S.C. 201;
 - b. Title VI of the Civil Rights Act of 1964, 42 U.S.C. 2000d;
 - c. Title VII of the Civil Rights Act of 1964, as amended, 42 U.S.C. 2000e;
 - d. UMT Act of 1964, as amended, 49 U.S.C. 1601;
 - e. Age Discrimination in Employment Act of 1967, 29 U.S.C. 633a;
 - f. Title IX of the Education Amendments of 1972, Public Law 92-318;
 - g. Section 504 of the Rehabilitation Act of 1973, 29 U.S.C. 794;
 - h. 28 CFR Part 42, Subpart F, "Coordination of Enforcement of Nondiscrimination in Federally Assisted Programs";
 - i. 29 CFR Part 1605, "Guidelines on Discrimination Because of Religion";
 - j. 29 CFR Part 1606, "Guidelines on Discrimination Because of National Origin";

- k. 29 CFR Part 1607, "Uniform Guidelines on Employee Selection Procedures";
 - l. 29 CFR Part 1620, "The Equal Pay Act";
 - m. 29 CFR Part 1625, "Age Discrimination in Employment Act";
 - n. 49 CFR Part 21, "Nondiscrimination in Federally Assisted Programs of the Department of Transportation--Effectuation of Title VI of the Civil Rights Act of 1964";
 - o. 49 CFR Part 27, "Nondiscrimination on the Basis of Handicap in Financial Assistance Programs";
 - p. DOT Order 1000.12, "Implementation of the Department of Transportation Title VI Program," dated 1-19-77; and
 - q. Part II, Section 110(a) of the UMTA Standard Grant Contract, dated 9-87.
5. BACKGROUND.
- a. Since 1977, UMTA has required an assessment of a recipient's EEO program to determine compliance with Title VI of the Civil Rights Act of 1964 and Part II, Section 110(a) of the UMTA Standard Grant Contract (formerly 109a), as part of the grant approval process. This was done through the issuance of UMTA Circular 1155.1.
 - b. In 1982, the UMT Act was amended to include Section 19, "Nondiscrimination." Both Title VI and Section 19 prohibit discrimination on the part of recipients that have been funded by UMTA. Title VI prohibits discrimination on the basis of race, color, or national origin where a primary purpose of Federal financial assistance is to provide employment. Section 19 prohibits employment discrimination in all programs and activities that receive financial assistance from UMTA, expands prohibitions of discrimination to include sex, age, and creed, and authorizes affirmative action to assure nondiscrimination. In addition, discrimination on the basis of handicap is prohibited in UMTA-assisted programs and activities by the Rehabilitation Act of 1973, as amended.
 - c. The guidelines and instructions contained in this circular are intended to reflect changes in UMTA programs, regulations, and rules since 1977, and to respond to the needs of those affected classes identified in Section 19 of the UMT Act. This circular has been updated to provide recipients with a thorough understanding of the UMTA EEO requirements.


Alfred A. DelliBovi
Administrator

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Transportation Offices

CHAPTER I

GENERAL

1. PURPOSE. Section 19 of the UMT Act states:

- "(a) (1) GENERAL. - No person in the United States shall on the grounds of race, color, creed, national origin, sex, or age be excluded from participation in, or denied the benefits of, or be subject to discrimination under any project, program, or activity funded in whole or in part through financial assistance under this Act. The provisions of this section shall apply to employment and business opportunities and shall be considered to be in addition to and not in lieu of the provisions of Title VI of the Civil Rights Act of 1964.
- (2) AFFIRMATIVE ACTION. - The Secretary shall take affirmative action to assure compliance with subsection (a)(1) of this section."

To achieve EEO, UMTA is authorized by the Secretary to implement Section 19 for each program or activity providing financial assistance by issuing generally applicable rules, regulations, and requirements. The responsibility of UMTA is to ensure that grant applicants, recipients, subrecipients, contractors, or subcontractors of Federal financial assistance provide EEO to its employees, and those applying for employment in a manner consistent with Section 19 and other applicable legal requirements for nondiscrimination.

This circular provides information on the methods UMTA will use to enforce EEO requirements in accordance with its responsibilities under Section 19. The circular includes information, guidance, and instructions on the objectives of the UMTA EEO program and a detailed description of the components that must be included in a recipient's EEO program. Overall, a recipient, subrecipient, or contractor's program must prohibit discrimination based on race, color, creed, national origin, sex, age, or handicap. Although the guidance in this circular primarily addresses specific affirmative EEO program components required to eliminate discrimination on the bases of race, sex, and national origin, recipients, subrecipients, and contractors also must comply with applicable legal requirements for employment nondiscrimination on the basis of creed, age, and handicap. Legal standards prohibiting discrimination against persons 40 or older are established in the Age Discrimination in Employment Act of 1967 and in regulations and guidance interpreting this Act issued by the U.S. Equal Employment Opportunity Commission (EEOC) at 29 CFR Part 1625. Legal standards for nondiscrimination on the basis of creed, including the obligation for reasonable accommodation of religious needs of employees and applicants, are set out in 29 CFR Part 1605, implementing Title VII of the Civil Rights Act of 1964. Recipients also are referred to 29 CFR Part 1606, 29 CFR Part 1607, and to provisions of 29 CFR Part 1620. These regulations and guidance are incorporated by reference.

While Section 19 does not address employment discrimination against qualified handicapped persons, such discrimination is prohibited by Section 504 of the Rehabilitation Act of 1973. The implementing regulation is contained in 49 CFR Part 27, and is incorporated by reference.

2. OBJECTIVES. The objectives of the UMTA EEO program are:

- a. To ensure that UMTA applicants, recipients, subrecipients, contractors, and/or subcontractors will not discriminate against any employee or applicant for employment because of race, color, creed, national origin, sex, age, or handicap;
- b. To ensure that UMTA applicants, recipients, subrecipients, contractors, and/or subcontractors will take affirmative action to ensure that applicants are employed, and that employees are treated during employment without regard to race, color, creed, national origin, sex, or age. Such action shall include, but not be limited to: hiring, promotion or upgrading, demotion, transfer, recruitment or recruitment advertising, layoff or termination, disciplinary actions, rates of pay or other forms of compensation, and selection for training, including apprenticeship. It shall also include a written, affirmative action plan designed to achieve full utilization of minorities and women in all parts of the work force; and
- c. To ensure that UMTA applicants, recipients, subrecipients, contractors, and/or subcontractors will post in conspicuous places and make available to employees and applicants for employment, notices setting forth the recipient's EEO policy. In addition, applicants/employees will be notified of the recipient's procedures for filing complaints of discrimination internally, as well as externally with the EEOC, a local human rights commission, and/or the U.S. Department of Transportation (DOT).

3. DEFINITIONS. For purposes of this circular, the following definitions will be used:

- a. Affirmative Action Plan means a written, detailed, results oriented set of procedures designed to achieve prompt and full utilization of minorities and women at all levels and in all parts of the recipient's work force.
- b. Agency refers to an applicant, recipient, subrecipient, or contractor.
- c. Applicant means an eligible public entity or organization that submits an application for financial assistance under any UMTA program.

- d. Compliance refers to a condition in which UMTA has found that the applicant, recipient, or subrecipient has met the requirements in this circular, and there is no indication or evidence of discrimination on the basis of race, color, creed, national origin, sex, age, or handicap.
- e. Concentration means a higher representation of a particular group (e.g., Blacks, Hispanics, women, etc.) in a job category or department as compared to their representation in the relevant labor market.
- f. Contractor means any entity or organization which has entered into a contract with an UMTA applicant, recipient, or subrecipient.
- g. Discrimination refers to any act, or any failure to act, which has the purpose or effect of limiting, excluding, or denying a person employment opportunity because of race, color, creed, national origin, sex, age, or handicap.
- h. Good Faith Efforts refers to those actions taken to achieve the objectives of the EEO program. These actions may include, but are not limited to, the establishment and conduct of processes to implement specific provisions of this circular.
- i. Minority or Minority Group Persons includes the following:
 - (1) Black (not of Hispanic origin): All persons having origins in any of the Black racial groups of Africa;
 - (2) Hispanic: All persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race;
 - (3) Asian or Pacific Islander: All persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. This area includes, for example, China, Japan, Korea, the Philippine Islands, and Samoa; and
 - (4) American Indian or Alaskan Native: All persons having origins in any of the original peoples of North America, and who maintain cultural identification through tribal affiliation or community recognition.
- j. National Origin means the particular Nation where a person was born or where the person's parents or ancestors were born.
- k. Noncompliance means a failure to meet the requirements of this circular and guidance issued pursuant to the circular or failure to implement an approved EEO program.

- l. Primary Recipient means any recipient that is authorized or required to request Federal assistance on behalf of subrecipients and distributes such financial assistance to subrecipients for the purpose of carrying out a program.
- m. Probable Noncompliance refers to a condition in which UMTA has found that the applicant, recipient, or subrecipient does not fully satisfy these requirements and has requested the applicant, recipient, or subrecipient to take remedial or corrective actions to achieve compliance or has initiated an enforcement action against the applicant, recipient, or subrecipient.
- n. Recipient means any State, political subdivision, instrumentality, or any public or private agency, institution, department or other organizational unit, to whom financial assistance is directly extended by UMTA.
- o. Secretary means the Secretary of DOT.
- p. Subcontractor means any entity or organization which has entered into a subcontract relating to transit service delivery with a contractor to provide a service in connection with a program or activity initiated by an applicant, recipient, or subrecipient.
- q. Subrecipient means any entity that receives UMTA financial assistance through a primary recipient.
- r. UMTA Activity means any program of assistance authorized by sections of the UMT Act; the Federal Aid Urban Systems Program, 23 U.S.C. 142(a)(2); and the Interstate Transfer Program 23 U.S.C. 103(4)(e).
- s. Underutilization refers to a condition where there are fewer minorities and/or women in a particular job category or department than would reasonably be expected based on their presence in the relevant labor force.

CHAPTER II

COVERAGE

1. GENERAL. All programs administered by UMTA are subject to Section 19 of the UMT Act. These include the assistance programs authorized by the UMT Act, 23 U.S.C. 142(a)(2), and 23 U.S.C. 103(e)(4). These programs are also covered by the implementing regulations 28 CFR Part 42, Subpart F and 49 CFR Part 21. In addition, all recipients are required to comply with Part II, Section 110(a) of the UMTA Standard Grant Contract.

The obligations set forth by this circular are to be redelegated to any contractor/subcontractor required to provide EEO on behalf of a recipient.

2. THRESHOLD REQUIREMENTS. Any applicant, recipient, or subrecipient is required to comply with program requirements in Chapter III if it meets the following thresholds:

- a. Employs 50 or more transit-related employees*; and
- b. Requests or receives capital or operating assistance under Sections 3, 4(i), or 9 of the UMT Act; assistance under 23 U.S.C. 142(a)(2) or 23 U.S.C. 103(e)(4), or any combination thereof, in excess of \$1 million in the previous Federal fiscal year; or requests or receives planning assistance under Sections 8 and/or 9 in excess of \$250,000 in the previous Federal fiscal year.

3. STATE-ADMINISTERED PROGRAMS.

- a. The UMTA EEO objectives apply to those programs that are administered by designated State agencies. Generally, these programs include the UMTA elderly and handicapped and rural assistance programs funded under Sections 16(b)(2) and 18 of the UMT Act, respectively. In addition, some States administer the UMTA planning and formula capital/operating assistance programs funded under Sections 8 and/or 9 of the UMT Act for urbanized areas under 200,000 population.

* A transit-related employee is an employee of an UMTA applicant, recipient, or subrecipient who is involved in any aspect of an agency's mass transit operation funded by UMTA. For example, a city planner involved in planning bus routes would be counted as part of the recipient's work force, but a city planner involved in land use would not be counted.

- b. Pursuant to a Memorandum of Understanding, the Federal Highway Administration (FHWA) has been delegated the lead responsibility to review and approve EEO programs submitted by State DOTs. In coordination with FHWA, UMTA reviews these programs and those of other State agencies to assure that EEO is provided to the work force related to mass transportation. In those instances in which State DOTs or other state agencies provide mass transportation, such agencies will submit their EEO programs, as required by this circular, directly to UMTA for review and approval. In the Memorandum of Understanding, UMTA has the lead responsibility for reviewing EEO programs submitted by Metropolitan Planning Organizations (MPOs) that meet the thresholds of this circular.
- c. State agencies must administer their EEO programs in the following manner:
- (1) All designated State agencies will have the responsibility for assuring that their subrecipients are in compliance with the UMTA EEO objectives contained in Chapter I of this circular.
 - (2) All designated State agencies will maintain and provide data and report to UMTA as specified in Chapter III of this circular or at the discretion of the UMTA Area Civil Rights Officer. Data may be requested, especially in those cases where the designated State agency or subrecipient is the subject of an "onsite" compliance review by UMTA.
 - (3) All subrecipients will be responsible for complying with the EEO objectives contained in this circular. UMTA recommends that designated State agencies request EEO programs from their subrecipients as specified in this circular. This will enable designated State agencies to determine if subrecipients are in compliance with UMTA EEO objectives.

During the triennial review or at the discretion of the UMTA Area Civil Rights Officer, UMTA may request from designated State agencies the procedures and criteria used to determine the EEO compliance of subrecipients. UMTA may conduct independent onsite EEO compliance reviews of subrecipients to examine their records and to determine compliance with the UMTA EEO objectives and requirements.

4. CONTRACTING OUT AND PRIVATIZATION/COMPETITIVENESS PROGRAMS. In the planning and development of a recipient's contracting out and privatization/competitiveness programs, full consideration must be given to the EEO ramifications of such program planning and development. Such decisions must be justified on the basis of sound business planning.

Disparate impact on minority and female employees must be considered and appropriate steps taken to mitigate any hardships which might result from such decisions.

5. FREQUENCY OF UPDATE. Each applicant, recipient, or subrecipient meeting the EEO circular threshold requirements shall submit to UMTA an updated EEO submission on a triennial basis or as major changes occur in the work force or employment conditions. At the discretion of the UMTA Office of Civil Rights, less information may be requested where the recipient's previously submitted EEO program has not changed significantly.

6. OTHER INFORMATION. The UMTA Area Civil Rights Officer may request information, in addition to that required by this circular, from an applicant, recipient, or subrecipient to resolve questions concerning EEO compliance. In certain instances, less information will suffice. In cases in which additional information is needed, this request will be made in writing to the applicant, recipient, or subrecipient. Failure to submit information requested by UMTA may delay completion of a compliance review or delay the further consideration of a pending grant application(s).

Failure by an applicant, recipient, or subrecipient to comply with the terms of this circular may result in a finding by UMTA of noncompliance with Section 19 and Section 110(a) of the UMTA Standard Grant Contract and the imposition of appropriate sanctions.

CHAPTER III

EEO PROGRAM COMPONENTS

1. OVERVIEW. This chapter describes the components that must be addressed and incorporated in a recipient's EEO program pursuant to Section 19 of the UMT Act.

While Section 19 prohibits discrimination on the basis of "race, color, creed, national origin, sex, or age," this circular primarily addresses and prescribes specific affirmative programmatic components to assure nondiscrimination by applicants, recipients, and subrecipients on the basis of race, national origin, and sex. This circular also requires recipients and contractors to comply with prohibitions against discrimination on the basis of age established in the Age Discrimination in Employment Act of 1967, as amended, and prohibitions against discrimination on the basis of creed, as set out in EEOC guidelines interpreting Title VI of the Civil Rights Act of 1964 (see Chapter I). This circular also incorporates by reference requirements for compliance with prohibitions against discrimination on the basis of handicap established in DOT regulations implementing the Rehabilitation Act of 1973, as amended, 49 CFR Part 27.

2. PROGRAM REQUIREMENTS. The major components of an EEO program follow:
 - a. Statement of Policy. An EEO program must include a statement issued by the chief executive officer regarding EEO policy affecting all employment practices, including recruitment, selection, promotions, terminations, transfers, layoffs, compensation, training, benefits, and other terms and conditions of employment. The EEO policy statement must be placed in conspicuous locations so that employees, applicants, and the general public are cognizant of the agency's EEO commitment. The written EEO policy statement must include:
 - (1) The recipient/subrecipient/contractor's commitment to EEO for all persons, regardless of race, color, creed, national origin, sex, or age. At its discretion the agency may include handicap;
 - (2) A commitment to undertake an affirmative action program, including goals and timetables, in order to overcome the effects of past discrimination on minorities and women;
 - (3) That the responsibility for the implementation of the EEO program is assigned to an agency executive (e.g., Manager/Director of EEO);
 - (4) That all management personnel share in this responsibility and will be assigned specific tasks to assure compliance is achieved;

- (5) That applicants and employees have the right to file complaints alleging discrimination with the appropriate official;
 - (6) That performance by managers, supervisors, etc., will be evaluated on the success of the EEO program the same way as their performance on other agency's goals; and
 - (7) That successful achievement of EEO goals will provide benefits to the recipient/subrecipient/contractor through fuller utilization and development of previously underutilized human resources.
- b. Dissemination. Formal communication mechanisms should be established to publicize and disseminate the agency's EEO policy, as well as appropriate elements of the program, to its employees, applicants, and the general public.
- (1) Internally. Managers and supervisors should be fully informed of the agency's policy by actions such as:
 - (a) Written communication from the chief executive officer;
 - (b) Inclusion of the EEO program and policy in the agency's personnel and operations manual; and
 - (c) Meetings held (e.g., at a minimum semiannually) to discuss the EEO program and its implementation.
 - (d) Non-supervisory staff should be informed of the agency's EEO policy and program by actions such as:
 - 1 Posting official EEO posters and the policy statement on bulletin boards, near time clocks, employees' cafeteria and snack bars, and in the employment/personnel office;
 - 2 Including the EEO policy in employee handbooks, reports, manuals, and union contracts;
 - 3 Meeting with minority and female employees to get their suggestions in implementing and refining the EEO program; and
 - 4 Presentation and discussion of the EEO program as part of employee orientation and in all training programs.

- (2) Externally. The agency should disseminate its EEO policy and programs to regular recruitment sources, such as:
 - (a) Employment agencies; hiring halls; unions; educational institutions; minority, handicapped, and women's organizations; civil rights organizations; community action groups; training organizations (e.g., Opportunities Industrialization Centers of America, Inc.); and others who refer applicants.
 - (b) Public media sources, especially radio and television stations, newspapers, magazines, and other journals (especially those oriented to the handicapped and minority populations). All advertisements for personnel should include a statement that the recipient is an "EEO employer."
- c. Designation of Personnel Responsibility. The importance of an EEO program is indicated by the individual the agency has named to manage the program and the authority this individual possesses. An executive should be appointed as Manager/Director of EEO who reports and is directly responsible to the agency's chief executive officer. Since managing the EEO program requires a major commitment of time and resources, the Manager/Director of EEO should be given top management support and assigned a staff commensurate with the importance of this program. The EEO program manager should be identified by name in all internal and external communications regarding the agency's EEO program. This person should be financially compensated at the same level as other top management officials. The most essential requirements for an effective EEO Officer are:
 - (1) Sensitivity to, and an awareness of, the varied ways in which discrimination occurs;
 - (2) Total commitment to EEO program goals and objectives;
 - (3) Knowledge of civil rights precepts, policies, rules, regulations, and guidelines; and
 - (4) Sufficient authority and ability to work and communicate with others (e.g., department heads) to achieve EEO goals and objectives.

The EEO program responsibilities, should, at a minimum, include the following:

- (1) Developing and recommending EEO policy, a written EEO program, and internal and external communication procedures;

- (2) Assisting management in collecting and analyzing employment data, identifying problem areas, setting goals and timetables, and developing programs to achieve goals;
- (3) Designing, implementing, and monitoring internal audit and reporting systems to measure program effectiveness and to determine where progress has been made and where further action is needed;
- (4) Reporting periodically to the chief executive officer on progress of each unit in relation to the agency's goals;
- (5) Serving as liaison between the agency, Federal, State, and local governments, regulatory agencies, minority, handicapped and women's organizations, and other community groups;
- (6) Assuring that current legal information affecting affirmative action is disseminated to responsible officials;
- (7) Assisting in recruiting minority, handicapped and women applicants and establishing outreach sources for use by hiring officials;
- (8) Concurring in all hires and promotions; and
- (9) Processing employment discrimination complaints.

Although the agency's EEO program manager has primary responsibility for implementing the agency's EEO plan, carrying out EEO and affirmative action is an integral function of all officials, managers, and supervisors. Management--from the supervisor of the smallest unit to the chairman of the board or chief executive officer--bears the responsibility of ensuring that the agency's EEO policies and programs, as outlined in its EEO program, are carried out. Managers are expected to carry out the following responsibilities, as part of their job, in implementing the agency's EEO program:

- (1) Assisting in identifying problem areas and establishing agency and unit goals and objectives;
- (2) Being actively involved with local minority organizations, women's and handicapped groups, community action organizations and community service programs designed to promote EEO;
- (3) Participating actively in periodic audits of all aspects of employment in order to identify and to remove barriers obstructing the achievement of specified goals and objectives;

- (4) Holding regular discussions with other managers, supervisors, and employees to assure the agency's policies and procedures are being followed;
 - (5) Reviewing the qualifications of all employees to assure that minorities, handicapped persons, and women are given full opportunities for transfers, promotions, training, salary increases, and other forms of compensation;
 - (6) Participating in the review and/or investigation of complaints alleging discrimination;
 - (7) Conducting and supporting career counseling for all employees; and
 - (8) Participating in periodic audits to ensure that each agency unit is in compliance (e.g., EEO posters are properly displayed on all employee bulletin boards).
- d. Utilization Analysis. The purpose of the utilization analysis is to identify those job categories where there is an underutilization and/or concentration of minorities and women in relation to their availability in the relevant labor market. It is also to establish the framework for goals and timetables and other affirmative actions to correct employment practices that contributed to any identified absence, underutilization, or concentration.
- (1) A utilization analysis consists of a work force analysis and an availability analysis. The work force analysis requires a statistical breakdown of the recipient's work force by each department, job category (e.g., Officials/Managers, Clericals, Dispatchers, Bus Operators, Mechanics, Bus Cleaners, etc.), grade/rank of employee (e.g., Road Supervisor, I or II; Mechanic, A or B; etc.), and job title. Each of the above should be cross-referenced by race, national origin, and sex. This analysis should be structured in lines of progression by departmental units to insure that promotional opportunities will be considered. A table or chart is recommended for formulating this analysis (see Appendix A). Also, principal duties and rates of pay must be indicated for each job category, grade/rank of employee, and job title for each employee. Where auxiliary duties are assigned, or where more than one rate of pay applies because of length of time in the job or other factors, a special notation should be made. Where the applicant, recipient, or subrecipient operates more than one shift or assigns employees within each shift to varying locations, indicate the number by race, national origin, and sex on each shift and in each location.

- (2) An availability analysis is a comparison of the participation rates of minorities and women at various levels in the work force with their availability in relevant labor markets. A labor market has both geographic and occupational components. Different geographic areas and labor force data should be used for different job categories. As an example, professional positions would likely have a regional or national recruiting area as opposed to a local recruiting area as would be the case for less skilled jobs. Moreover, recruiting areas should reflect nearby concentrations of minority-group persons who may have been historically excluded from consideration.
- (3) Occupational data (in addition to general population and unemployment information), along with training and promotional opportunities, should be considered in determining the availability of persons for those employment opportunities from which minorities and women have traditionally been excluded. In determining availability for job categories not requiring special skills or abilities, general population or work force age data may be suitable. Community and area labor statistics by race, national origin, and sex can be obtained from the U.S. Department of Commerce, Bureau of the Census, and its publications; U.S. Department of Labor, Bureau of Labor Statistics, and the Women's Bureau; State and local governments, especially State employment services and MPOs. Detailed occupational data by race, national origin and sex, in categories required for EEO reports (e.g., Professionals, Officials and Managers, Technicians, Office and Clerical Workers, Craft Workers) is available in special affirmative action data packages from many State employment services. Similar data is available from the Research and Analytical Services Staff of the EEOC.
- (4) Applicants, recipients, subrecipients, or contractors should present this data in a table or chart form for the job categories and job titles being analyzed (see Appendix A). Data used should be the most recent, accurate, and relevant. Also, in assessing availability and projecting goals from such availability, the program should also indicate the data given the greatest weight and reasons underlying the decision.
- (5) In performing the work force and availability analyses, the applicant, recipient, or subrecipient should have racial data cross-classified by sex to ascertain the extent to which minority-group women or minority-group men may be underutilized. Likewise, minority-group data should be broken down by specific racial groups (i.e., Black, Hispanic, Asian and Pacific Islander, and American Indian or Alaskan Native).

- e. Goals and Timetables. Goals and timetables are an excellent management tool to assist in the optimum utilization of human resources. Specific and detailed percentage and numerical goals with timetables must be set to correct any underutilization of specific affected classes of persons identified in the utilization analysis. Usually, long-range goals will be designed to eliminate underutilization in job categories where it has been identified. Based on the utilization analysis, the recipient/subrecipient/contractor should establish goals and timetables designed to correct any identified deficiencies. The goals and timetables should be attainable, in terms of the analysis and the entire program of affirmative action, to remedy existing employment practices that may unjustifiably be contributing to underutilization. In establishing the size of goals and the length of timetables, the recipient/subrecipient/contractor should consider results which can reasonably be expected from putting forth every good faith effort to make the overall affirmative action program work. If goals and timetables are not met, there is an obligation to justify this failure following the recipient's annual evaluation of the EEO program. The justification for failing to meet a goal(s) should address such factors as: whether the anticipated job openings materialized, the availability of persons whose employment could have resulted in the goal(s) being achieved, and the adequacy of recruitment and other affirmative actions to change existing employment practices so that the goal(s) could be achieved.

Long-range goals are usually stated as percentages, although numerical projections are recommended where feasible. Such goals should consider the fact that availability of traditionally underutilized or underemployed groups is not constant. Future projections should be taken into consideration. Generally, an EEO program will be formulated with long-range goals to be attained within a period of 4 to 5 years.

Short-term or intermediate numerical goals should be set and pursued in order to assure accomplishment of long-range goals. Short-term goals represent the net increase in minority and/or women's employment in a particular job category within the next 12 months. Short-term goals should be stated, both as actual numbers and percentages, and should be based on anticipated job openings, job group availability, and the long-range goals set for minorities and/or women in the particular job category. Projections of vacancies should also be established in terms of a job progression chart in order to determine which vacancies can be filled immediately by underutilized persons and the possibilities of these persons being promoted into upper-level positions in terms of long-range goals.

Short-term or intermediate goals should be set so that they are likely to produce the greatest results. AS an example, if the recipient/subrecipient/contractor has no members of a specific affected group in a particular job classification, initial short-term goals should be set higher to maximize the expectation of recruitment and selection from the affected group. On the other hand, if the employer has a good representation of traditionally underutilized groups in the lower steps of the job progression, and members of each affected group are moving into higher steps of the job progression with regularity, a lower allocation of openings at the upper level may be adequate.

In developing goals and timetables to correct underutilization, the employer should use the following guidelines for goal-setting:

- (1) Involve personnel staff, department and division heads, local and unit managers in the process;
- (2) Set goals that are significant, measurable, and attainable;
- (3) Make goals with timetables specific for planned results;
- (4) Consider anticipated attrition, expansion, contraction (especially the impact on employment of projected contracting out and privatization/competitiveness activities), turnover in the work force, and availability of persons with required skills;
- (5) Consider effects of changes in existing employment practices that may contribute to underutilization in increasing availability of minorities and women (see paragraph (6) below); and
- (6) Goals should not be rigid and inflexible, but must be targets reasonably attainable by applying every good faith effort to make all aspects of the affirmative action program work.

The monitoring and reporting system, which is discussed later in this section, should be utilized to prescribe and revise short-term goals. The system should allow for revision of long-range goals to reflect availability of traditionally underutilized persons.

Agencies must analyze in detail all employment practices relating to recruitment, selection, salaries, promotions, terminations, standards of discipline, seniority, maternity/paternity leave, height and weight requirements, etc. All problems must be noted and a proposed course of remedial action must be enumerated in the agency's submitted EEO program. Agencies are urged to consult EEOC, Federal Sector Programs Office, Washington, D.C., for further guidance in the development of EEO programs.

- f. Assessment of Employment Practices to Identify Causes of Underutilization: Affirmative Action to Remedy Problem Areas. Recipients/subrecipients/contractors must conduct a detailed assessment of present employment practices to identify those practices that operate as employment barriers and unjustifiably contribute to underutilization. All problem areas must be identified and a proposed program of remedial, affirmative actions enumerated in the agency's submitted EEO program. The assessment and identification of problem areas should evaluate the impact of the agency's employment practices on all of its employment patterns including recruitment, selection, promotion, termination, transfer, layoff, disciplinary action, compensation and benefits, training, etc. This assessment should include the following:
- (1) A narrative description and an analysis of all recruitment and employment selection procedures from the agency's last EEO submission, including position descriptions, application forms, recruitment methods and sources, interview procedures, test administration and a determination of their nondiscriminatory impact and validity, educational prerequisites, referral procedures, and final selection methods;
 - (2) A narrative description and analysis of seniority practices and provisions, upgrading and promotion procedures, transfer procedures, and formal and informal training programs from the agency's last EEO submission;
 - (3) A narrative description and analysis of procedures and practices regarding wages, salary levels, and other forms of compensation and benefits;
 - (4) A narrative description and analysis of disciplinary procedures and discharge and termination practices; and
 - (5) A reasonable assessment to determine if the employment of affected classes of persons is inhibited by external factors (e.g., not knowing where to apply for jobs, the availability of bilingual materials and information, etc.).

The narrative descriptions and analyses should be presented in a detailed fashion. Where written, formal, or scored tests are used in the employment selection process, the agency should identify the test, describe the procedures followed in administering and scoring the test, the weight that is given to test scores, how a cut-off score is established, and whether the test has been validated to predict or measure job performance and if so, an assessment of its nondiscriminatory impact, and a description of the validation study. All other selection procedures must comply with requirements of 29 CFR Part 1607. In general, the guidelines require that a selection procedure that has an adverse impact on the employment of minorities or women must be validated or otherwise justified as necessary for successful job performance, in accordance with procedures specified in the guidelines.

These analyses must contain statistical data to document the impact of the employment practices by race, national origin, and sex. At a minimum, the analyses must contain the following:

- (1) The number of individuals by race, national origin, and sex, applying for employment within the past year. The number, by race, sex, and national origin, of those applicants who were offered employment and those who were actually hired;
 - (2) The number of employees in each job category, by race, national origin, and sex, who have applied for promotion or transfer within the past year. The number in each job category, by race, national origin, and sex, who were promoted or transferred; and
 - (3) The number of disciplinary actions and terminations, by race, national origin, and sex, within the past year. The number and types of disciplinary actions and terminations (e.g., indefinite supervision, loss of pay, demotion, etc.).
- g. Monitoring and Reporting System. An important part of any successful EEO program is the establishment of an effective and workable internal monitoring and reporting system. This system should serve the following basic purposes:
- (1) Assessing EEO accomplishments;
 - (2) Enabling the agency to evaluate the EEO program during the year and to take any necessary corrective action regarding the development and execution of programs or goals and timetables;
 - (3) Identifying those units which have failed to achieve a goal or to implement affirmative action; and
 - (4) Providing a precise and factual data base for future projections.

The reporting system should provide documentation to support actions that affect minority and women job applicants or employees. Management should be kept informed of program effectiveness.

The creation of an EEO advisory committee, reflective of all segments of the community and the agency's work force, can be an effective tool in this regard.

CHAPTER IV

TYPES OF COMPLIANCE REVIEWS

1. GENERAL. This chapter describes the manner in which UMTA will monitor compliance of applicants, recipients, and subrecipients with Section 19. Included in this chapter are descriptions of the type of compliance reviews UMTA will conduct. Also included are criteria and procedures UMTA will use in its review process to determine compliance with the EEO program. Applicants, recipients, and subrecipients may use this chapter to develop local programs to monitor compliance with EEO programs in order to fulfill their obligations under the regulations.
2. COMPLIANCE REVIEWS. UMTA will perform pre- and post-award compliance reviews which will be conducted by designated civil rights staff.
 - a. Application Reviews. Application reviews are conducted in response to applications for assistance authorized under any section of the UMT Act. The purpose of these reviews is to determine EEO compliance with Section 19. Application reviews will consider:
 - (1) The information provided in response to the EEO program components listed in Chapter III;
 - (2) The findings and recommendations of EEO reviews previously conducted by UMTA or the applicant/recipient and the corrective actions undertaken as a result of those reviews; and
 - (3) Other information deemed necessary and appropriate by UMTA as well as information submitted by the recipient in support of the application.
 - b. Post-Approval Reviews. UMTA will conduct post-approval reviews as a part of its ongoing monitoring responsibilities. These reviews will be conducted at least once every 3 years. The review may be either a "desk audit" or "onsite." Although the EEO review process is independent of the Triennial Review process, to the maximum extent possible, these post-approval reviews will be conducted in conjunction with scheduled Triennial Reviews. These reviews will consider:
 - (1) Results of the application review, including information required by the EEO program components specified in Chapter III;
 - (2) The overall efforts made by the recipient to ensure compliance under Section 19, including any compliance reports prepared by the recipient;

- (3) If "onsite," inspection of all materials pertaining to implementation of their EEO program and verification that all employment policies and practices are consistent with Section 19; and
 - (4) Other information that is necessary and appropriate to make a determination that the recipient or subrecipient is in compliance with Section 19.
- c. Discretionary Followup Reviews. Followup reviews will be conducted by UMTA, as appropriate, to assure that EEO programs of recipients/subrecipients are implemented in a manner consistent with Section 19. Two such reviews would include, but not be limited to:
- (1) A review to determine whether a recipient is honoring its commitment represented by the certification to UMTA that it is complying with its responsibilities under Section 19; and
 - (2) A compliance review conducted in response to a specific complaint alleging discrimination. Other factors that may initiate such reviews include, but are not limited to:
 - (a) The level of assistance being provided by UMTA;
 - (b) The availability of minorities and women in the geographical area;
 - (c) The level and representation of minority and female employment within the recipients' work force;
 - (d) Complaints or other allegations of discrimination by minority and female employees and applicants; and
 - (e) The findings of the pre- and post-award compliance reviews.

The above-mentioned reviews will be structured on a case-by-case basis in order to assess compliance by the recipient with these requirements. The UMTA compliance review report shall contain statements of fact and recommendations, including corrective actions deemed necessary and appropriate.

3. COMPLIANCE DETERMINATION. A compliance determination will be based on an analysis of information submitted under Chapter III, as well as a review and an analysis of all data gathered and findings made as a result of a "desk audit" or "onsite" review. In addition, analysis of all other information submitted in response to specific requests by UMTA will be considered.

Failure by an applicant, recipient, or subrecipient to submit information requested by UMTA may delay completion of a compliance review thus, delaying the further consideration of a pending grant application(s).

CHAPTER V

REMEDIAL ACTIONS AND ENFORCEMENT PROCEDURES

1. GENERAL. This chapter describes the procedures and requirements for initiating remedial actions in cases of noncompliance or probable noncompliance with Section 19, and summarizes the enforcement procedures UMTA will follow in those instances when a grant applicant, recipient, or subrecipient refuses or fails to comply voluntarily with remedial measures.
2. REMEDIAL ACTIONS. Remedial actions are required in cases where UMTA has determined that an applicant, recipient, or subrecipient is in noncompliance or probable noncompliance with the requirements in this circular, or where UMTA has found evidence of discrimination prohibited under Section 19.

Remedial actions refer to specific tasks which must be undertaken by a applicant, recipient, or subrecipient. In setting remedial actions, UMTA intends for the applicant, recipient, or subrecipient to agree to a voluntary plan of action to correct deficiencies and ensure continued compliance with Section 19. In cases where UMTA determines that remedial action is necessary and appropriate to ensure compliance with Section 19, the following procedures will be adhered to:

- a. Letter of Finding/Remedial Action Plan. Where UMTA has conducted a compliance review, or other review, audit, or complaint investigation, and has made a finding of noncompliance or probable noncompliance, UMTA will send a Letter of Finding to the grant applicant, recipient, or subrecipient identifying the deficiencies observed. This letter will request the grant applicant, recipient, or subrecipient to submit a Remedial Action Plan for correcting the deficiencies cited in the Letter of Finding, and recommend voluntary corrective actions deemed necessary and appropriate by UMTA.
- b. Applicant/Recipient Response. Within 30 days of the receipt of the UMTA Letter of Finding, the applicant, recipient, or subrecipient must submit a Remedial Action Plan and, if necessary, sufficient reasons and justification for UMTA to reconsider any of its findings or recommendations. The Remedial Action Plan shall:
 - (1) List all corrective actions accepted by the applicant, recipient, or subrecipient;
 - (2) Describe how the corrective actions will be implemented;
 - (3) Include a written assurance that the applicant, recipient, or subrecipient will implement the accepted corrective action(s) and has the capability to implement the accepted corrective action(s) in the manner discussed in the plan; and

- (4) All requests for reconsideration shall:
- (a) State which of UMTA's findings or recommendations the applicant, recipient, or subrecipient requests UMTA to reconsider;
 - (b) Provide a justification for the request to reconsider, including any evidence or information supporting such a request; and
 - (c) Include a written assurance that on the basis of the requested reconsideration, the applicant, recipient, or subrecipient is or otherwise will come into compliance.

- c. Final Remedial Action Plan. Within 30 days after receiving the grantee's response, UMTA shall review the submitted Remedial Action Plan and any request for reconsideration and decide what remedial action(s) are necessary and appropriate to bring the applicant, recipient, or subrecipient into compliance. If necessary, before making a decision, UMTA may conduct a site visit to substantiate information or statements contained in the grantee's response.

UMTA shall issue its decision, including its findings and recommendations, as part of a Final Remedial Action Plan. The Final Remedial Action Plan will be sent to the applicant, recipient, or subrecipient for review and consent. Consent infers that the applicant, recipient, or subrecipient agrees to initiate action(s) specified in the plan.

The applicant, recipient, or subrecipient has 15 days to agree or disagree with the Final Remedial Action Plan.

If an applicant, recipient, or subrecipient agrees, UMTA will amend its EEO finding to probable compliance or full compliance, and a letter stating the amended compliance determination will be sent to the grantee.

If an applicant, recipient, or subrecipient does not agree with the Final Remedial Action Plan, it must submit a written statement of its reasons for not agreeing to the remedial actions contained in the plan. Under such circumstances the applicant, recipient, or subrecipient will be held in noncompliance, and a meeting will be scheduled with the applicant, recipient, or subrecipient within 30 days to resolve the stated disagreements.

3. ENFORCEMENT PROCEDURES. Enforcement action refers to an action taken by UMTA to suspend, terminate, refuse to grant or continue Federal financial assistance to an applicant, recipient, or subrecipient. Enforcement action is appropriate in cases where all means of informal resolution have failed to get the grantee into compliance.

If there appears to be a failure or threatened failure to comply, and if the noncompliance or threatened noncompliance cannot be corrected by informal means, the applicant, recipient, or subrecipient may be subjected to suspension, termination, refusal to grant or to continue Federal financial assistance, or any other sanctions authorized by law.

Any applicant, recipient, or subrecipient adversely affected by the content of a final order shall be restored to full eligibility to receive Federal financial assistance if it satisfies the terms and conditions of that order for such eligibility, or if it brings itself into compliance with this circular and provides reasonable assurance that it will fully comply.

- a. Any applicant, recipient, or subrecipient adversely affected by an order may at any time request the Administrator to restore fully its eligibility to receive Federal financial assistance. Any such request shall be supported by information showing that the applicant, recipient, or subrecipient has met the requirements. If the Administrator determines that those requirements have been satisfied, he/she shall restore eligibility.
- b. If the Administrator denies any such request, the applicant, recipient, or subrecipient may submit a request for a hearing in writing, specifying why it believes UMTA to have been in error. The request shall be given an expeditious hearing, with a decision on the record, in accordance with the rules or procedures issued by the Administrator. The applicant, recipient, or subrecipient will be restored to such eligibility if it proves at such a hearing that it has satisfied the requirements.

While post-termination proceedings are pending, the sanctions imposed by the final order shall remain in effect.

CHAPTER VI

DISCRIMINATION COMPLAINTS

1. GENERAL. This chapter provides information on the UMTA procedures for filing complaints alleging discrimination on the basis of race, color, or national origin, sex, age, or handicap. Applicants, recipients, and subrecipients are encouraged to adopt separate procedures for local disposition of EEO complaints under Section 19, which are consistent with these guidelines.

Any person who believes that he or she, individually, or as a member of any specific class of persons, has been subjected to discrimination on the basis of race, color, creed, national origin, sex, age, or handicap may file a written complaint with UMTA or the Secretary of Transportation. A complaint must be filed within 180 days after the date of the alleged discrimination, unless the time for filing is extended by the Secretary.

UMTA recommends that EEO complaints be initially filed with the applicant, recipient, or subrecipient for resolution. In those cases where the complainant is dissatisfied with the resolution by the applicant, recipient, or subrecipient, or the case is not being resolved in a timely manner, the same complaint may be submitted to UMTA, the Secretary, EEOC, or a State agency for investigation.

Unless otherwise permitted, the final determination of all EEO complaints affecting programs administered by UMTA will be made by the Office of the Secretary, DOT.

2. SUBMISSION OF COMPLAINTS.

- a. Filing Complaints of Discrimination.

- (1) Complainants may submit written complaints to the UMTA Director, Office of Civil Rights, the UMTA Area Civil Rights Officers, and/or the Departmental Director of Civil Rights (see Appendix B).
- (2) In cases where the complainant is unable or incapable of providing a written statement, but wishes DOT to investigate alleged discrimination, a verbal complaint of discrimination may be made to the UMTA Director, Office of Civil Rights or an UMTA Area Civil Rights Officer. The complainant will be interviewed by an UMTA civil rights official authorized to receive complaints. If necessary, the UMTA civil rights official will assist the person in converting verbal complaints to writing. All complaints must, however, be signed by the complainant or his/her representative.

b. Complaint Format.

- (1) All complaints must be in writing and signed by the complainant or his/her representative before action can be taken. Complaints shall state, as fully as possible, the facts and circumstances surrounding the alleged discrimination.
- (2) UMTA will provide the complainant or his/her representative with a written acknowledgement that UMTA has received the complaint within 10 working days. Concurrently, UMTA will transmit the complaint to the Departmental Office of Civil Rights which will determine if the complaint has investigative merit.

c. Determination of Jurisdiction and Investigative Merit. The Departmental Office of Civil Rights, based on the information in the complaint and additional information provided by UMTA, will determine if DOT has jurisdiction to pursue this matter and whether the complaint has sufficient merit to warrant an investigation. These determinations will be made within 15 working days after the receipt of the complaint from UMTA. A complaint shall be regarded as meriting investigation unless:

- (1) It clearly appears on its face to be frivolous or trivial;
- (2) Within the time allotted for making the determination of jurisdiction and investigative merit, the party complained against voluntarily concedes noncompliance and agrees to take appropriate remedial action;
- (3) Within the time allotted for making the determination of jurisdiction and investigative merit, the complainant withdraws the complaint; or
- (4) Other good cause for not investigating the complaint exists (e.g., respondent is presently under investigation by another Federal agency).

3. REQUEST FOR ADDITIONAL INFORMATION FROM COMPLAINANT AND/OR RESPONDENT.

In the event that the complainant or respondent has not submitted sufficient information to make a determination of jurisdiction or investigative merit, the Departmental Office of Civil Rights may request additional information from either party. This request shall be made within 15 working days of the receipt of the complaint by the Departmental Office of Civil Rights and will require that the party submit the information within 60 working days from the date of the original request. Failure of the complainant to submit additional information within the designated timeframe may be considered good cause for a determination of no investigative merit. Failure of respondent to submit additional information within the designated timeframe may be considered good cause for a determination of noncompliance and subject to possible enforcement action as addressed in Chapter V of this circular.

4. NOTIFICATION OF DISPOSITION. The Departmental Director of Civil Rights shall notify within 5 days by registered letter the complainant, party charged, and primary recipient (if not the respondent) of the disposition:
 - a. In the event of a decision not to investigate the complaint, the notification shall specifically state the reason for the decision.
 - b. In the event the complaint is to be investigated, the notification shall state the grounds of DOT jurisdiction, inform the parties that an investigation will take place, and request any additional information needed to assist the investigator in preparing for the investigation.
5. REFERRAL TO OTHER AGENCIES. When DOT lacks jurisdiction, the Departmental Director of Civil Rights shall refer the complaint to other State or Federal agencies, informing the parties of the action.
6. COMPLAINT INVESTIGATION.
 - a. Departmental Investigation. The Departmental Office of Civil Rights may elect to conduct its own investigation of the complaint. The investigation may be conducted by "desk audit" or an "onsite" investigation. When DOT lacks jurisdiction, the Departmental Office of Civil Rights will refer the complaint to the responsible State or Federal agency, informing the complainant of this action.
 - b. Referral of Complaint to UMTA. Cases determined by the Departmental Office of Civil Rights to have investigative merit may be sent back to UMTA to conduct an "onsite" investigation or may be recommended for a comprehensive EEO review of the recipient.
 - c. Priority Complaints. All incoming complaints shall be examined to determine if the discrimination alleged would be irremediable if not dealt with promptly. If such a determination is made, the complaint shall be given priority status. The processing, investigation, and determination of such complaints shall be accelerated to advance significantly the normal completion date of the process.
 - d. Investigator's Preparation. Before beginning the investigation, the investigator shall send a letter of introduction, establishing the times and dates for the "onsite" investigation and interviews. This preparation shall be completed within 30 working days after the assignment has been given to the investigator, contingent upon the investigator's workload and resources.

- e. Investigative Report. A written report will be prepared by the responsible investigator at the conclusion of the investigation. This report will be reviewed by the Departmental Office of Civil Rights for thoroughness. The investigative report will include the following:
- (1) Summary of the complaint, including a statement of the issues raised by the complainant and the recipients reply to each of the allegations;
 - (2) Citations of relevant Federal, State, and local laws, rules, regulations, and guidelines, etc;
 - (3) Description of the investigation, including a list of the persons contacted by the investigator and a summary of the interviews conducted; and
 - (4) A statement of the investigator's findings and recommendations.

7. DISPOSITION OF COMPLAINTS.

- a. Approval and Notice of Disposition. The Departmental Office of Civil Rights will approve or disapprove the findings and recommendations made by the investigator in the investigative report. The consequent disposition of the complaint will be communicated to the complainant and recipient by letter. In addition, a rationale supporting the disposition made and any recommendations to any party will be included in the letter.
- b. Informal Resolution. If the Notice of Disposition is issued and finds the recipient in noncompliance, the recipient is required to initiate voluntary remedial actions agreeable to the Departmental Office of Civil Rights (see Chapter V, paragraph 2, Remedial Actions).
- c. Enforcement Procedure. In cases in which all required means of remedial action have failed to bring the recipient into compliance, enforcement procedures will be initiated by the Departmental Office of Civil Rights in conjunction with UMTA (see Chapter V, paragraph 3, Enforcement Procedures).
- d. Request for Reconsideration. The recipient may request reconsideration of the Department's findings within 30 days of the Notice of Disposition. This request should include any additional information or analysis the recipient considers relevant. The Departmental Office of Civil Rights will inform the recipient of its decision to accept or reject the request within 30 days after its receipt.

In cases in which a request for reconsideration is approved, the responsible investigator will reopen the investigation and proceed to process the complaint in the same manner described above.

APPENDIX B

DIRECTORY

**DEPARTMENT OF TRANSPORTATION
AND
URBAN MASS TRANSPORTATION ADMINISTRATION OFFICES**

HEADQUARTERS

Departmental Director of Civil Rights
Office of the Secretary
Department of Transportation
400 Seventh Street, SW., Room 10215
Washington, D.C. 20590

Director, Office of Civil Rights
Urban Mass Transportation Administration
400 Seventh Street, SW., Room 7412
Washington, D.C. 20590

AREA CIVIL RIGHTS OFFICES

EASTERN AREA
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Urban Mass Transportation Administration
Transportation Systems Center, Suite 920
Kendall Square, 55 Broadway
Cambridge, Massachusetts 02142

Urban Mass Transportation Administration
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New York, New York 10278

SOUTHEASTERN AREA
(Regions 3 and 4)

Urban Mass Transportation Administration
400 Seventh Street, SW., Room 7412
Washington, D.C. 20590

CENTRAL/MID-WESTERN AREA
(Regions 5, 6, and 7)

Urban Mass Transportation Administration
300 South Wacker Drive, Suite 1703
Chicago, Illinois 60606

Urban Mass Transportation Administration
6301 Rockhill Road, Suite 100
Kansas City, Missouri 64131

WESTERN AREA
(Regions 8, 9, and 10)

Urban Mass Transportation Administration
Federal Office Building
1961 Stout Street, Room 520
Denver, Colorado 80294

Urban Mass Transportation Administration
3142 Federal Building
915 Second Avenue
Seattle, Washington 98174

RCW 41.06.150**Rules of director—Mandatory subjects—Personnel administration.**

The director shall adopt rules, consistent with the purposes and provisions of this chapter and with the best standards of personnel administration, regarding the basis and procedures to be followed for:

- (1) Certification of names for vacancies;
- (2) Examinations for all positions in the competitive and noncompetitive service;
- (3) Appointments;
- (4) Permitting agency heads to delegate the authority to appoint, reduce, dismiss, suspend, or demote employees within their agencies if such agency heads do not have specific statutory authority to so delegate: PROVIDED, That the director may not authorize such delegation to any position lower than the head of a major subdivision of the agency;
- (5) Assuring persons who are or have been employed in classified positions before July 1, 1993, will be eligible for employment, reemployment, transfer, and promotion in respect to classified positions covered by this chapter;
- (6) Affirmative action in appointment, promotion, transfer, recruitment, training, and career development; development and implementation of affirmative action goals and timetables; and monitoring of progress against those goals and timetables.

The director shall consult with the human rights commission in the development of rules pertaining to affirmative action.

Rules adopted under this section by the director shall provide for local administration and management by the institutions of higher education and related boards, subject to periodic audit and review by the director.

[2011 1st sp.s. c 43 § 409. Prior: 2002 c 371 § 906; 2002 c 354 § 203; 2002 c 354 § 202; 2002 c 110 § 1; 1999 c 297 § 3; 1996 c 319 § 2; 1995 2nd sp.s. c 18 § 911; prior: 1993 sp.s. c 24 § 913; 1993 c 281 § 27; 1990 c 60 § 103; prior: 1985 c 461 § 2; 1985 c 365 § 5; 1983 1st ex.s. c 75 § 5; 1982 1st ex.s. c 53 § 4; prior: 1982 c 79 § 1; 1981 c 311 § 18; 1980 c 118 § 3; 1979 c 151 § 57; 1977 ex.s. c 152 § 1; 1973 1st ex.s. c 75 § 1; 1973 c 154 § 1; 1971 ex.s. c 19 § 2; 1967 ex.s. c 108 § 13; 1961 c 1 § 15 (Initiative Measure No. 207, approved November 8, 1960).]

NOTES:

Effective date—Purpose—2011 1st sp.s. c 43: See notes following RCW [43.19.003](#).

Severability—Effective date—2002 c 371: See notes following RCW [9.46.100](#).

Short title—2002 c 354: See RCW [41.80.907](#).

Findings—1999 c 297: See note following RCW [43.03.125](#).

Severability—Effective date—1995 2nd sp.s. c 18: See notes following RCW [19.118.110](#).

Severability—Effective dates—1993 sp.s. c 24: See notes following RCW [28A.310.020](#).

Effective date—1993 c 281: See note following RCW [41.06.022](#).

Severability—Subheadings not law—1990 c 60: See notes following RCW [41.06.070](#).

Severability—1985 c 461: See note following RCW [41.06.020](#).

Severability—1982 1st ex.s. c 53: See note following RCW [41.06.020](#).

Severability—1980 c 118: See note following RCW [41.06.010](#).

Severability—1977 ex.s. c 152: "If any provision of this 1977 amendatory act, or its application to any person or circumstance is held invalid, the remainder of the act, or the application of the provision to other persons or circumstances is not affected." [[1977 ex.s. c 152 § 14](#).]

Effective date—1973 1st ex.s. c 75: "This 1973 amendatory act is necessary for the immediate preservation of the public peace, health and safety, the support of the state government and its existing public institutions, and shall take effect midnight June 6, 1973." [[1973 1st ex.s. c 75 § 3](#).]

Leave for public employees

military: RCW [38.40.060](#).

vacation: RCW [43.01.040](#).

Public employees' collective bargaining: Chapter [41.56](#) RCW.

Chapter 357-25 WAC

AFFIRMATIVE ACTION

Complete Chapter

WAC Sections

- 357-25-005** What is the purpose of this chapter?
- 357-25-010** What is the function of the governor's affirmative action policy committee?
- 357-25-015** Who administers the statewide affirmative action program?
- 357-25-020** What are the administrative responsibilities of the director's office?
- 357-25-025** What are the policy statement requirements that employers must comply with for the purpose of chapter 357-25 WAC?
- 357-25-027** What must be included in the agency's sexual harassment policy?
- 357-25-030** What are the affirmative action reporting requirements that employers must comply with for purposes of chapter 357-25 WAC?
- 357-25-035** What is the purpose of affirmative action plans and updates?
- 357-25-040** What must an employer include in an affirmative action plan and update?
- 357-25-045** When must employers establish affirmative action goals?
- 357-25-050** How does an employer determine the affirmative action goal for an affected group?
- 357-25-055** What affirmative action tools may employers use to increase the representation of persons with disabilities, Vietnam-era veterans, disabled veterans, and persons age 40 and over in applicant pools and certified pools?

WAC 357-25-005

What is the purpose of this chapter?

The purpose of chapter **357-25** WAC is to provide guidance to employers on affirmative action regarding the development and implementation of affirmative action goals and the monitoring of progress toward those goals.

[Statutory Authority: Chapter **41.06** RCW. WSR 05-01-197, § 357-25-005, filed 12/21/04, effective 7/1/05.]

WAC 357-25-010**What is the function of the governor's affirmative action policy committee?**

The governor's affirmative action policy committee oversees the development and approval of affirmative action plans and updates. The committee is established by the governor's executive order on affirmative action.

[Statutory Authority: Chapter **41.06** RCW. WSR 05-01-197, § 357-25-010, filed 12/21/04, effective 7/1/05.]

WAC 357-25-015**Who administers the statewide affirmative action program?**

The director's office is responsible for administering the statewide affirmative action program and providing technical assistance to employers in the development and implementation of affirmative action plans, updates, and programs.

[Statutory Authority: Chapter **41.06** RCW. WSR 11-23-054, § 357-25-015, filed 11/10/11, effective 12/13/11; WSR 05-01-197, § 357-25-015, filed 12/21/04, effective 7/1/05.]

WAC 357-25-020

What are the administrative responsibilities of the director's office?

In accordance with state and federal laws, the director's office:

- (1) Establishes guidelines to assist in developing and implementing affirmative action plans;
- (2) Provides the essential data for determining availability of affected groups;
- (3) Reviews and approves the technical aspect of affirmative action plans and updates;
- (4) Reviews the progress of employers in meeting goals and addressing problems identified in affirmative action plans and programs; and
- (5) Reviews statewide employment trends for general government such as appointment, promotion, transfer, terminations, and formal disciplinary actions for adverse impact, as necessary.

[Statutory Authority: Chapter **41.06** RCW. WSR 11-23-054, § 357-25-020, filed 11/10/11, effective 12/13/11; WSR 05-01-197, § 357-25-020, filed 12/21/04, effective 7/1/05.]

WAC 357-25-027

What must be included in the agency's sexual harassment policy?

Agencies as defined in RCW **41.06.020** must at a minimum include the following in their policy on sexual harassment:

- (1) Indicate who is covered by the policy;
- (2) Provide that the employer is committed to providing a working environment free from sexual harassment of any kind;
- (3) State that sexual harassment is an unlawful employment practice prohibited by Title VII of the Civil Rights Act of 1964 and RCW 49.60;
- (4) The definition of sexual harassment as defined by the Equal Employment Opportunity Commission;
- (5) Notify the employee or individual of their right to file a complaint with the Washington State Human Rights Commission under RCW **49.60.230** or the Federal Equal Employment Opportunity Commission under Title VII of the Civil Rights Act of 1964;
- (6) Identify how and to whom employees or individuals may raise concerns or file complaints. The policy should allow multiple avenues for an employee or individual to raise complaints or concerns and should clearly identify the positions or entities charged with receiving these complaints;
- (7) Advise all individuals covered by the policy that the employer is under a legal obligation to respond to allegations concerning a violation of the policy;
- (8) Identify the manner by which the employer will respond to alleged violations of the policy, including a formal investigation if necessary;
- (9) State that the complainant shall be informed of the status and the outcome of an investigation;
- (10) Identify the agency's investigation or response procedure;
- (11) Define the roles and responsibilities of employees, managers, supervisors, and others covered by the policy with respect to the following:
 - (a) Preventing or not engaging in sexual harassment;
 - (b) Responding to concerns or allegations of violations of the policy;
 - (c) Participation in an investigation under the policy; and
 - (d) The prohibition against retaliation.
- (12) State that confidentiality cannot be guaranteed;
- (13) Advise that retaliation against individuals covered by the policy who report allegations of sexual harassment or who participate in an investigation is prohibited;
- (14) Advise that any employee found to have violated the policy will be subject to corrective and/or disciplinary action, up to and including dismissal; and
- (15) Advise that any employee found to have retaliated against individuals covered by the policy who report allegations of sexual harassment or who participate in an investigation will be subject to corrective and/or disciplinary action, up to and including dismissal.

[Statutory Authority: Chapter **41.06** RCW. WSR 07-23-010, § 357-25-027, filed 11/8/07, effective 12/11/07.]

WAC 357-25-030

What are the affirmative action reporting requirements that employers must comply with for purposes of chapter 357-25 WAC?

Employers must report affirmative action information to the director's office as follows:

(1) If an employer has federal affirmative action reporting obligations, the employer must submit an affirmative action plan on a two-year cycle as set by the director's office.

(2) If the employer does not have federal affirmative action reporting obligations, the reporting requirements depend upon the employer's size.

(a) Employers with 25-49 full-time equivalent (FTE) employees must submit a small agency/institution workforce profile annually.

(b) Employers with 50 or more FTE employees must submit an affirmative action plan on a four-year cycle as set by the director's office, with an update to the affirmative action plan two years into the cycle.

[Statutory Authority: Chapter **41.06** RCW. WSR 11-23-054, § 357-25-030, filed 11/10/11, effective 12/13/11; WSR 05-01-197, § 357-25-030, filed 12/21/04, effective 7/1/05.]

WAC 357-25-035

What is the purpose of affirmative action plans and updates?

Affirmative action plans and updates are designed to increase the representation of affected group members in the workforce when it is determined that a particular affected group is underutilized.

[Statutory Authority: Chapter **41.06** RCW. WSR 05-01-197, § 357-25-035, filed 12/21/04, effective 7/1/05.]

WAC 357-25-040

What must an employer include in an affirmative action plan and update?

An employer's affirmative action plan and update must address the employer's recruitment, appointment, promotion, transfer, training and career development practices. It must include all of the following components:

(1) A workforce profile reflecting total employees and total employees sorted by affected group status. The affirmative action update must also show a comparison between the current workforce profile and the previous submission.

(2) A utilization and goals report by job group, for each affected group, showing where goals have been set. The affirmative action update must reflect a goals analysis report indicating where goals have been met for the reporting period.

(3) A section containing a detailed narrative of the strategies to be employed to reach goals. The affirmative action update must also reflect the strategies employed during the reporting period.

(4) A response to the governor's affirmative action policy committee recommendations from the previous plan or update.

[Statutory Authority: Chapter **41.06** RCW. WSR 05-01-197, § 357-25-040, filed 12/21/04, effective 7/1/05.]

WAC 357-25-045**When must employers establish affirmative action goals?**

Employers must establish affirmative action goals for hiring and/or promoting members of affected groups when underutilization exists within a job group. Underutilization exists when the utilization percent is less than the availability percent for a particular affected group within a job group.

[Statutory Authority: Chapter **41.06** RCW. WSR 05-01-197, § 357-25-045, filed 12/21/04, effective 7/1/05.]

WAC 357-25-050

How does an employer determine the affirmative action goal for an affected group?

The affirmative action goal for an affected group is equal to the affected group's availability.

[Statutory Authority: Chapter **41.06** RCW. WSR 05-01-197, § 357-25-050, filed 12/21/04, effective 7/1/05.]

WAC 357-25-055

What affirmative action tools may employers use to increase the representation of persons with disabilities, Vietnam-era veterans, disabled veterans, and persons age 40 and over in applicant pools and certified pools?

To increase the representation of persons with disabilities, Vietnam-era veterans, disabled veterans, and persons age 40 and over in applicant pools, employers may at any time recruit and screen these individuals for placement in eligible applicant pools in accordance with WAC **357-16-030**.

To increase the representation of persons with disabilities, Vietnam-era veterans, disabled veterans, and persons age 40 and over in certified pools, the employer may certify these individuals in accordance with WAC **357-16-135**.

These affirmative action tools must only be used when a goal exists for the specific affected group.

[Statutory Authority: Chapter **41.06** RCW. WSR 05-01-197, § 357-25-055, filed 12/21/04, effective 7/1/05.]

Appendix

C

WSDOT WORKFORCE AVAILABILITY METHODOLOGY

What is Workforce Availability?

“Workforce Availability” is an estimate of the labor market in the relevant recruitment area(s) with the skills necessary for entry into an EEO Job Group. The relevant demographics are based on detailed occupations, cross-tabulated by variables such as race, ethnicity, gender and [resident geographies](#) to determine availability.

Why are Workforce Availability Statistics Calculated?

Washington State Department of Transportation (WSDOT) Office of Equal Opportunity (OEO) calculates workforce availability statistics to ensure compliance with Federal and State regulations. The Office of Financial Management and Federal Highways Administration (FHWA) require WSDOT to maintain an Affirmative Action Plan, mandated by [RCW 41.06.150](#), [WAC 357-25](#), and Code of Federal Regulations (CFR) [Title 23 Part 230](#). Availability statistics are used to establish a standard against which the demographics of the agency’s workforce can be compared. A Utilization Analysis, which is a comparison of the number of affected group members employed (utilized) within the agency against the number of affected group members there should be (available): $Current \% / Availability \% = Utilization$. Additionally, new hire and promotional profiles are evaluated to determine if possible barriers to equity exist for affected group members within particular EEO Job Groups.

What group members are identified as affected group members?

Affected group members are defined by federal and state law as: *Asian/Pacific Islander, African/American/Black, Hispanic, American Indian/Alaska Native, and Female*; State law expands the definition for affirmative action purposes to also include *Persons with Disabilities, Disabled Veterans, Vietnam-Era Veterans, and Persons Over Forty Years of Age*.

What are EEO Job Groups?

EEO Job Groups are composed of WSDOT Job Classifications, or Occupational Categories. The WSDOT Job Groups are list of jobs with similar content, wage rates, and opportunities that match the broader job categories provided by the Equal Employment Opportunity Commission (EEOC).

What is the Recruitment Area?

Recruitment Area is defined as a designated geographic region from which WSDOT recruits eligible candidates for a particular position; the greater the skill level required of a position usually equates to selecting a broader recruitment area, and vice versa. The HR has evaluated demographics on a national, state, and local or WSDOT regional level, the latter comprised of: *Northwest, Olympic, North Central, South Central, Eastern (including Idaho counties: Benewah, Kootenai, Latah and Nez Perce) and South West Regions (including Oregon counties: Multnomah, Clackamas, Columbia and Washington.) Headquarters* local recruitment area is comprised of: *Thurston, Grays Harbor, Mason, Pacific, Pierce, and Lewis Counties. Washington State Ferries (WSF)* local recruitment area is comprised of: *King, Snohomish, Skagit, Whatcom, Island, San Juan, Kitsap, Pierce, Clallam, Jefferson, Pacific, Grays Harbor and Mason counties.*

In some cases, HR has altered traditional boundaries of each Region for availability to conform to the County Sets, the most comprehensive EEO data provided by the Census Bureau. The County Sets are aggregations of two or more counties, one of which is less than 50,000 population, so that the combined total population of the County Set is 50,000 or more and no county is shown with less than 50,000 population. For more detailed information on these topics and for information on other Census 2010 topics, go to

www.census.gov/people/eeotabulation/documentation/classifications.html

WSDOT Job Groups and Recruitment Areas

<u>EEO Job Group</u>	<u>Recruitment Area(s)</u>
<i>Officials and Administrators</i>	National Statewide
<i>Professionals</i>	National Statewide
<i>Paraprofessionals</i>	Statewide Local
<i>Technicians</i>	Statewide Local
<i>Skilled Crafts</i>	Statewide Local
<i>Office and Clerical</i>	Statewide Local
<i>Service/Maintenance</i>	Local

WSDOT EEO Job Group Descriptions

Administrators:

Occupations in which employees set broad policies, exercise overall responsibility for execution of operations, or provide specialized consultation on a regional, district or area basis. Includes: Department heads, bureau chiefs, division chiefs, directors, deputy directors, controllers, examiners, wardens, superintendents, sheriffs, police and fire chiefs and inspectors and kindred workers.

Professionals:

Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. Includes: Personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, economists, dieticians, lawyers, systems analysts, accountants, engineers, employment and vocational rehabilitation counselors, teachers or instructors, police and fire captains and lieutenants and kindred worker

Technicians:

Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on- the- job training. Includes: Computer programmers and operators, drafters, surveyors, licensed practical nurses, photographers, radio operators, technical illustrators, highway technicians,

technicians (medical, dental, electronic, physical sciences), assessors, inspectors, police and fire sergeants and kindred workers.

Protective Service Workers:

Occupations in which workers are entrusted with public safety, security and protection from destructive forces. Includes: Police patrol officers, fire fighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers, and kindred workers

Paraprofessionals:

Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and /or experience normally required for professional or technical status. Such positions may fall within an identified pattern of staff development and promotion under a "New Careers" concept. Includes: Library assistants, research assistants, medical aids, child support workers, police auxiliary, welfare services aides, recreation assistants, homemakers aids, home health aides and kindred workers.

Office and clerical:

Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paper work required in an office. Includes: Bookkeepers, messengers, office machine operators, clerk typists, stenographers, court transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks, and kindred workers.

Skilled Craft Workers:

Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Includes: Mechanics and repairers, electricians, heavy equipment operators, stationary engineers, skilled machining occupations, carpenters, compositors and typesetters and kindred workers.

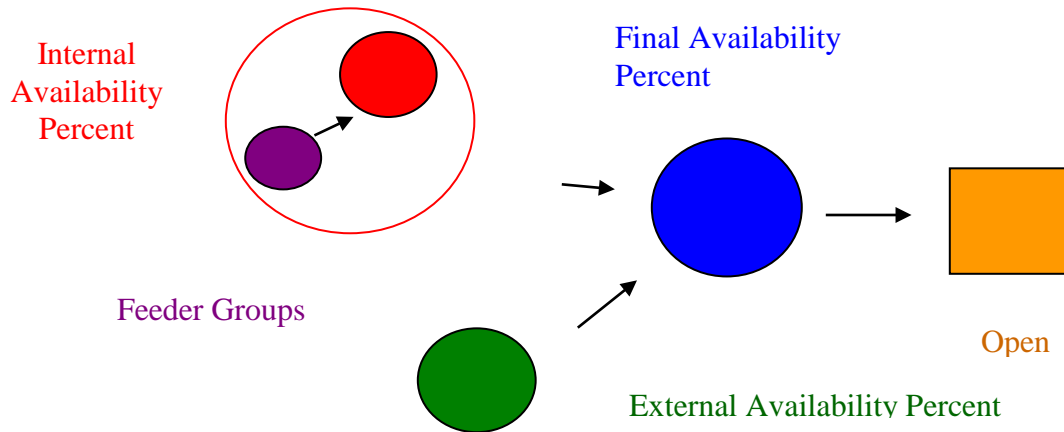
Service Maintenance:

Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds or public property. Workers in this group may operate machinery. Includes: Chauffeurs, laundry and dry cleaning operatives, truck drivers, bus drivers, garage laborers, custodial employees, gardeners and groundskeepers, refuse collectors, construction laborers, and kindred workers.

How is workforce availability calculated?

Workforce availability is determined by estimating the internal and external proportion of eligible candidates for an open position. The OFCCP requires that a two-factor analysis be conducted for each Job Group/Category: the two factors are internal and external availability. The following flow chart illustrates how weighted statistics determine final availability, from both internal and external sources:

- **Internal availability** = Percent of eligible minorities and women within WSDOT
- **Feeder Groups** = Job Classes within WSDOT with a natural career path progression
- **External availability** = Number of qualified people for a job in a recruitment area
- **Availability** = Percent of eligible minorities and women available from internal and external sources
- **Open Position/Recruitment**



WSDOT Workforce Availability Methodology

Internal availability is calculated by determining the profiles of the WSDOT workforce who are eligible to promote, to transfer and to be trained by WSDOT for a particular job group. They are based on “Feeder Pools” (Job Classes within WSDOT with a natural career path progression to higher EEO Job Groups). For example, the Human Resource Consultant (HRC) 2 employees promote to HRC 3 positions. Therefore, HRC 2 is the “feeder group.” However, HRC 1 employees with enough years of experience could also qualify for HRC 3 positions. HR imported WSDOT employment data from HR Data Warehouse. Employee Affirmative Action data (race, gender, etcetera.) was grouped into Feeder Groups, based on the job class held, and totaled for “internal availability” statistics.

External availability is determined by matching WSDOT jobs to the Standard Occupational Category (SOC) codes that Census Bureau 2010 data sets are based on. Then the detailed Occupational Data from 2010 Census of similar workers within the reasonable recruitment area was calculated.

Internal / External Weights Example: Job Group—Professionals 100 Staff:

<u>Internal Appointments</u>		<u>External Hiring</u>	
<u>#</u>	<u>% Weight</u>	<u>#</u>	<u>% Weight</u>
70	70%	30	30%

Internal / External Weight Composite Example:

Internal Availability = 10%

External Availability = 8%

$$(.70 \times .10) + (.30 \times .08) = .094$$

Final Availability = 9.4%

If the combined factored internal and external availability is less than the factored external availability, the final availability defaults to equal the external availability percent.

WSDOT Workforce Availability Methodology

Refer to *Appendix A* to view the tabular data illustrating the associations of WSDOT Occupational Categories, EEOC Job Groups, and the 2010 Census Standard Occupational Codes (SOC) that were utilized for determining the WSDOT external availability analysis. Refer to Appendix B to view the WSDOT internal availability feeder groups.

The detailed occupational data for Census 2010 was released in the 15 groupings shown in the right column below. In order to "bridge-back" this data into the traditional affirmative action categories, the Governor's Affirmative Action Policy Committee approved the allocation schedule reflected under "Traditional Group" below, which WSDOT HR applied to all occupations in the census tables:

Traditional Group

Hispanic/Latino
Hispanic/Latino
White
African American
American Indian / Alaskan Native
Asian / Pacific Islander
Asian / Pacific Islander
African American
American Indian / Alaskan Native
Asian / Pacific Islander
American Indian / Alaskan Native
Asian / Pacific Islander
Asian / Pacific Islander
Asian / Pacific Islander
White

Census Group

White alone Hispanic or Latino
All other Hispanic or Latino
White
Black/African American
American Indian and Alaska Native
Asian
Native Hawaiian and Other Pacific Islander
White and Black
White and AIAN
White and Asian
Black and AIAN
NHPI and White (Hawaii only)
NHPI and Asian (Hawaii only)
NHPI and Asian and White (Hawaii only)
Balance of not Hispanic or Latino

Background information on the "Special EEO Tabulation" and Census EEO File Occupation Categories and their redistribution into the census are from the Census 2010 and previous years is available at:

www.census.gov/people/eeotabulation/data/eeotables20062010.html

WSDOT Workforce Availability Methodology

The Census Bureau does not provide tabulations by Occupations for *Vietnam-Era Veterans*, and *Disabled Veterans*. Vietnam-Era Veteran and Disabled Veteran availability data was provided for WA State only. Persons with Disability availability data by Occupations was provided by OFM for WA State only.

How Will Availability Statistics Be Used to Establish Goals?

In the past, anticipated vacancies were the basis for establishing goals for the Affirmative Action planning. However, long-term workforce needs are somewhat unpredictable, due to voter initiatives, employees that are eligible to retire continuing to work, et cetera. A different, more pragmatic approach is being used:

Goals will equal availability and will be expressed
as a percentage of all new appointments.

In addition, Promotional rates will be analyzed by utilizing
the internal availability factor.

Anticipated vacancies will be used to help determine which affirmative action recruitment strategies will be most successful. Each Region/Administration will determine which strategies they will commit to Office of Human Resources & Safety Recruitment Unit provide statewide strategic recruitment planning.

WSDOT Workforce Availability Methodology

Sources:

2002 Plan Methodology Report

Census Bureau

Office of Federal Contract Compliance Programs

Office of Equal Opportunity, Washington State Department of Transportation

Title VII of the 1964 Civil Rights Act

The Governor's Affirmative Action Policy Committee

Federal Highways Administration

Affirmative Action Plan mandates RCW 41.06.150, WAC 357-25, and CFR 23.

Equal Employment Opportunity Commission

Washington State Human Resources

Washington State Ferries, Human Resources

University of Washington, Dr Helen Remick

U.S. Department of Labor

WSDOT Geographic Services

Appendix A

Job groups and related census codes used in AA reporting

WSDOT HRMS: Job Class Code		Census: OCCUPATION2010.id	
Office and Clerical			
100H	OFFICE ASSISTANT 1	First-line supervisors of office and administrative support workers	5000
100I	OFFICE ASSISTANT 2	Switchboard operators, including answering service	5010
100J	OFFICE ASSISTANT 3	Telephone operators	5020
100T	SECRETARY SENIOR	Communications equipment operators, all other	5030
100U	SECRETARY LEAD	Bill and account collectors	5100
100V	SECRETARY SUPERVISOR	Billing and posting clerks	5110
107M	PROGRAM ASSISTANT	Bookkeeping, accounting, and auditing clerks	5120
148M	FISCAL TECHNICIAN 2	Gaming cage workers	5130
148N	FISCAL TECHNICIAN 3	Payroll and timekeeping clerks	5140
199A	TOUR & INFORMATIONAL SERVICES COORD 1	Procurement clerks	5150
M0225	SECRETARY	Tellers	5160
M0226	STAFF AIDE	Financial clerks, all other	5165
M0234	DISPATCH COORD	Brokerage clerks	5200
M0235	DISPATCHER	Court, municipal, and license clerks	5220
M0243	STAFF AIDE	Credit authorizers, checkers, and clerks	5230
M0270	STOCK CLERK	Customer service representatives	5240
M0292	RELIEF DISPATCHER	Eligibility interviewers, government programs	5250
M0705	TICKET SELLER/A	File Clerks	5260
M0707	RELIEF SELLER/A	Hotel, motel, and resort desk clerks	5300
M0720	TICKET TAKER	Interviewers, except eligibility and loan	5310
M0730	TERM ATTD/WATCH	Library assistants, clerical	5320
M0743	WEB INFO AGENT	Loan interviewers and clerks	5330
M0745	INFO AGENT	New accounts clerks	5340
M9990	ON-CALL TERMINAL	Correspondence clerks and order clerks	5350
		Human resources assistants, except payroll and timekeeping	5360
		Receptionists and information clerks	5400
		Reservation and transportation ticket agents and travel clerks	5410
		Information and record clerks, all other	5420
		Cargo and freight agents	5500
		Couriers and messengers	5510
		Dispatchers	5520
		Meter readers, utilities	5530
		Postal service clerks	5540

	Postal service mail carriers	5550	
	Postal service mail sorters, processors, and processing machine operators	5560	
	Production, planning, and expediting clerks	5600	
	Shipping, receiving, and traffic clerks	5610	
	Stock clerks and order fillers	5620	
	Weighers, measurers, checkers, and samplers, recordkeeping	5630	
	Secretaries and administrative assistants	5700	
	Computer operators	5800	
	Data entry keyers	5810	
	Word processors and typists	5820	
	Insurance claims and policy processing clerks	5840	
	Mail clerks and mail machine operators, except postal service	5850	
	Office clerks, general	5860	
	Office machine operators, except computer	5900	
	Proofreaders and copy markers	5910	
	Statistical assistants	5920	
	Miscellaneous office and administrative support workers, including desktop publishers	5940	
Officials and Administrators			
B4041	QUALITY ASSURANCE MANAGER - DOT	Chief executives and legislators	10
B4074	ADM URBAN COR OF	General and operations managers	20
B4090	DIRECTOR, HUMAN RESOURCES	Advertising and promotions managers	40
B4118	DEPUTY SECRETARY, POLICY - TRANSPORTATION	Marketing and sales managers	50
B4120	D/SEC OPER TRANS	Public relations and fundraising managers	60
B4140	ASSISTANT SECRETARY, ADMINISTRATION DIV	Administrative services managers	100
B4160	CEO WA STATE FER	Computer and information systems managers	110
B4161	CHIEF OF STAFF - DOT/WSF	Financial managers	120
B4162	DIRECTOR, SAFETY SYSTEMS - DOT/WSF	Compensation and benefits managers	135
B4163	PUBLIC INFORMATION OFFICER - DOT/WSF	Human resources managers	136
B4164	DIRECTOR, COMMUNITY SERVICES - DOT/WSF	Training and development managers	137
B4165	DIRECTOR, FINANCE AND ADMIN - DOT/WSF	Industrial production managers	140
B4166	DIRECTOR, MARINE OPERATIONS - DOT/WSF	Purchasing managers	150
B4167	DIRECTOR, VESSEL MAINTENANCE -	Transportation, storage, and distribution managers	160
		Construction managers	220
		Education administrators	230
		Architectural and engineering managers	300

	DOT/WSF	Medical and health services managers	350
B4168	DIRECTOR, TERMINAL ENGINEERING - DOT/WSF	Natural sciences managers	360
B4170	DIRECTOR, AVIATION DIVISION	Property, real estate, and community association managers	410
B4172	STATE CONSTRUCTION ENGINEER - DOT	Social and community service managers	420
B4173	DIRECTOR, MAINTENANCE OPERATIONS - DOT	Emergency management directors	425
B4174	STATE TRAFFIC ENGINEER/TRAFFIC OPS - DOT	Miscellaneous managers, including funeral service managers and postmasters and mail superintendents	430
B4175	STATE DESIGN ENGINEER - DOT DEV DIV	Medical transcriptionists	3646
B4176	COMMUNICATIONS DIRECTOR - DOT	Personal care aides	4610
B4177	DIRECTOR, EXTERNAL CIVIL RIGHTS - DOT	Residential advisors	4640
B4178	STATE ROUTE 520 PROGRAM ADMIN - DOT	Court, municipal, and license clerks	5220
B4179	PUGET SOUND GATEWAY PRGRM ADMINSTR - DOT	Customer service representatives	5240
B4180	TRNSP DIST ADM 1	Eligibility interviewers, government programs	5250
B4190	TRANSPORTATION REGIONAL ADMINISTRATOR	Interviewers, except eligibility and loan	5310
B4230	DIRECTOR, HIGHWAYS AND LOCAL PROGRAMS	Human resources assistants, except payroll and timekeeping	5360
B4250	DIR INTERGOV REL	Secretaries and administrative assistants	5700
B4345	CHAIRPERSON, BOARD OF PILOTAGE COMISSR	Insurance claims and policy processing clerks	5840
B4380	CFO/ASSIST SECY, STRATEGIC PLNG & PROG		
B4390	ASSIST SECY, ENGINEERING AND REGNL OPERS		
B4392	DIRECTOR, OFFICE OF INFORMATION TECH		
B4395	AK WAY VIADUCT COMM OUTREACH DIR (COD)		
EX018	SECRETARY DOT		
WMS01	WMS BAND 1		
WMS02	WMS BAND 2		
WMS03	ASST. DIRECTOR, FIN & ADMIN - DOL		
WMS03	WMS BAND 3		
WMS04	WMS BAND 4		
Paraprofessionals			
102B	CUSTOMER SERVICE SPECIALIST 2	Social and human service assistants	2016
102C	CUSTOMER SERVICE SPECIALIST 3	Judicial law clerks	2105
105G	ADMINISTRATIVE ASSISTANT 3	Paralegals and legal assistants	2145
105H	ADMINISTRATIVE ASSISTANT 4	Archivists, curators, and museum technicians	2400

105I	ADMINISTRATIVE ASSISTANT 5	Library technicians	2440
115E	PROCUREMENT & SUPPLY SUPPORT SPEC 1	Nursing, psychiatric, and home health aides	3600
115F	PROCUREMENT & SUPPLY SUPPORT SPEC 2	Occupational therapy assistants and aides	3610
123E	HUMAN RESOURCE CONSULTANT ASSISTANT 1	Physical therapist assistants and aides	3620
123F	HUMAN RESOURCE CONSULTANT ASSISTANT 2	Medical assistants	3645
EX050	CONF SEC - DOT	Medical transcriptionists	3646
EX051	CONF. SECRETARY	Personal care aides	4610
EX053	CONF SEC - DOT	Residential advisors	4640
EX054	CONF SEC DOT	Court, municipal, and license clerks	5220
M0237	BID ADMINISTRATOR	Customer service representatives	5240
M0239	SAFETY SPEC	Eligibility interviewers, government programs	5250
M0252	BUYER 3	Interviewers, except eligibility and loan	5310
M0255	CONTRACT COORD 1	Human resources assistants, except payroll and timekeeping	5360
M0256	CONTRACT COORD 2	Secretaries and administrative assistants	5700
M0277	INVENTORY AGENT	Insurance claims and policy processing clerks	5840
M0278	MAINT MATL COORD		
M0279	PURCHASING AGENT		
M0291	PERS ASST 2		
M0750	DECK TO TERM / AB		
Professional - Administrative			
103D	CUSTOMER SERVICE MANAGER	Administrative services managers	100
107J	PROGRAM SPECIALIST 3	Purchasing agents, except wholesale, retail, and farm products	530
107K	PROGRAM SPECIALIST 4	Cost estimators	600
107L	PROGRAM SPECIALIST 5	Logisticians	700
109L	MANAGEMENT ANALYST 4	Management analysts	710
109M	MANAGEMENT ANALYST 5	Meeting, convention, and event planners	725
112I	FORMS & RECORDS ANALYST 1	Market research analysts and marketing specialists	735
112K	FORMS & RECORDS ANALYST 3	Business operations specialists, all other	740
112M	RECORDS MANAGEMENT SUPERVISOR	Appraisers and assessors of real estate	810
114E	PROCUREMENT & SUPPLY SPECIALIST 1	Credit counselors and loan officers	910
114F	PROCUREMENT & SUPPLY SPECIALIST 2	Operations research analysts	1220
114G	PROCUREMENT & SUPPLY SPECIALIST 3	Archivists, curators, and museum technicians	2400
114H	PROCUREMENT & SUPPLY SPECIALIST 4	First-line supervisors of office and administrative support workers	5000
144F	CONTRACTS SPECIALIST 1		
144G	CONTRACTS SPECIALIST 2		
144H	CONTRACTS SPECIALIST 3		

179I	PROPERTY & ACQUISITION SPECIALIST 1		
179J	PROPERTY & ACQUISITION SPECIALIST 2		
179K	PROPERTY & ACQUISITION SPECIALIST 3		
179L	PROPERTY & ACQUISITION SPECIALIST 4		
179M	PROPERTY & ACQUISITION SPECIALIST 5		
179N	PROPERTY & ACQUISITION SPECIALIST 6		
261B	LIBRARY & ARCHIVAL PROFESSIONAL 2		
261C	LIBRARY & ARCHIVAL PROFESSIONAL 3		
261D	LIBRARY & ARCHIVAL PROFESSIONAL 4		
542G	FACILITIES PLANNER 1		
542H	FACILITIES PLANNER 2		
598N	FACILITY SERVICES COORDINATOR		
M0500	STAFF MASTER		
M0700	TERM SUPERVISOR		
M0702	RELIEF SUPERVISOR		
M0704	RR TERM SUPER		
M0900	MARINE OPERATIONS WATCH SUPERVISOR		
Professional - Auditor			
158B	AUDIT SPECIALIST - DOT 2	Accountants and auditors	800
158C	AUDIT SPECIALIST - DOT 3	Compliance officers	565
158D	AUDIT SPECIALIST - DOT 4	Financial examiners	900
Professional - Budget and Accounting			
143I	FISCAL ANALYST 1	Financial managers	120
143J	FISCAL ANALYST 2	Cost estimators	600
143K	FISCAL ANALYST 3	Accountants and auditors	800
143L	FISCAL ANALYST 4	Budget analysts	820
143M	FISCAL ANALYST 5	Financial analysts	840
147A	BUDGET ANALYST 1	Financial examiners	900
147C	BUDGET ANALYST 3	Financial specialists, all other	950
M0231	ACCT ASST 2	Economists	1800
M0232	ACCT ASST 3		
M0233	ACCOUNTANT		
Professional - Communications and Marketing			
197I	COMMUNICATIONS CONSULTANT 1	Public relations specialists	2825
197J	COMMUNICATIONS CONSULTANT 2	Editors	2830
197K	COMMUNICATIONS CONSULTANT 3	Technical writers	2840
197L	COMMUNICATIONS CONSULTANT 4	Miscellaneous media and communication workers	2860

197M	COMMUNICATIONS CONSULTANT 5	Writers and authors	2850
		Advertising sales agents	4800
Professional - Engineering			
530H	CIVIL ENGINEER 4	Architects, except naval	1300
530K	TRANSPORTATION ENGINEER 1	Surveyors, cartographers, and photogrammetrists	1310
530L	TRANSPORTATION ENGINEER 2	Biomedical and agricultural engineers	1340
530M	TRANSPORTATION ENGINEER 3	Chemical engineers	1350
530N	TRANSPORTATION ENGINEER 4	Civil engineers	1360
530O	TRANSPORTATION ENGINEER 5	Electrical and electronics engineers	1410
530P	TRANSPORTATION TECHNICAL ENGINEER	Environmental engineers	1420
531E	BRIDGE ENGINEER 1	Industrial engineers, including health and safety	1430
531F	BRIDGE ENGINEER 2	Marine engineers and naval architects	1440
531G	BRIDGE ENGINEER 3	Materials engineers	1450
531H	BRIDGE ENGINEER 4	Mechanical engineers	1460
531I	BRIDGE ENGINEER 5	Petroleum, mining and geological engineers, including mining safety engineers	1520
531J	BRIDGE ENGINEER 6		
531K	BRIDGE ENGINEER 7	Miscellaneous engineers, including nuclear engineers	1530
532F	ELECTRICAL ENGINEER 4	Environmental scientists and geoscientists	1740
533G	VESSEL PROJECT ENGINEER	Urban and regional planners	1840
533K	MARINE ENGINEER		
533L	SENIOR MARINE ENGINEER		
533M	MARINE PROJECT ENGINEER		
533N	MARINE MECHANICAL ENGINEER		
537J	CONSTRUCTION PROJECT COORDINATOR 2		
537K	CONSTRUCTION PROJECT COORDINATOR 3		
537L	CONSTRUCTION PROJECT COORDINATOR 4		
538U	TRANSPORTATION ENGINEER INTERN		
539F	ARCHITECT 2		
539V	NAVAL ARCHITECT 1		
539W	NAVAL ARCHITECT 2		
541F	CARTOGRAPHER 2		
541G	CARTOGRAPHER 3		
543E	TRANSPORTATION PLANNING SPECIALIST 1		
543F	TRANSPORTATION PLANNING SPECIALIST 2		
543G	TRANSPORTATION PLANNING SPECIALIST 3		

543H	TRANSPORTATION PLANNING SPECIALIST 4		
543I	TRANSPORTATION PLANNING SPECIALIST 5		
M0400	STAFF CHIEF		
M0405	ALT STAFF CHIEF		
M0410	CHIEF ENGINEER		
M0420	RELIEF CHIEF		
M0430	ASST ENGINEER		
M0505	MASTER		
M0507	R MASTER		
M9994	TEMP A/E		
Professional - Human Resources			
119E	HUMAN RESOURCE CONSULTANT 1	Human resources managers	136
119F	HUMAN RESOURCE CONSULTANT 2	Human resources workers	630
119G	HUMAN RESOURCE CONSULTANT 3	Compensation, benefits, and job analysis specialists	640
119H	HUMAN RESOURCE CONSULTANT 4	Training and development specialists	650
Professional - Investigator			
177Q	FINANCIAL RECOVERY ENFORCEMENT OFFICER 1	Claims adjusters, appraisers, examiners, and investigators	540
177R	FINANCIAL RECOVERY ENFORCEMENT OFFICER 2	Compliance officers	565
430E	TORT CLAIMS INVESTIGATOR 1	Tax examiners and collectors, and revenue agents	930
		First-line supervisors of police and detectives	3710
		Detectives and criminal investigators	3820
		Police officers	3850
		Private detectives and investigators	3910
Professional - IT			
452F	COMMUNICATIONS SYSTEMS MANAGER	Computer and information research scientists	1005
479I	IT SPECIALIST 1	Computer systems analysts	1006
479J	IT SPECIALIST 2	Information security analysts	1007
479K	IT SPECIALIST 3	Computer programmers	1010
479L	IT SPECIALIST 4	Software developers, applications and systems software	1020
479M	IT SPECIALIST 5	Web developers	1030
479N	IT SYSTEMS/APP SPEC 6	Computer support specialists	1050
532K	ELECTRONIC DESIGN ENGINEER	Database administrators	1060
		Network and computer systems administrators	1105
		Computer network architects	1106

		Computer occupations, all other	1107
		Computer programmers	1010
		Electrical and electronics engineers	1410
		Computer hardware engineers	1400
Professional - Safety			
394F	INDUSTRIAL HYGIENIST 3	Industrial engineers, including health and safety	1430
394G	INDUSTRIAL HYGIENIST 4	Emergency management directors	425
397B	EMERGENCY MANAGEMENT PROGRAM SPEC 2	Claims adjusters, appraisers, examiners, and investigators	540
397C	EMERGENCY MANAGEMENT PROGRAM SPEC 3	Compliance officers	565
397D	EMERGENCY MANAGEMENT PROGRAM SPEC 4		
399E	SAFETY OFFICER ASSISTANT		
399G	SAFETY OFFICER 2		
399H	SAFETY OFFICER 3		
399R	FLEET SAFETY/TRAINING ADMIN - WSF		
M0386	HEALTH/SFTY SUPV		
M0510	CHIEF MATE		
M0512	RELIEF CM		
M0520	SECOND MATE		
M9997	DECK MM&P		
Professional - Science			
515Q	CHEMIST 2	Agricultural and food scientists	1600
515R	CHEMIST 3	Biological scientists	1610
515S	CHEMIST 4	Conservation scientists and foresters	1640
		Medical scientists, and life scientists, all other	1650
		Chemists and materials scientists	1720
		Environmental scientists and geoscientists	1740
		Physical scientists, all other	1760
		Miscellaneous social scientists, including survey researchers and sociologists	1860
		Miscellaneous mathematical science occupations, including mathematicians and statisticians	1240
Protective Service Workers			
385L	SECURITY GUARD 2	First-line supervisors of correctional officers	3700
M0901	FLEET AND FACILITY SECURITY OFFICER	First-line supervisors of police and detectives	3710
		First-line supervisors of fire fighting and prevention workers	3720

	First-line supervisors of protective service workers, all other	3730	
	Firefighters	3740	
	Fire inspectors	3750	
	Bailiffs, correctional officers, and jailers	3800	
	Detectives and criminal investigators	3820	
	Miscellaneous law enforcement workers	3840	
	Police officers	3850	
	Animal control workers	3900	
	Private detectives and investigators	3910	
	Security guards and gaming surveillance officers	3930	
	Crossing guards	3940	
	Transportation security screeners	3945	
	Lifeguards and other recreational, and all other protective service workers	3955	
Service-Maintenance			
117J	WAREHOUSE OPERATOR 2	Janitors and building cleaners	4220
595G	REST AREA ATTENDANT - TRANSPORTATION	First-line supervisors of housekeeping and janitorial workers	4200
595K	UTILITY WORKER 1	Grounds maintenance workers	4250
595L	UTILITY WORKER 2	Driver/sales workers and truck drivers	9130
597E	BRIDGE TENDER	First-line supervisors of landscaping, lawn service, and groundskeeping workers	4210
632I	TRUCK DRIVER 1		
678H	MAINTENANCE CUSTODIAN	First-line supervisors of food preparation and serving workers	4010
678I	CUSTODIAN 1		
678J	CUSTODIAN 2	Cooks	4020
678K	CUSTODIAN 3	Food preparation workers	4030
M0330	TRUCKDRIVER LEAD	Graders and sorters, agricultural products	6040
M0370	STOREKEEPER FORE	Food service managers	310
M0371	STOREKEEPER LEAD	Chefs and head cooks	4000
M0372	STOREKEEPER	Combined food preparation and serving workers, including fast food	4050
M0450	OILER	Counter attendants, cafeteria, food concession, and coffee shop	4060
M0452	RELIEF OILER		
M0460	WIPER	Dishwashers	4140
M0465	YARD OILER	Maids and housekeeping cleaners	4230
M0600	ABLE SEAMAN	Pest control workers	4240
M0602	RELIEF AB	First-line supervisors of personal service workers	4320
M0610	OS	First-line supervisors of farming, fishing, and forestry workers	6005
M0612	OS RELIEF		
M0650	SHOREGANG FORE	Forest and conservation workers	6120

M0655	SHOREGANG LEAD	Laborers and freight, stock, and material movers, hand	9620
M0660	SHOREGANG		
M0805	JANITOR		
M9999	ON-CALL DECK		
Skilled Craft Workers			
205G	PRINTING & DUPLICATION SPECIALIST 3	First-line supervisors of construction trades and extraction workers	6200
533E	INSPECTOR SPECIALIST, MARINE	Boilermakers	6210
596I	MAINTENANCE SPECIALIST 2	Brickmasons, blockmasons, and stonemasons	6220
596J	MAINTENANCE SPECIALIST 3	Carpenters	6230
596K	MAINTENANCE SPECIALIST 4	Carpet, floor, and tile installers and finishers	6240
596L	MAINTENANCE SPECIALIST 5	Cement masons, concrete finishers, and terrazzo workers	6250
596O	MAINTENANCE TRAINEE	Construction laborers	6260
596P	MAINTENANCE TECHNICIAN 1	Paving, surfacing, and tamping equipment operators	6300
596Q	MAINTENANCE TECHNICIAN 2	Construction equipment operators except paving, surfacing, and tamping equipment operators	6320
596R	MAINTENANCE TECHNICIAN 3		
596S	MAINTENANCE LEAD TECHNICIAN		
596T	MAINTENANCE SUPERVISOR		
596U	TUNNEL MAINTENANCE SUPERVISOR	Drywall installers, ceiling tile installers, and tapers	6330
597F	MAINTENANCE TECHNICIAN 1, BRIDGE	Electricians	6355
597G	MAINTENANCE TECHNICIAN 2, BRIDGE	Glaziers	6360
597K	MAINTENANCE SPECIALIST, SUSPENSION BRIDG	Insulation workers	6400
598P	MAINTENANCE - OPERATIONS ASSISTANT SUPT	Painters, construction and maintenance	6420
598Q	MAINTENANCE - OPERATIONS SUPERINTENDENT	Paperhangers	6430
598R	MAINTENANCE - OPERATIONS STAFF ASSISTANT	Pipelayers, plumbers, pipefitters, and steamfitters	6440
600I	EQUIPMENT TECHNICIAN 1	Plasterers and stucco masons	6460
600J	EQUIPMENT TECHNICIAN 2	Reinforcing iron and rebar workers	6500
600K	EQUIPMENT TECHNICIAN 3	Roofers	6515
600L	EQUIPMENT TECHNICIAN LEAD	Sheet metal workers	6520
600M	EQUIPMENT TECHNICIAN SUPERVISOR	Structural iron and steel workers	6530
626J	MAINTENANCE MECHANIC 1	Helpers, construction trades	6600
626K	MAINTENANCE MECHANIC 2	Construction and building inspectors	6660
626L	MAINTENANCE MECHANIC 3	Elevator installers and repairers	6700
626M	MAINTENANCE MECHANIC 4	Fence erectors	6710
652P	FERRY OPERATOR	Hazardous materials removal workers	6720
653P	FERRY OPERATOR ASSISTANT	Highway maintenance workers	6730
M0300	SHIPWRIGHT FORE	Rail-track laying and maintenance equipment operators	6740
		Miscellaneous construction workers, including solar photovoltaic installers, septic tank servicers and	6765

M0301	SHIPWRIGHT LEAD	sewer pipe cleaners	
M0302	SHIPWRIGHT		
M0307	SHIPWRIGHT VESSEL GEN FORE	Derrick, rotary drill, and service unit operators, and roustabouts, oil, gas, and mining	6800
M0315	MACHINIST FORE		
M0316	MACHINIST LEAD	Earth drillers, except oil and gas	6820
M0317	MACHINIST	Explosives workers, ordnance handling experts, and blasters	6830
M0320	ELECTRICIAN FORE		
M0321	ELECTRICIAN LEAD	Mining machine operators	6840
M0322	ELECTRICIAN	Miscellaneous extraction workers, including roof bolters and helpers	6940
M0324	EH APPRENTICE	First-line supervisors of mechanics, installers, and repairers	7000
M0340	BOILERMAKER FORE		
M0341	BOILERMAKER LEAD	Avionics technicians	7030
M0342	BOILERMAKER	Electric motor, power tool, and related repairers	7040
M0350	PIPEFITTER FORE	Electrical and electronics repairers, transportation equipment, and industrial and utility	7100
M0351	PIPEFITTER LEAD		
M0352	PIPEFITTER	Security and fire alarm systems installers	7130
M0360	SHEETMETAL FORE	Aircraft mechanics and service technicians	7140
M0361	SHEETMETAL LEAD	Automotive body and related repairers	7150
M0362	SHEETMETAL WRKR	Automotive glass installers and repairers	7160
M0381	TERM FOREPERSON	Automotive service technicians and mechanics	7200
M0385	PLANNER/EH	Bus and truck mechanics and diesel engine specialists	7210
M0391	INSULATION LEAD	Heavy vehicle and mobile equipment service technicians and mechanics	7220
M0392	INSULATION		
M0470	E INTERN	Small engine mechanics	7240
M0605	ABLE BOS'N	Miscellaneous vehicle and mobile equipment mechanics, installers, and repairers	7260
M0607	QUARTERMASTER		
		Control and valve installers and repairers	7300
		Heating, air conditioning, and refrigeration mechanics and installers	7315
		Home appliance repairers	7320
		Industrial and refractory machinery mechanics	7330
		Maintenance and repair workers, general	7340
		Maintenance workers, machinery	7350
		Millwrights	7360
		Electrical power-line installers and repairers	7410
		Telecommunications line installers and repairers	7420
		Precision instrument and equipment repairers	7430
		Locksmiths and safe repairers	7540
		Manufactured building and mobile home installers	7550

	Riggers	7560	
	Helpers--installation, maintenance, and repair workers	7610	
	Other installation, maintenance, and repair workers, including wind turbine service technicians, and commercial divers, and signal and track switch repairers	7630	
	Sailors and marine oilers, and ship engineers	9300	
	Ship and boat captains and operators	9310	
	Miscellaneous assemblers and fabricators	7750	
	Prepress technicians and workers	8250	
	Printing press operators	8255	
	Print binding and finishing workers	8256	
Technicians			
401A	TRAFFIC SAFETY SYSTEMS OPERATOR 1	Clinical laboratory technologists and technicians	3300
401C	TRAFFIC SAFETY SYSTEMS OPERATOR 3	Dental hygienists	3310
401D	TRAFFIC SAFETY SYSTEMS OPERATOR 4	Diagnostic related technologists and technicians	3320
481B	IT TECHNICIAN 2	Emergency medical technicians and paramedics	3400
519I	NATURAL RESOURCES TECHNICIAN 2	Health practitioner support technologists and technicians	3420
519J	NATURAL RESOURCES TECHNICIAN 3	Licensed practical and licensed vocational nurses	3500
538R	TRANSPORTATION TECHNICIAN 1	Medical records and health information technicians	3510
538S	TRANSPORTATION TECHNICIAN 2	Opticians, dispensing	3520
538T	TRANSPORTATION TECHNICIAN 3	Miscellaneous health technologists and technicians	3535
538Y	MARINE DESIGNER	Other healthcare practitioners and technical occupations	3540
544H	TRANSPORTATION PLANNING TECHNICIAN 1	Agricultural and food science technicians	1900
544I	TRANSPORTATION PLANNING TECHNICIAN 2	Biological technicians	1910
544J	TRANSPORTATION PLANNING TECHNICIAN 3	Chemical technicians	1920
594F	ELECTRONIC COMMUNICATIONS SYST TECH, FI	Geological and petroleum technicians, and nuclear technicians	1930
594H	SENIOR TELECOMMUNICATIONS SPECIALIST	Miscellaneous life, physical, and social science technicians, including social science research assistants	1965
594K	ELECTRONICS SUPERVISOR - TRANSPORTATION	Drafters	1540
594M	TRANSPORTATION SYSTEMS TECHNICIAN A	Engineering technicians, except drafters	1550
594N	TRANSPORTATION SYSTEMS TECHNICIAN B	Surveying and mapping technicians	1560
594O	TRANSPORTATION SYSTEMS TECHNICIAN C	Electrical and electronics repairers, transportation equipment, and industrial and utility	7100
594P	TRANSPORTATION SYSTEMS TECHNICIAN D	Miscellaneous transportation workers, including bridge and lock tenders and traffic technicians	9420
599B	AVALANCHE FORECAST & CONTROL SPEC 2		
599D	AVALANCHE FORECAST & CONTROL SPEC 4		

	Designers	2630
	Broadcast and sound engineering technicians and radio operators, and media and communication equipment workers, all other	2900
	First-line supervisors of farming, fishing, and forestry workers	6005
	Forest and conservation workers	6120
	Water and wastewater treatment plant and system operators	8620
	Radio and telecommunications equipment installers and repairers	7020
	Weighers, measurers, checkers, and samplers, recordkeeping	5630

Appendix B

WSDOT Internal Promotional Availability Methodology-Feeder Group Progressions

Job Class Code	Job Title (WSDOT Classification)	Feeds INTO EEO Group	TO WHAT (Internal Track)
100H	OFFICE ASSISTANT 1	Office and Clerical	OFFICE ASSISTANT 2
100I	OFFICE ASSISTANT 2	Office and Clerical	OFFICE ASSISTANT 3
100J	OFFICE ASSISTANT 3	Office and Clerical	OFFICE ASSISTANT LEAD
100T	SECRETARY SENIOR	Office and Clerical	SECRETARY LEAD
100U	SECRETARY LEAD	Office and Clerical	SECRETARY SUPERVISOR
100V	SECRETARY SUPERVISOR	Paraprofessionals	ADMINISTRATIVE ASSISTANT 4
102B	CUSTOMER SERVICE SPECIALIST 2	Paraprofessionals	CUSTOMER SERVICES SPECIALIST 3
102C	CUSTOMER SERVICE SPECIALIST 3	Paraprofessionals	CUSTOMER SERVICES SPECIALIST 4
103D	CUSTOMER SERVICE MANAGER	Officials and Administrators	WMS BAND 1
105G	ADMINISTRATIVE ASSISTANT 3	Paraprofessionals	ADMINISTRATIVE ASSISTANT 4
105H	ADMINISTRATIVE ASSISTANT 4	Paraprofessionals	ADMINISTRATIVE ASSISTANT 5
105I	ADMINISTRATIVE ASSISTANT 5	Officials and Administrators	WMS BAND 1
107J	PROGRAM SPECIALIST 3	Professional - Administrative	PROGRAM SPECIALIST 4
107K	PROGRAM SPECIALIST 4	Professional - Administrative	PROGRAM SPECIALIST 5
107L	PROGRAM SPECIALIST 5	Officials and Administrators	WMS BAND 1
107M	PROGRAM ASSISTANT	Professional - Administrative	PROGRAM SPECIALIST 2
109L	MANAGEMENT ANALYST 4	Professional - Administrative	MANAGEMENT ANALYST 5
109M	MANAGEMENT ANALYST 5	Officials and Administrators	WMS BAND 1
112I	FORMS & RECORDS ANALYST 1	Professional - Administrative	FORMS & RECORDS ANALYST 2
112K	FORMS & RECORDS ANALYST 3	Professional - Administrative	FORMS AND RECORDS ANALYST SUPERVISOR
112M	RECORDS MANAGEMENT SUPERVISOR	Officials and Administrators	WMS BAND 1
114E	PROCUREMENT & SUPPLY SPECIALIST 1	Professional - Administrative	PROCUREMENT & SUPPLY SPECIALIST 2
114F	PROCUREMENT & SUPPLY SPECIALIST 2	Professional - Administrative	PROCUREMENT & SUPPLY SPECIALIST 3
114G	PROCUREMENT & SUPPLY SPECIALIST 3	Professional - Administrative	PROCUREMENT & SUPPLY SPECIALIST 4
114H	PROCUREMENT & SUPPLY SPECIALIST 4	Officials and Administrators	WMS BAND 1
115E	PROCUREMENT & SUPPLY SUPPORT SPEC 1	Paraprofessionals	PROCUREMENT & SUPPLY SUPPORT SPEC 2
115F	PROCUREMENT & SUPPLY SUPPORT SPEC 2	Paraprofessionals	PROCUREMENT & SUPPLY SUPPORT SPEC 3
117J	WAREHOUSE OPERATOR 2	Service-Maintenance	WAREHOUSE OPERATOR 3

119E	HUMAN RESOURCE CONSULTANT 1	Professional - Human Resources	HUMAN RESOURCE CONSULTANT 2
119F	HUMAN RESOURCE CONSULTANT 2	Professional - Human Resources	HUMAN RESOURCE CONSULTANT 3
119G	HUMAN RESOURCE CONSULTANT 3	Professional - Human Resources	HUMAN RESOURCE CONSULTANT 4
119H	HUMAN RESOURCE CONSULTANT 4	Officials and Administrators	WMS BAND 1
123E	HUMAN RESOURCE CONSULTANT ASSISTANT 1	Paraprofessionals	HUMAN RESOURCE CONSULTANT ASSISTANT 2
123F	HUMAN RESOURCE CONSULTANT ASSISTANT 2	Professional - Human Resources	HUMAN RESOURCE CONSULTANT 1
143I	FISCAL ANALYST 1	Professional - Budget and Accounting	FISCAL ANALYST 2
143J	FISCAL ANALYST 2	Professional - Budget and Accounting	FISCAL ANALYST 3
143K	FISCAL ANALYST 3	Professional - Budget and Accounting	FISCAL ANALYST 4
143L	FISCAL ANALYST 4	Professional - Budget and Accounting	FISCAL ANALYST 5
143M	FISCAL ANALYST 5	Officials and Administrators	WMS BAND 1
144F	CONTRACTS SPECIALIST 1	Professional - Administrative	CONTRACTS SPECIALIST 2
144G	CONTRACTS SPECIALIST 2	Professional - Administrative	CONTRACTS SPECIALIST 3
144H	CONTRACTS SPECIALIST 3	Professional - Budget and Accounting	BUDGET ANALYST 1
147A	BUDGET ANALYST 1	Professional - Budget and Accounting	BUDGET ANALYST 2
147C	BUDGET ANALYST 3	Professional - Budget and Accounting	BUDGET ANALYST 4
148M	FISCAL TECHNICIAN 2	Office and Clerical	FISCAL TECHNICIAN 3
148N	FISCAL TECHNICIAN 3	Office and Clerical	FISCAL TECHNICIAN LEAD
158B	AUDIT SPECIALIST - DOT 2	Professional - Auditor	AUDIT SPECIALIST - DOT 3
158C	AUDIT SPECIALIST - DOT 3	Professional - Auditor	AUDIT SPECIALIST - DOT 4
158D	AUDIT SPECIALIST - DOT 4	Officials and Administrators	WMS BAND 1
177Q	FINANCIAL RECOVERY ENFORCEMENT OFFICER 1	Professional - Investigator	Financial Recovery Enforcement Officer 2
177R	FINANCIAL RECOVERY ENFORCEMENT OFFICER 2	Professional - Investigator	Financial Recovery Enforcement Officer 3
179I	PROPERTY & ACQUISITION SPECIALIST 1	Professional - Administrative	PROPERTY & ACQUISITION SPECIALIST 2
179J	PROPERTY & ACQUISITION SPECIALIST 2	Professional - Administrative	PROPERTY & ACQUISITION SPECIALIST 3
179K	PROPERTY & ACQUISITION SPECIALIST 3	Professional - Administrative	PROPERTY & ACQUISITION SPECIALIST 4
179L	PROPERTY & ACQUISITION SPECIALIST 4	Professional - Administrative	PROPERTY & ACQUISITION SPECIALIST 5
179M	PROPERTY & ACQUISITION	Professional - Administrative	PROPERTY & ACQUISITION

	SPECIALIST 5		SPECIALIST 6
179N	PROPERTY & ACQUISITION SPECIALIST 6	Officials and Administrators	WMS BAND 1
197I	COMMUNICATIONS CONSULTANT 1	Professional - Communications and Marketing	COMMUNICATIONS CONSULTANT 2
197J	COMMUNICATIONS CONSULTANT 2	Professional - Communications and Marketing	COMMUNICATIONS CONSULTANT 3
197K	COMMUNICATIONS CONSULTANT 3	Professional - Communications and Marketing	COMMUNICATIONS CONSULTANT 4
197L	COMMUNICATIONS CONSULTANT 4	Professional - Communications and Marketing	COMMUNICATIONS CONSULTANT 5
197M	COMMUNICATIONS CONSULTANT 5	Officials and Administrators	WMS BAND 1
199A	TOUR & INFORMATIONAL SERVICES COORD 1	Office and Clerical	TOUR & INFORMATIONAL SERVICES COORD 3
205G	PRINTING & DUPLICATION SPECIALIST 3	Skilled Craft Workers	PRINTING & DUPLICATION SUPERVISOR
261B	LIBRARY & ARCHIVAL PROFESSIONAL 2	Professional - Administrative	LIBRARY & ARCHIVES PROFESSIONAL 3
261C	LIBRARY & ARCHIVAL PROFESSIONAL 3	Professional - Administrative	LIBRARY & ARCHIVES PROFESSIONAL 4
261D	LIBRARY & ARCHIVAL PROFESSIONAL 4	Officials and Administrators	WMS BAND 1
385L	SECURITY GUARD 2	Protective Service Workers	SECURITY GUARD 3
394F	INDUSTRIAL HYGIENIST 3	Professional - Safety	INDUSTRIAL HYGIENIST 4
394G	INDUSTRIAL HYGIENIST 4	Officials and Administrators	WMS BAND 1
397B	EMERGENCY MANAGEMENT PROGRAM SPEC 2	Professional - Safety	EMERGENCY MANAGEMENT PROGRAM SPEC 3
397C	EMERGENCY MANAGEMENT PROGRAM SPEC 3	Professional - Safety	EMERGENCY MANAGEMENT PROGRAM SPEC 4
397D	EMERGENCY MANAGEMENT PROGRAM SPEC 4	#N/A	EMERGENCY AND SECURITY PROGRAM MANAGER
399E	SAFETY OFFICER ASSISTANT	Professional - Safety	SAFETY OFFICER 1
399G	SAFETY OFFICER 2	Professional - Safety	SAFETY OFFICER 3
399H	SAFETY OFFICER 3	Officials and Administrators	WMS BAND 1
399R	FLEET SAFETY/TRAINING ADMIN - WSF	Officials and Administrators	WMS BAND 1
401A	TRAFFIC SAFETY SYSTEMS OPERATOR 1	Technicians	TRAFFIC SAFETY SYSTEMS OPERATOR 2
401C	TRAFFIC SAFETY SYSTEMS OPERATOR 3	Technicians	TRAFFIC SAFETY SYSTEMS OPERATOR 4
401D	TRAFFIC SAFETY SYSTEMS OPERATOR 4	Officials and Administrators	WMS BAND 1
430E	TORT CLAIMS INVESTIGATOR 1	Professional - Investigator	TORT CLAIMS INVESTIGATOR 2

452F	COMMUNICATIONS SYSTEMS MANAGER	Professional - IT	COMMUNICATIONS SYSTEMS DIRECTOR
479I	IT SPECIALIST 1	Professional - IT	IT SPECIALIST 2
479J	IT SPECIALIST 2	Professional - IT	IT SPECIALIST 3
479K	IT SPECIALIST 3	Professional - IT	IT SPECIALIST 4
479L	IT SPECIALIST 4	Professional - IT	IT SPECIALIST 5
479M	IT SPECIALIST 5	Professional - IT	IT SYSTEMS/APP SPEC 6
479N	IT SYSTEMS/APP SPEC 6	Officials and Administrators	WMS BAND 1
481B	IT TECHNICIAN 2	Professional - IT	IT SPECIALIST 1
515Q	CHEMIST 2	Professional - Science	CHEMIST 3
515R	CHEMIST 3	Professional - Science	CHEMIST 4
515S	CHEMIST 4	Officials and Administrators	WMS BAND 1
519I	NATURAL RESOURCES TECHNICIAN 2	Technicians	NATURAL RESOURCES TECHNICIAN 3
519J	NATURAL RESOURCES TECHNICIAN 3	Professional - Engineering	TRANSPORTATION PLANNING SPECIALIST 1
530H	CIVIL ENGINEER 4	Officials and Administrators	WMS BAND 1
530K	TRANSPORTATION ENGINEER 1	Professional - Engineering	TRANSPORTATION ENGINEER 2
530L	TRANSPORTATION ENGINEER 2	Professional - Engineering	TRANSPORTATION ENGINEER 3
530M	TRANSPORTATION ENGINEER 3	Professional - Engineering	TRANSPORTATION ENGINEER 4
530N	TRANSPORTATION ENGINEER 4	Professional - Engineering	TRANSPORTATION ENGINEER 5
530O	TRANSPORTATION ENGINEER 5	Officials and Administrators	WMS BAND 1
530P	TRANSPORTATION TECHNICAL ENGINEER	Officials and Administrators	WMS BAND 1
531E	BRIDGE ENGINEER 1	Professional - Engineering	BRIDGE ENGINEER 2
531F	BRIDGE ENGINEER 2	Professional - Engineering	BRIDGE ENGINEER 3
531G	BRIDGE ENGINEER 3	Professional - Engineering	BRIDGE ENGINEER 4
531H	BRIDGE ENGINEER 4	Professional - Engineering	BRIDGE ENGINEER 5
531I	BRIDGE ENGINEER 5	Professional - Engineering	BRIDGE ENGINEER 6
531J	BRIDGE ENGINEER 6	Professional - Engineering	BRIDGE ENGINEER 7
531K	BRIDGE ENGINEER 7	Officials and Administrators	WMS BAND 1
532F	ELECTRICAL ENGINEER 4	Officials and Administrators	WMS BAND 1
532K	ELECTRONIC DESIGN ENGINEER	Professional - IT	ELECTRONICS ENGINEERING MANAGER
533E	INSPECTOR SPECIALIST, MARINE	END OF TRACK	END OF TRACK
533G	VESSEL PROJECT ENGINEER	Officials and Administrators	WMS BAND 1
533K	MARINE ENGINEER	Professional - Engineering	SENIOR MARINE ENGINEER
533L	SENIOR MARINE ENGINEER	Professional - Engineering	MARINE PROJECT ENGINEER
533M	MARINE PROJECT ENGINEER	Officials and Administrators	WMS BAND 1
533N	MARINE MECHANICAL ENGINEER	END OF TRACK	END OF TRACK

537J	CONSTRUCTION PROJECT COORDINATOR 2	Professional - Engineering	CONSTRUCTION PROJECT COORDINATOR 3
537K	CONSTRUCTION PROJECT COORDINATOR 3	Professional - Engineering	CONSTRUCTION PROJECT COORDINATOR 4
537L	CONSTRUCTION PROJECT COORDINATOR 4	Officials and Administrators	WMS BAND 1
538R	TRANSPORTATION TECHNICIAN 1	Technicians	TRANSPORTATION TECHNICIAN 2
538S	TRANSPORTATION TECHNICIAN 2	Technicians	TRANSPORTATION TECHNICIAN 3
538T	TRANSPORTATION TECHNICIAN 3	Professional - Engineering	TRANSPORTATION ENGINEER 2
538U	TRANSPORTATION ENGINEER INTERN	Professional - Engineering	TRANSPORTATION ENGINEER 1
538Y	MARINE DESIGNER	Officials and Administrators	WMS BAND 1
539F	ARCHITECT 2	Professional - Engineering	ARCHITECT SUPERVISOR
539V	NAVAL ARCHITECT 1	Professional - Engineering	NAVAL ARCHITECT 2
539W	NAVAL ARCHITECT 2	Professional - Engineering	CARTOGRAPHER 1
541F	CARTOGRAPHER 2	Professional - Engineering	CARTOGRAPHER 3
541G	CARTOGRAPHER 3	Professional - Engineering	CARTOGRAPHY SUPERVISOR
542G	FACILITIES PLANNER 1	Professional - Administrative	FACILITIES PLANNER 2
542H	FACILITIES PLANNER 2	Professional - Administrative	FACILITIES SENIOR PLANNER
543E	TRANSPORTATION PLANNING SPECIALIST 1	Professional - Engineering	TRANSPORTATION PLANNING SPECIALIST 2
543F	TRANSPORTATION PLANNING SPECIALIST 2	Professional - Engineering	TRANSPORTATION PLANNING SPECIALIST 3
543G	TRANSPORTATION PLANNING SPECIALIST 3	Professional - Engineering	TRANSPORTATION PLANNING SPECIALIST 4
543H	TRANSPORTATION PLANNING SPECIALIST 4	Professional - Engineering	TRANSPORTATION PLANNING SPECIALIST 5
543I	TRANSPORTATION PLANNING SPECIALIST 5	Professional - Engineering	TRANSPORTATION PLANNING SUPERVISOR
544H	TRANSPORTATION PLANNING TECHNICIAN 1	Technicians	TRANSPORTATION PLANNING TECHNICIAN 2
544I	TRANSPORTATION PLANNING TECHNICIAN 2	Technicians	TRANSPORTATION PLANNING TECHNICIAN 3
544J	TRANSPORTATION PLANNING TECHNICIAN 3	Professional - Engineering	TRANSPORTATION ENGINEER 2
594F	ELECTRONIC COMMUNICATIONS SYST TECH, FI	Technicians	SENIOR TELECOMMUNICATIONS SPECIALIST
594H	SENIOR TELECOMMUNICATIONS SPECIALIST	Officials and Administrators	WMS BAND 1
594K	ELECTRONICS SUPERVISOR - TRANSPORTATION	Officials and Administrators	WMS BAND 1
594M	TRANSPORTATION SYSTEMS TECHNICIAN A	Technicians	TRANSPORTATION SYSTEMS TECHNICIAN B
594N	TRANSPORTATION SYSTEMS TECHNICIAN B	Technicians	TRANSPORTATION SYSTEMS TECHNICIAN C
594O	TRANSPORTATION SYSTEMS	Technicians	TRANSPORTATION SYSTEMS

	TECHNICIAN C		TECHNICIAN D
594P	TRANSPORTATION SYSTEMS TECHNICIAN D	Technicians	ELECTRONICS SUPERVISOR - TRANSPORTATION
595G	REST AREA ATTENDANT - TRANSPORTATION	Skilled Craft Workers	MAINTENANCE TECHNICIAN 1
595K	UTILITY WORKER 1	Service-Maintenance	UTILITY WORKER 2
595L	UTILITY WORKER 2	Service-Maintenance	UTILITY WORKER 3
596I	MAINTENANCE SPECIALIST 2	Skilled Craft Workers	MAINTENANCE SPECIALIST 3
596J	MAINTENANCE SPECIALIST 3	Skilled Craft Workers	MAINTENANCE SPECIALIST 4
596K	MAINTENANCE SPECIALIST 4	Skilled Craft Workers	MAINTENANCE SPECIALIST 5
596L	MAINTENANCE SPECIALIST 5	Officials and Administrators	WMS BAND 1
596O	MAINTENANCE TECHNICIAN 1	Skilled Craft Workers	MAINTENANCE TECHNICIAN 1
	MAINTENANCE TRAINEE	Skilled Craft Workers	#N/A
596P	MAINTENANCE TECHNICIAN 1	Skilled Craft Workers	MAINTENANCE TECHNICIAN 2
596Q	MAINTENANCE TECHNICIAN 2	Skilled Craft Workers	MAINTENANCE TECHNICIAN 3
596R	MAINTENANCE TECHNICIAN 3	Skilled Craft Workers	MAINTENANCE LEAD TECHNICIAN
596S	MAINTENANCE LEAD TECHNICIAN	Skilled Craft Workers	MAINTENANCE SUPERVISOR
596T	MAINTENANCE SUPERVISOR	Officials and Administrators	MNT OP STF ASST
596U	TUNNEL MAINTENANCE SUPERVISOR	Officials and Administrators	WMS BAND 1
597E	BRIDGE TENDER	Skilled Craft Workers	MAINTENANCE TECHNICIAN 1, BRIDGE
597F	MAINTENANCE TECHNICIAN 1, BRIDGE	Skilled Craft Workers	MAINTENANCE TECHNICIAN 2, BRIDGE
	MAINTENANCE TECHNICIAN 2	Skilled Craft Workers	#N/A
597G	MAINTENANCE TECHNICIAN 2, BRIDGE	Skilled Craft Workers	MAINTENANCE LEAD TECHNICIAN, BRIDGE
597K	MAINTENANCE SPECIALIST, SUSPENSION BRIDGE	Skilled Craft Workers	MAINTENANCE LEAD TECHNICIAN, SUSPENSION BRIDGE
598N	FACILITY SERVICES COORDINATOR	Professional - Administrative	FACILITIES PLANNER 1
598P	MAINTENANCE - OPERATIONS ASSISTANT SUPT	Skilled Craft Workers	MAINTENANCE - OPERATIONS SUPERINTENDENT
598Q	MAINTENANCE - OPERATIONS SUPERINTENDENT	Skilled Craft Workers	MAINTENANCE - OPERATIONS STAFF ASSISTANT
598R	MAINTENANCE - OPERATIONS STAFF ASSISTANT	Officials and Administrators	WMS BAND 1
599B	AVALANCHE FORECAST & CONTROL SPEC 2	Technicians	AVALANCHE FORECAST & CONTROL SPEC 4
599D	AVALANCHE FORECAST & CONTROL SPEC 4	Officials and Administrators	WMS BAND 1
600I	EQUIPMENT TECHNICIAN 1	Skilled Craft Workers	EQUIPMENT TECHNICIAN 2
600J	EQUIPMENT TECHNICIAN 2	Skilled Craft Workers	EQUIPMENT TECHNICIAN 3
600K	EQUIPMENT TECHNICIAN 3	Skilled Craft Workers	EQUIPMENT TECHNICIAN 4

600L	EQUIPMENT TECHNICIAN LEAD	Skilled Craft Workers	EQUIPMENT TECHNICIAN 5
600M	EQUIPMENT TECHNICIAN SUPERVISOR	Officials and Administrators	WMS BAND 1
626J	MAINTENANCE MECHANIC 1	Skilled Craft Workers	MAINTENANCE MECHANIC 2
626K	MAINTENANCE MECHANIC 2	Skilled Craft Workers	MAINTENANCE MECHANIC 3
626L	MAINTENANCE MECHANIC 3	Skilled Craft Workers	MAINTENANCE MECHANIC 4
626M	MAINTENANCE MECHANIC 4	Skilled Craft Workers	MAINTENANCE SPECIALIST 5
632I	TRUCK DRIVER 1	Service-Maintenance	TRUCK DRIVER 2
652P	FERRY OPERATOR	Skilled Craft Workers	FERRY OPERATOR, SENIOR
653P	FERRY OPERATOR ASSISTANT	Skilled Craft Workers	FERRY OPERATOR
678H	MAINTENANCE CUSTODIAN	Service-Maintenance	CUSTODIAN 1
678I	CUSTODIAN 1	Service-Maintenance	CUSTODIAN 2
678J	CUSTODIAN 2	Service-Maintenance	CUSTODIAN 3
678K	CUSTODIAN 3	Service-Maintenance	CUSTODIAN 4
B4041	QUALITY ASSURANCE MANAGER - DOT	END OF TRACK	END OF TRACK
B4074	ADM URBAN COR OF	END OF TRACK	END OF TRACK
B4090	DIRECTOR, HUMAN RESOURCES	END OF TRACK	END OF TRACK
B4118	DEPUTY SECRETARY, POLICY - TRANSPORTATION	END OF TRACK	END OF TRACK
B4120	D/SEC OPER TRANS	END OF TRACK	END OF TRACK
B4140	ASSISTANT SECRETARY, ADMINISTRATION DIV	END OF TRACK	END OF TRACK
B4160	CEO WA STATE FER	END OF TRACK	END OF TRACK
B4161	CHIEF OF STAFF - DOT/WSF	END OF TRACK	END OF TRACK
B4162	DIRECTOR, SAFETY SYSTEMS - DOT/WSF	END OF TRACK	END OF TRACK
B4163	PUBLIC INFORMATION OFFICER - DOT/WSF	END OF TRACK	END OF TRACK
B4164	DIRECTOR, COMMUNITY SERVICES - DOT/WSF	END OF TRACK	END OF TRACK
B4165	DIRECTOR, FINANCE AND ADMIN - DOT/WSF	END OF TRACK	END OF TRACK
B4166	DIRECTOR, MARINE OPERATIONS - DOT/WSF	END OF TRACK	END OF TRACK
B4167	DIRECTOR, VESSEL MAINTENANCE - DOT/WSF	END OF TRACK	END OF TRACK
B4168	DIRECTOR, TERMINAL ENGINEERING - DOT/WSF	END OF TRACK	END OF TRACK
B4170	DIRECTOR, AVIATION DIVISION	END OF TRACK	END OF TRACK
B4172	STATE CONSTRUCTION ENGINEER - DOT	END OF TRACK	END OF TRACK
B4173	DIRECTOR, MAINTENANCE	END OF TRACK	END OF TRACK

	OPERATIONS - DOT		
B4174	STATE TRAFFIC ENGINEER/TRAFFIC OPS - DOT	END OF TRACK	END OF TRACK
B4175	STATE DESIGN ENGINEER - DOT DEV DIV	END OF TRACK	END OF TRACK
B4176	COMMUNICATIONS DIRECTOR - DOT	END OF TRACK	END OF TRACK
B4177	DIRECTOR, EXTERNAL CIVIL RIGHTS - DOT	END OF TRACK	END OF TRACK
B4178	STATE ROUTE 520 PROGRAM ADMIN - DOT	END OF TRACK	END OF TRACK
B4179	PUGET SOUND GATEWAY PRGRM ADMINSTR - DOT	END OF TRACK	END OF TRACK
B4180	TRNSP DIST ADM 1	END OF TRACK	END OF TRACK
B4190	TRANSPORTATION REGIONAL ADMINISTRATOR	END OF TRACK	END OF TRACK
B4230	DIRECTOR, HIGHWAYS AND LOCAL PROGRAMS	END OF TRACK	END OF TRACK
B4250	DIR INTERGOV REL	END OF TRACK	END OF TRACK
B4345	CHAIRPERSON, BOARD OF PILOTAGE COMISSR	END OF TRACK	END OF TRACK
B4380	CFO/ASSIST SECY, STRATEGIC PLNG & PROG	END OF TRACK	END OF TRACK
B4390	ASSIST SECY, ENGINEERING AND REGNL OPERS	END OF TRACK	END OF TRACK
B4392	DIRECTOR, OFFICE OF INFORMATION TECH	END OF TRACK	END OF TRACK
B4395	DIR, POLICY & STRATEGY DEVELOPMENT	END OF TRACK	END OF TRACK
EX018	SECRETARY DOT	END OF TRACK	END OF TRACK
EX050	CONF SEC - DOT	Paraprofessionals	VARIOUS POSSIBILITIES
EX051	CONF. SECRETARY	Paraprofessionals	VARIOUS POSSIBILITIES
EX053	CONF SEC - DOT	Paraprofessionals	VARIOUS POSSIBILITIES
EX054	CONF SEC DOT	Paraprofessionals	VARIOUS POSSIBILITIES
M0225	SECRETARY	Office and Clerical	DISPATCH COORD
M0226	STAFF AIDE	END OF TRACK	END OF TRACK
M0231	ACCT ASST 2	Professional - Budget and Accounting	ACCT ASST 3
M0232	ACCT ASST 3	Professional - Budget and Accounting	ACCOUNTANT
M0233	ACCOUNTANT	Professional - Budget and Accounting	FISCAL ANALYST 5
M0234	DISPATCH COORD	Officials and Administrators	WMS BAND 1
M0235	DISPATCHER	Office and Clerical	DISPATCH COORD
M0237	BID ADMINISTRATOR	Officials and Administrators	WMS BAND 1

M0239	SAFETY SPEC	END OF TRACK	END OF TRACK
M0243	STAFF AIDE	END OF TRACK	END OF TRACK
M0252	BUYER 3	END OF TRACK	END OF TRACK
M0255	CONTRACT COORD 1	Paraprofessionals	CONTRACT COORD 2
M0256	CONTRACT COORD 2	END OF TRACK	END OF TRACK
M0270	STOCK CLERK	Paraprofessionals	BUYER 2
M0277	INVENTORY AGENT	Paraprofessionals	BUYER 2
M0278	MAINT MATL COORD	END OF TRACK	END OF TRACK
M0279	PURCHASING AGENT	END OF TRACK	END OF TRACK
M0291	PERS ASST 2	Professional - Human Resources	HUMAN RESOURCE CONSULTANT 1
M0292	RELIEF DISPATCHER	Office and Clerical	DISPATCH COORD
M0300	SHIPWRIGHT FOREPERSON	Skilled Craft Workers	GEN FOREMAN
M0301	SHIPWRIGHT LEADPERSON	Skilled Craft Workers	SHIPWRIGHT FORE
M0302	SHIPWRIGHT JOURNEY	Skilled Craft Workers	SHIPWRIGHT LEAD
M0307	SHIPWRIGHT VESSEL GEN FORE	Officials and Administrators	WMS BAND 1
M0315	MACHINIST FORE	Skilled Craft Workers	GEN FOREMAN
M0316	MACHINIST LEAD	Skilled Craft Workers	MACHINIST FORE
M0317	MACHINIST	Skilled Craft Workers	MACHINIST LEAD
M0320	ELECTRICIAN FORE	Skilled Craft Workers	GEN FOREMAN
M0321	ELECTRICIAN LEAD	Skilled Craft Workers	ELECTRICIAN FORE
M0322	ELECTRICIAN	Skilled Craft Workers	ELECTRICIAN LEAD
M0324	EH APPRENTICE	Skilled Craft Workers	ELECTRICIAN
M0330	TRUCKDRIVER LEAD	END OF TRACK	END OF TRACK
M0340	BOILERMAKER FORE	Skilled Craft Workers	GEN FOREMAN
M0341	BOILERMAKER LEAD	Skilled Craft Workers	BOILERMAKER FORE
M0342	BOILERMAKER	Skilled Craft Workers	BOILERMAKER LEAD
M0350	PIPEFITTER FORE	Skilled Craft Workers	GEN FOREMAN
M0351	PIPEFITTER LEAD	Skilled Craft Workers	PIPEFITTER FORE
M0352	PIPEFITTER	Skilled Craft Workers	PIPEFITTER LEAD
M0360	SHEETMETAL FORE	Skilled Craft Workers	GEN FOREMAN
M0361	SHEETMETAL LEAD	Skilled Craft Workers	SHEETMETAL FORE
M0362	SHEETMETAL WRKR	Skilled Craft Workers	SHEETMETAL LEAD
M0370	STOREKEEPER FORE	END OF TRACK	END OF TRACK
M0371	STOREKEEPER LEAD	Service-Maintenance	STOREKEEPER FORE
M0372	STOREKEEPER	Service-Maintenance	STOREKEEPER LEAD
M0381	TERM FOREPERSON	END OF TRACK	END OF TRACK
M0385	PLANNER/EH	END OF TRACK	END OF TRACK

M0386	HEALTH/SFTY SUPV	Officials and Administrators	WMS BAND 1
M0391	INSULATION LEAD	Skilled Craft Workers	INSULATION FORE
M0392	INSULATION	Skilled Craft Workers	INSULATION LEAD
M0400	STAFF CHIEF	Officials and Administrators	WMS BAND 1
M0405	ALT STAFF CHIEF	Professional - Engineering	STAFF CHIEF
M0410	CHIEF ENGINEER	Professional - Engineering	STAFF CHIEF
M0420	RELIEF CHIEF	Professional - Engineering	STAFF CHIEF
M0430	ASST ENGINEER	Professional - Engineering	CHIEF ENGINEER
M0450	OILER	Professional - Engineering	ASST ENGINEER
M0452	RELIEF OILER	Professional - Engineering	ASST ENGINEER
M0460	WIPER	Service-Maintenance	OILER
M0465	YARD OILER	Professional - Engineering	ASST ENGINEER
M0470	E INTERN	Skilled Craft Workers	ELECTRICIAN
M0500	STAFF MASTER	Officials and Administrators	WMS BAND 1
M0505	MASTER	Professional - Administrative	STAFF MASTER
M0507	R MASTER	Professional - Administrative	STAFF MASTER
M0510	CHIEF MATE	Professional - Engineering	MASTER
M0512	RELIEF CM	Professional - Engineering	MASTER
M0520	SECOND MATE	Professional - Safety	CHIEF MATE
M0600	ABLE SEAMAN	Professional - Safety	SECOND MATE
M0602	RELIEF AB	Professional - Safety	SECOND MATE
M0605	ABLE BOS'N	Professional - Safety	SECOND MATE
M0607	QUARTERMASTER	Professional - Safety	SECOND MATE
M0610	OS	Service-Maintenance	ABLE SEAMAN
M0612	OS RELIEF	Service-Maintenance	ABLE SEAMAN
M0650	SHOREGANG FORE	END OF TRACK	END OF TRACK
M0655	SHOREGANG LEAD	Service-Maintenance	SHOREGANG FORE
M0660	SHOREGANG	Service-Maintenance	SHOREGANG LEAD
M0700	TERM SUPERVISOR	Officials and Administrators	WMS BAND 1
M0702	RELIEF SUPERVISOR	Professional - Administrative	TERM SUPERVISOR
M0704	RR TERM SUPER	Professional - Administrative	TERM SUPERVISOR
M0705	TICKET SELLER/A	Professional - Administrative	TERM SUPERVISOR
M0707	RELIEF SELLER/A	Professional - Administrative	TERM SUPERVISOR
M0720	TICKET TAKER	Office and Clerical	TICKET SELLER/A
M0730	TERM ATTD/WATCH	Office and Clerical	TICKET SELLER/A
M0743	WEB INFO AGENT	END OF TRACK	END OF TRACK
M0745	INFO AGENT	END OF TRACK	END OF TRACK
M0750	DECK TO TERM / AB	Professional - Administrative	TERM SUPERVISOR

M0805	JANITOR	Service-Maintenance	JANITOR FOREMAN
M0900	MARINE OPERATIONS WATCH SUPERVISOR	Officials and Administrators	WMS BAND 1
M0901	FLEET AND FACILITY SECURITY OFFICER	END OF TRACK	END OF TRACK
M9990	ON-CALL TERMINAL	Office and Clerical	TERM ATTD/WATCH
M9994	TEMP A/E	Professional - Engineering	ASST ENGINEER
M9997	DECK MM&P	Professional - Safety	SECOND MATE
M9999	ON-CALL DECK	Service-Maintenance	OS
WMS01	WMS BAND 1	Officials and Administrators	WMS BAND 2
WMS02	WMS BAND 2	Officials and Administrators	WMS BAND 3
WMS03	WMS BAND 3	Officials and Administrators	WMS BAND 4
WMS04	WMS BAND 4	Officials and Administrators	EMS

Appendix

D

WSDOT Affirmative Action Region/Division Profiles June 30, 2017

WSDOT Region/ Division	Total	White/ Caucasian*		African American / Black		American Indian / Alaska Native		Asian/ Pacific Islander		Hispanic / Latino		Female		Vietnam Era Veterans		Disabled Veterans		Persons with Disability		Persons Over 40	
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
WSF	1,813	1,624	89.6%	45	2.5%	28	1.5%	78	4.3%	38	2.1%	455	25.1%	9	0.5%	1	0.1%	49	2.7%	1,416	78.1%
Northwest	1,100	938	85.3%	28	2.5%	12	1.1%	92	8.4%	30	2.7%	202	18.4%	10	0.9%	1	0.1%	43	3.9%	825	75.0%
Olympic	621	553	89.0%	11	1.8%	12	1.9%	33	5.3%	12	1.9%	112	18.0%	6	1.0%	2	0.3%	29	4.7%	489	78.7%
Headquarters	1,536	1,315	85.6%	38	2.5%	21	1.4%	121	7.9%	41	2.7%	605	39.4%	23	1.5%	6	0.4%	74	4.8%	1,201	78.2%
Southwest	382	362	94.8%	1	0.3%	4	1.0%	10	2.6%	5	1.3%	75	19.6%	4	1.0%	1	0.3%	13	3.4%	284	74.3%
North Central	233	217	93.1%	1	0.4%	5	2.1%	1	0.4%	9	3.9%	28	12.0%	2	0.9%	0	0.0%	3	1.3%	181	77.7%
South Central	448	417	93.1%	1	0.2%	5	1.1%	2	0.4%	23	5.1%	83	18.5%	4	0.9%	0	0.0%	16	3.6%	347	77.5%
Eastern	375	352	93.9%	2	0.5%	9	2.4%	4	1.1%	8	2.1%	70	18.7%	5	1.3%	1	0.3%	14	3.7%	308	82.1%
WSDOT	6,508	5,778	88.8%	127	2.0%	96	1.5%	341	5.2%	166	2.6%	1,630	25.0%	63	1.0%	12	0.2%	241	3.7%	5,051	77.6%
* WORKFORCE AVAILABILITY			89.0%		1.8%		1.4%		5.1%		2.6%		25.1%		1.0%		0.2%		3.4%		N/A

Data is extracted from HRMS Business Intelligence using a "snapshot" query of WSDOT employees at the end of June 2015 Fiscal Year. Included are all permanent Merit System (MS) 1 staff in 50%-100% time appointments and all Active MS 5 (WSF) staff. Active MS 5 includes employees in Appointment Status designations of Marine-On-call, Marine-Temporary, Marine-Permanent, Marine-Relief, and Probationary.

* Please note that Race/Ethnicity is voluntarily disclosed by employees through Affirmative Action Profile forms. Those that do not identify a race/gender have historically defaulted to "Caucasian". Employees may identify a designation by submitting an Affirmative Action Profile Form to their Human Resources Representative.

WSDOT AGENCY-WIDE UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Officials/Administrators

Date: June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam- Era Veteran	Disabled Veteran	Persons With Disabilities	
Current Utilization #	642	565	15	4	41	17	160	8	1	21	
Current Utilization %		88.0%	2.3%	0.6%	6.4%	2.6%	24.9%	1.25%	0.16%	3.27%	
Internal Availability	1114	88.1%	2.0%	1.3%	6.1%	2.6%	26.2%	1.8%	0.4%	4.3%	
WSDOT Availability %			2.5%	1.8%	6.9%	3.7%	38.6%	3.0%	0.8%	4.7%	
Relative Available #			16	12	45	24	248	20	6	30	
Goal			1	8	4	7	88	12	5	9	
Goals Met?			NO	NO	NO	NO	NO	NO	NO	NO	NO
Utilization Analysis			Under-utilized	S Under-utilized	Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized

Utilized: The number of current employees in an affected group equals the number available. Under-utilized: The number of current employees in an affected group is less than the number available. S (Significantly) Under-utilized: The number of current employees in an affected group is less than 80% of the number available. This is an indicator of a potential barrier that requires monitoring and necessary corrective action.

WSDOT AGENCY-WIDE UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Professionals

Date: June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam- Era Veteran	Disabled Veteran	Persons With Disabilities
Current Utilization #	2575	2229	49	31	203	63	742	37	6	110
Current Utilization %		86.6%	1.9%	1.2%	7.9%	2.4%	28.8%	1.4%	0.2%	4.3%
Internal Availability	3238	87.7%	2.0%	1.3%	6.5%	2.5%	26.8%	1.1%	0.2%	3.9%
WSDOT Availability %			1.9%	1.2%	11.9%	3.5%	26.2%	3.0%	0.8%	3.8%
Relative Available #			51	31	307	92	674	78	21	99
Goal			2	0	104	29	0	41	15	0
Goals Met?			NO	YES	NO	NO	YES	NO	NO	YES
Utilization Analysis			Utilized	Utilized	S Under-utilized	S Under-utilized	Utilized	S Under-utilized	S Under-utilized	Utilized

Utilized: The number of current employees in an affected group equals the number available. Under-utilized: The number of current employees in an affected group is less than the number available. S (Significantly) Under-utilized: The number of current employees in an affected group is less than 80% of the number available. This is an indicator of a potential barrier that requires monitoring and necessary corrective action.

WSDOT AGENCY-WIDE UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Paraprofessionals

Date: June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam- Era Veteran	Disabled Veteran	Persons With Disabilities	
Current Utilization #	93	83	4	2	2	2	80	0	0	8	
Current Utilization %		89.25%	4.30%	2.15%	2.15%	2.15%	86.02%	0.00%	0.00%	8.60%	
Internal Availability	109	90.8%	3.7%	1.8%	2.8%	0.9%	89.9%	0.0%	0.0%	4.6%	
WSDOT Availability %			6.1%	2.5%	7.8%	7.0%	87.9%	3.0%	0.8%	7.7%	
Relative Available #			6	3	8	7	82	3	1	8	
Goal			2	1	6	5	2	3	1	0	
Goals Met?			NO	NO	NO	NO	NO	NO	NO	NO	YES
Utilization Analysis			S Under-utilized	Under-utilized	S Under-utilized	S Under-utilized	Under-utilized	S Under-utilized	S Under-utilized	Utilized	

Utilized: The number of current employees in an affected group equals the number available. Under-utilized: The number of current employees in an affected group is less than the number available. S (Significantly) Under-utilized: The number of current employees in an affected group is less than 80% of the number available. This is an indicator of a potential barrier that requires monitoring and necessary corrective action.

WSDOT AGENCY-WIDE UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Office and Clerical

Date: June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam- Era Veteran	Disabled Veteran	Persons With Disabilities	
Current Utilization #	513	449	17	11	24	12	324	1	0	26	
Current Utilization %		87.52%	3.31%	2.14%	4.68%	2.34%	63.16%	0.19%	0.00%	5.07%	
Internal Availability	363	89.0%	2.5%	2.2%	4.7%	1.7%	61.7%	0.3%	0.0%	3.0%	
WSDOT Availability %			4.2%	2.1%	8.2%	6.4%	74.3%	3.0%	0.8%	6.5%	
Relative Available #			22	11	42	33	382	16	5	34	
Goal			5	0	18	21	58	15	5	8	
Goals Met?			NO	YES	NO	NO	NO	NO	NO	NO	NO
Utilization Analysis			S Under-utilized	Utilized	S Under-utilized	S Under-utilized	Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized

Utilized: The number of current employees in an affected group equals the number available. Under-utilized: The number of current employees in an affected group is less than the number available. S (Significantly) Under-utilized: The number of current employees in an affected group is less than 80% of the number available. This is an indicator of a potential barrier that requires monitoring and necessary corrective action.

WSDOT AGENCY-WIDE UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Skilled Craftpersons

Date: June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam- Era Veteran	Disabled Veteran	Persons With Disabilities	
Current Utilization #	1469	1363	19	26	26	35	71	10	1	32	
Current Utilization %		92.8%	1.3%	1.8%	1.8%	2.4%	4.8%	0.7%	0.1%	2.2%	
Internal Availability	1448	92.2%	1.3%	1.7%	1.9%	2.9%	5.8%	0.6%	0.1%	3.4%	
WSDOT Availability %			2.5%	2.0%	4.9%	12.5%	5.8%	3.0%	0.8%	7.5%	
Relative Available #			37	30	73	184	85	45	12	111	
Goal			18	4	47	149	14	35	11	79	
Goals Met?			NO	NO	NO	NO	NO	NO	NO	NO	NO
Utilization Analysis			S Under-utilized	Under-utilized	S Under-utilized	S Under-utilized	Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	

Utilized: The number of current employees in an affected group equals the number available. Under-utilized: The number of current employees in an affected group is less than the number available. S (Significantly) Under-utilized: The number of current employees in an affected group is less than 80% of the number available. This is an indicator of a potential barrier that requires monitoring and necessary corrective action.

WSDOT AGENCY-WIDE UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Technicians

Date: June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam- Era Veteran	Disabled Veteran	Persons With Disabilities
Current Utilization #	489	426	10	10	23	20	102	6	4	31
Current Utilization %		87.1%	2.0%	2.0%	4.7%	4.1%	20.9%	1.2%	0.8%	6.3%
Internal Availability	313	88.5%	1.9%	1.9%	4.8%	2.9%	21.4%	1.0%	0.3%	3.8%
WSDOT Availability %			3.1%	1.9%	9.9%	6.8%	51.9%	3.0%	0.8%	5.7%
Relative Available #			16	10	49	34	254	15	4	28
Goal			6	0	26	14	152	9	0	0
Goals Met?			NO	YES	NO	NO	NO	NO	YES	YES
Utilization Analysis			S Under-utilized	Utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	Utilized	Utilized

Utilized: The number of current employees in an affected group equals the number available. Under-utilized: The number of current employees in an affected group is less than the number available. S (Significantly) Under-utilized: The number of current employees in an affected group is less than 80% of the number available. This is an indicator of a potential barrier that requires monitoring and necessary corrective action.

WSDOT AGENCY-WIDE UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Services / Maintenance

Date: June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam- Era Veteran	Disabled Veteran	Persons With Disabilities
Current Utilization #	727	663	13	12	22	17	151	1	0	13
Current Utilization %		91.2%	1.8%	1.7%	3.0%	2.3%	20.8%	0.1%	0.0%	1.8%
Internal Availability	342	91.5%	1.2%	0.9%	2.6%	3.8%	30.7%	0.3%	0.0%	2.3%
WSDOT Availability %			4.5%	2.7%	8.4%	18.2%	35.8%	3.0%	0.8%	8.7%
Relative Available #			33	20	62	133	261	22	6	64
Goal			20	8	40	116	110	21	6	51
Goals Met?			NO	NO	NO	NO	NO	NO	NO	NO
Utilization Analysis			S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized

Utilized: The number of current employees in an affected group equals the number available. Under-utilized: The number of current employees in an affected group is less than the number available. S (Significantly) Under-utilized: The number of current employees in an affected group is less than 80% of the number available. This is an indicator of a potential barrier that requires monitoring and necessary corrective action.

Utilization Analysis Report Definitions and Descriptions

This report compares the composition of Washington State Department of Transportation's current workforce of affected group members against the available workforce. WSDOT Regions and HQ Administrations use this information to establish and monitor strategies to correct underutilization and employ a productive and diverse workforce. Human Resource Consultants use this report to determine what supplemental certifications (if applicable) need to be enacted for the following affected groups: Person with Disabilities, Vietnam-Era Veterans, and Disabled Veterans.

Job Groups are groups of Occupational Categories (job classifications) in WSDOT that have relatively similar content and opportunities. Job Groups with less than 10 employees are not included in this report.

Utilization # is the total number of employees in within the reported WSDOT Organization. (Includes permanent Merit System 1 employees with 50% or more "Appointment Percent" and all active Merit System 5 (WSF) employees (including "On-call", "Temporary", "Relief", and "Probation"). Utilization % is the proportion of each race, gender, veteran, or disability category within each EEO Group. It equals the number of employees in each Affirmative Action Category divided by the total number of employees in the EEO Job Group.

Internal Availability is the estimated internal pool of candidates available for promotion. The methodology is based on identifying Job Classes that have a natural career path progression to higher classes. For example, Bridge Engineer 1 employees are "available" for promotion to Bridge Engineer 2 positions. Employee data was grouped for all employees (permanent and non-permanent) from the job class held on June 30, 2017 into the EEO Group of the job class they could promote into.

WSDOT Availability % is the final availability percentage for the agency as a whole. Availability #, Goal, Goal Met, and Utilization Analysis are based on the WSDOT Availability %.

Relative Available # represents the number available for each affected group, relative to the size of the Job Group. It is the product of the WSDOT Availability multiplied by the number of positions in the EEO Job Group, rounded up.

Goal is the number of new hires/promotions that would bring the group to parity with the available workforce. It is the Utilization # minus the Availability #, where the result is greater than zero. Numbers are rounded up.

Goals Met? indicates if there is underutilization, meaning the group is under-represented compared the number available. If goals have not been met, there is a need to apply affirmative action strategies. If there is underutilization of less than .5 FTE, there is still a goal for which affirmative action can be taken. Therefore, "Relative Available" and "Goal" numbers are rounded up.

Utilization Analysis compares the number of employees represented by the WSDOT Region/HQ Division against WSDOT Final Availability.

Utilized: The number of current employees in an affected group equals the number available. **Under-utilized:** The number of current employees in an affected group is less than the number available. **S (Significantly) Under-utilized:** The number of current employees in an affected group is less than 80% of the number available. This is an indicator of a potential barrier that requires monitoring and necessary corrective action.

Affirmative Action Category Definitions

Affirmative Action information is self-identified by employees on a voluntary basis. All employee counts include permanent full-time employees and are compiled from the Washington State HRMS Business Intelligence system.

Caucasian: A person with origins in any of the original peoples of Europe, North Africa, or the Middle East.

African American/Black: A person with origins in any of the Black racial groups of Africa.

American Indian or Alaskan Native: A person with origins in any of the original peoples of North America and who maintains cultural identification through documented tribal affiliation or community recognition.

Asian or Pacific Islander: A person with origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. For example, China, Japan, Korea, Pakistan, the Philippine Republic, and Samoa.

Hispanic/Latino: A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin regardless of race. For example, persons from Brazil, Guyana, or Surinam would be classified according to their race and would not necessarily be included in the Hispanic category. This category does not include persons from Portugal, who should be classified according to race.

Person with Disability: A person with a permanent physical, mental, or sensory impairment which substantially limits one or more major life activities. Physical, mental, or sensory impairment means: (a) any physiological or neurological disorder or condition, cosmetic functions; or (b) any mental or psychological disorders such as mental retardation, organic brain syndrome, emotional or mental illness, or any specific learning disability. The impairment must be material rather than slight, and permanent in that it is seldom fully corrected by medical replacement, therapy or surgical means.

Disabled Veteran: A person entitled to disability compensation under laws administered by the Veterans Administration for a disability rated at 30 percent or more, or disability rated at least 10 percent in the case of a veteran who has been determined by the Veterans Administration to have a serious employment handicap, or whose discharge or release from active duty was for a disability incurred or aggravated in the line of duty.

Vietnam-Era Veteran: A person who served on active duty for more than 180 days, any part of which occurred between February 28, 1961 and May 7, 1975 in the Republic of Vietnam, or between August 5, 1964 and May 7, 1975 in all other cases; and was discharged or released from active duty with other than a dishonorable discharge; or who was discharged or released from active duty for a service-connected disability if any part of such active duty was performed between August 5, 1964 and May 7, 1975.

WSDOT REGIONAL/HQ UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Officials/Administrators

Region: Eastern Region

Date: June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam-Era Veteran	Disabled Veteran	Persons With Disabilities	
Current Utilization #	32	31	1	0	0	0	4	0	0	1	
Current Utilization %		96.9%	3.1%	0.0%	0.0%	0.0%	12.5%	0.0%	0.0%	3.1%	
Internal Availability	49	95.9%	2.0%	2.0%	0.0%	0.0%	12.2%	2.0%	0.0%	4.1%	
WSDOT Availability %			2.5%	1.8%	6.9%	3.7%	38.6%	3.0%	0.8%	4.7%	
Relative Available #			1	1	3	2	13	1	1	2	
Goal			0	1	3	2	9	1	1	1	
Goals Met?			YES	NO	NO	NO	NO	NO	NO	NO	NO
Utilization Analysis			Utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized

Note: "Relative Available #", "Goal", "Goals Met" and "Utilization Analysis" compare the Regional Utilization against WSDOT Availability.

WSDOT REGIONAL/HQ UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Professionals

Region: Eastern Region

Date: June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam-Era Veteran	Disabled Veteran	Persons With Disabilities
Current Utilization #	110	101	0	3	3	3	33	3	0	5
Current Utilization %		91.8%	0.0%	2.7%	2.7%	2.7%	30.0%	2.7%	0.0%	4.5%
Internal Availability	124	90.3%	0.0%	2.4%	2.4%	4.8%	28.2%	1.6%	0.0%	4.0%
WSDOT Availability %			1.9%	1.2%	11.9%	3.5%	26.2%	3.0%	0.8%	3.8%
Relative Available #			3	2	14	4	29	4	1	5
Goal			3	0	11	1	0	1	1	0
Goals Met?			NO	YES	NO	NO	YES	NO	NO	YES
Utilization Analysis			S Under-utilized	Utilized	S Under-utilized	S Under-utilized	Utilized	Under-utilized	S Under-utilized	Utilized

Note: "Relative Available #", "Goal", "Goals Met" and "Utilization Analysis" compare the Regional Utilization against WSDOT Availability.

WSDOT REGIONAL/HQ UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Paraprofessionals

Region: Eastern Region

Date: June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam Era Veteran	Disabled Veteran	Persons With Disabilities
Current Utilization #	2	2	0	0	0	0	2	0	0	0
Current Utilization %		100.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%
Internal Availability	6	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	16.7%
WSDOT Availability %			6.1%	2.5%	7.8%	7.0%	87.9%	3.0%	0.8%	7.7%
Relative Available #			1	1	1	1	2	1	1	1
Goal			1	1	1	1	0	1	1	1
Goals Met?			NO	NO	NO	NO	YES	NO	NO	NO
Utilization Analysis			S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	Utilized	S Under-utilized	S Under-utilized	S Under-utilized

Note: "Relative Available #", "Goal", "Goals Met" and "Utilization Analysis" compare the Regional Utilization against WSDOT Availability.

WSDOT REGIONAL/HQ UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Office and Clerical

Region: Eastern Region

Date: June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam Era Veteran	Disabled Veteran	Persons With Disabilities
Current Utilization #	14	14	0	0	0	0	14	0	0	2
Current Utilization %		100.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	14.3%
Internal Availability	10	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	10.0%
WSDOT Availability %			4.2%	2.1%	8.2%	6.4%	74.3%	3.0%	0.8%	6.5%
Relative Available #			1	1	2	1	11	1	1	1
Goal			1	1	2	1	0	1	1	0
Goals Met?			NO	NO	NO	NO	YES	NO	NO	YES
Utilization Analysis			S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	Utilized	S Under-utilized	S Under-utilized	Utilized

Note: "Relative Available #", "Goal", "Goals Met" and "Utilization Analysis" compare the Regional Utilization against WSDOT Availability.

WSDOT REGIONAL/HQ UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Skilled Craftpersons

Region: Eastern Region

Date: June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam Era Veteran	Disabled Veteran	Persons With Disabilities	
Current Utilization #	165	158	0	5	1	1	5	1	0	4	
Current Utilization %		95.8%	0.0%	3.0%	0.6%	0.6%	3.0%	0.6%	0.0%	2.4%	
Internal Availability	172	96.5%	0.0%	2.3%	0.6%	0.6%	5.2%	1.2%	0.0%	1.7%	
WSDOT Availability %			2.5%	2.0%	4.9%	12.5%	5.8%	3.0%	0.8%	7.5%	
Relative Available #			5	4	9	21	10	5	2	13	
Goal			5	0	8	20	5	4	2	9	
Goals Met?			NO	YES	NO	NO	NO	NO	NO	NO	NO
Utilization Analysis			S Under-utilized	Utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized

Note: "Relative Available #", "Goal", "Goals Met" and "Utilization Analysis" compare the Regional Utilization against WSDOT Availability.

WSDOT REGIONAL/HQ UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Technicians

Region: Eastern Region

Date: June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam Era Veteran	Disabled Veteran	Persons With Disabilities
Current Utilization #	44	38	1	1	0	4	10	0	1	2
Current Utilization %		86.4%	2.3%	2.3%	0.0%	9.1%	22.7%	0.0%	2.3%	4.5%
Internal Availability	34	91.2%	2.9%	2.9%	0.0%	2.9%	17.6%	0.0%	2.9%	5.9%
WSDOT Availability #			3.1%	1.9%	9.9%	6.8%	51.9%	3.0%	0.8%	5.7%
Relative Available #			2	1	5	3	23	2	1	3
Goal			1	0	5	0	13	2	0	1
Goals Met?			NO	YES	NO	YES	NO	NO	YES	NO
Utilization Analysis			S Under-utilized	Utilized	S Under-utilized	Utilized	S Under-utilized	S Under-utilized	Utilized	S Under-utilized

Note: "Relative Available #", "Goal", "Goals Met" and "Utilization Analysis" compare the Regional Utilization against WSDOT Availability.

WSDOT REGIONAL/HQ UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Services / Maintenance

Region: Eastern Region

Date: June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam Era Veteran	Disabled Veteran	Persons With Disabilities
Current Utilization #	8	8	0	0	0	0	2	1	0	0
Current Utilization %		100.0%	0.0%	0.0%	0.0%	0.0%	25.0%	12.5%	0.0%	0.0%
Internal Availability	3	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	33.3%	0.0%	0.0%
WSDOT Availability %			4.5%	2.7%	8.4%	18.2%	35.8%	3.0%	0.8%	8.7%
Relative Available #			1	1	1	2	3	1	1	1
Goal			1	1	1	2	1	0	1	1
Goals Met?			NO	NO	NO	NO	NO	YES	NO	NO
Utilization Analysis			S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	Utilized	S Under-utilized	S Under-utilized

Note: "Relative Available #", "Goal", "Goals Met" and "Utilization Analysis" compare the Regional Utilization against WSDOT Availability.

Utilization Analysis Report Definitions and Descriptions

This report compares the composition of Washington State Department of Transportation's current workforce of affected group members against the available workforce. WSDOT Regions and HQ Administrations use this information to establish and monitor strategies to correct underutilization and employ a productive and diverse workforce. Human Resource Consultants use this report to determine what supplemental certifications (if applicable) need to be enacted for the following affected groups: Person with Disabilities, Vietnam-Era Veterans, and Disabled Veterans.

Job Groups are groups of Occupational Categories (job classifications) in WSDOT that have relatively similar content and opportunities. Job Groups with less than 10 employees are not included in this report.

Utilization # is the total number of employees in within the reported WSDOT Organization. (Includes permanent Merit System 1 employees with 50% or more "Appointment Percent" and all active Merit System 5 (WSF) employees (including "On-call", "Temporary", "Relief", and "Probation"). Utilization % is the proportion of each race, gender, veteran, or disability category within each EEO Group. It equals the number of employees in each Affirmative Action Category divided by the total number of employees in the EEO Job Group.

Internal Availability is the estimated internal pool of candidates available for promotion. The methodology is based on identifying Job Classes that have a natural career path progression to higher classes. For example, Bridge Engineer 1 employees are "available" for promotion to Bridge Engineer 2 positions. Employee data was grouped for all employees (permanent and non-permanent) from the job class held on June 30, 2017 into the EEO Group of the job class they could promote into.

WSDOT Availability % is the final availability percentage for the agency as a whole. Availability #, Goal, Goal Met, and Utilization Analysis are based on the WSDOT Availability %.

Relative Available # represents the number available for each affected group, relative to the size of the Job Group. It is the product of the WSDOT Availability multiplied by the number of positions in the EEO Job Group, rounded up.

Goal is the number of new hires/promotions that would bring the group to parity with the available workforce. It is the Utilization # minus the Availability #, where the result is greater than zero. Numbers are rounded up.

Goals Met? indicates if there is underutilization, meaning the group is under-represented compared the number available. If goals have not been met, there is a need to apply affirmative action strategies. If there is underutilization of less than .5 FTE, there is still a goal for which affirmative action can be taken. Therefore, "Relative Available" and "Goal" numbers are rounded up.

Utilization Analysis compares the number of employees represented by the WSDOT Region/HQ Division against WSDOT Final Availability. **Utilized:** The number of current employees in an affected group equals the number available. **Under-utilized:** The number of current employees in an affected group is less than the number available. **S (Significantly) Under-utilized:** The number of current employees in an affected group is less than 80% of the number available. This is an indicator of a potential barrier that requires monitoring and necessary corrective action.

Affirmative Action Category Definitions

Affirmative Action information is self-identified by employees on a voluntary basis. All employee counts include permanent full-time employees and are compiled from the Washington State HRMS Business Intelligence system.

Caucasian: A person with origins in any of the original peoples of Europe, North Africa, or the Middle East.

African American/Black: A person with origins in any of the Black racial groups of Africa.

American Indian or Alaskan Native: A person with origins in any of the original peoples of North America and who maintains cultural identification through documented tribal affiliation or community recognition.

Asian or Pacific Islander: A person with origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. For example, China, Japan, Korea, Pakistan, the Philippine Republic, and Samoa.

Hispanic/Latino: A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin regardless of race. For example, persons from Brazil, Guyana, or Surinam would be classified according to their race and would not necessarily be included in the Hispanic category. This category does not include persons from Portugal, who should be classified according to race.

Person with Disability: A person with a permanent physical, mental, or sensory impairment which substantially limits one or more major life activities. Physical, mental, or sensory impairment means: (a) any physiological or neurological disorder or condition, cosmetic functions; or (b) any mental or psychological disorders such as mental retardation, organic brain syndrome, emotional or mental illness, or any specific learning disability. The impairment must be material rather than slight, and permanent in that it is seldom fully corrected by medical replacement, therapy or surgical means.

Disabled Veteran: A person entitled to disability compensation under laws administered by the Veterans Administration for a disability rated at 30 percent or more, or disability rated at least 10 percent in the case of a veteran who has been determined by the Veterans Administration to have a serious employment handicap, or whose discharge or release from active duty was for a disability incurred or aggravated in the line of duty.

Vietnam-Era Veteran: A person who served on active duty for more than 180 days, any part of which occurred between February 28, 1961 and May 7, 1975 in the Republic of Vietnam, or between August 5, 1964 and May 7, 1975 in all other cases; and was discharged or released from active duty with other than a dishonorable discharge; or who was discharged or released from active duty for a service-connected disability if any part of such active duty was performed between August 5, 1964 and May 7, 1975.

WSDOT REGIONAL/HQ UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Officials/Administrators Org: Headquarters Date: June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam- Era Veteran	Disabled Veteran	Persons With Disabilities
Current Utilization #	310	267	8	3	22	10	99	5	1	10
Current Utilization %		86.1%	2.6%	1.0%	7.1%	3.2%	31.9%	1.6%	0.3%	3.2%
Internal Availability	505	85.9%	2.2%	1.6%	7.5%	2.8%	37.4%	1.8%	0.4%	4.8%
WSDOT Availability %			2.5%	1.8%	6.9%	3.7%	38.6%	3.0%	0.8%	4.7%
Relative Available #			8	6	22	12	120	10	3	15
Goal			0	3	0	2	21	5	2	5
Goals Met?			YES	NO	YES	NO	NO	NO	NO	NO
Utilization Analysis			Utilized	S Under-utilized	Utilized	Under-utilized	Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized

Note: "Relative Available #", "Goal", "Goals Met" and "Utilization Analysis" compare HQ Utilization against WSDOT Availability.

S (Significantly) Under-utilized: The number of current employees in an affected group is less than 80% of the number available. This is an indicator of a potential barrier that requires monitoring and necessary corrective action.

WSDOT REGIONAL/HQ UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Professionals

Org: Headquarters

Date: June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam- Era Veteran	Disabled Veteran	Persons With Disabilities
Current Utilization #	1046	894	21	14	93	24	399	16	3	51
Current Utilization %		85.5%	2.0%	1.3%	8.9%	2.3%	38.1%	1.5%	0.3%	4.9%
Internal Availability	977	85.7%	2.3%	1.1%	8.4%	2.6%	38.7%	1.3%	0.4%	4.6%
WSDOT Availability %			1.9%	1.2%	11.9%	3.5%	26.2%	3.0%	0.8%	3.8%
Relative Available #			21	13	125	38	274	32	9	40
Goal			0	0	32	14	0	16	6	0
Goals Met?			YES	YES	NO	NO	YES	NO	NO	YES
Utilization Analysis			Utilized	Utilized	S Under- utilized	S Under- utilized	Utilized	S Under- utilized	S Under- utilized	Utilized

Note: "Relative Available #", "Goal", "Goals Met" and "Utilization Analysis" compare HQ Utilization against WSDOT Availability.

S (Significantly) Under-utilized: The number of current employees in an affected group is less than 80% of the number available. This is an indicator of a potential barrier that requires monitoring and necessary corrective action.

WSDOT REGIONAL/HQ UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Paraprofessionals

Org: Headquarters

Date: June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam Era Veteran	Disabled Veteran	Persons With Disabilities
Current Utilization #	55	49	2	1	2	1	49	0	0	5
Current Utilization %		89.1%	3.6%	1.8%	3.6%	1.8%	89.1%	0.0%	0.0%	9.1%
Internal Availability	56	89.3%	3.6%	1.8%	3.6%	1.8%	89.3%	0.0%	0.0%	7.1%
WSDOT Availability %			6.1%	2.5%	7.8%	7.0%	87.9%	3.0%	0.8%	7.7%
Relative Available #			4	2	5	4	49	2	1	5
Goal			2	1	3	3	0	2	1	0
Goals Met?			NO	NO	NO	NO	YES	NO	NO	YES
Utilization Analysis			S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	Utilized	S Under-utilized	S Under-utilized	Utilized

Note: "Relative Available #", "Goal", "Goals Met" and "Utilization Analysis" compare HQ Utilization against WSDOT Availability.

S (Significantly) Under-utilized: The number of current employees in an affected group is less than 80% of the number available. This is an indicator of a potential barrier that requires monitoring and necessary corrective action.

WSDOT REGIONAL/HQ UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Office and Clerical

Org: Headquarters

Date: June 30, 2017

	Total Count	Caucasian /White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam Era Veteran	Disabled Veteran	Persons With Disabilities
Current Utilization #	20	19	0	0	0	1	17	1	0	0
Current Utilization %		95.0%	0.0%	0.0%	0.0%	5.0%	85.0%	5.0%	0.0%	0.0%
Internal Availability	32	90.6%	3.1%	0.0%	3.1%	3.1%	84.4%	3.1%	0.0%	6.3%
WSDOT Availability %			4.2%	2.1%	8.2%	6.4%	74.3%	3.0%	0.8%	6.5%
Relative Available #			1	1	2	2	15	1	1	2
Goal			1	1	2	1	0	0	1	2
Goals Met?			NO	NO	NO	NO	YES	YES	NO	NO
Utilization Analysis			S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	Utilized	Utilized	S Under-utilized	S Under-utilized

Note: "Relative Available #", "Goal", "Goals Met" and "Utilization Analysis" compare HQ Utilization against WSDOT Availability.

S (Significantly) Under-utilized: The number of current employees in an affected group is less than 80% of the number available. This is an indicator of a potential barrier that requires monitoring and necessary corrective action.

WSDOT REGIONAL/HQ UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Skilled Craftpersons

Org: Headquarters

Date: June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam Era Veteran	Disabled Veteran	Persons With Disabilities
Current Utilization #	16	14	1	0	0	1	5	0	0	1
Current Utilization %		87.5%	6.3%	0.0%	0.0%	6.3%	31.3%	0.0%	0.0%	6.3%
Internal Availability	4	75.0%	25.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%
WSDOT Availability %			2.5%	2.0%	4.9%	12.5%	5.8%	3.0%	0.8%	7.5%
Relative Available #			1	1	1	3	1	1	1	2
Goal			0	1	1	2	0	1	1	1
Goals Met?			YES	NO	NO	NO	YES	NO	NO	NO
Utilization Analysis			Utilized	S Under-utilized	S Under-utilized	S Under-utilized	Utilized	S Under-utilized	S Under-utilized	Under-utilized

Note: "Relative Available #", "Goal", "Goals Met" and "Utilization Analysis" compare HQ Utilization against WSDOT Availability.

S (Significantly) Under-utilized: The number of current employees in an affected group is less than 80% of the number available. This is an indicator of a potential barrier that requires monitoring and necessary corrective action.

WSDOT REGIONAL/HQ UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Technicians

Org: Headquarters

Date: June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam Era Veteran	Disabled Veteran	Persons With Disabilities
Current Utilization #	88	71	6	3	4	4	36	1	2	7
Current Utilization %		80.7%	6.8%	3.4%	4.5%	4.5%	40.9%	1.1%	2.3%	8.0%
Internal Availability	55	87.3%	1.8%	1.8%	7.3%	1.8%	41.8%	0.0%	0.0%	1.8%
WSDOT Availability %			3.1%	1.9%	9.9%	6.8%	51.9%	3.0%	0.8%	5.7%
Relative Available #			3	2	9	6	46	3	1	6
Goal			0	0	5	2	10	2	0	0
Goals Met?			YES	YES	NO	NO	NO	NO	YES	YES
Utilization Analysis			Utilized	Utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	Utilized	Utilized

Note: "Relative Available #", "Goal", "Goals Met" and "Utilization Analysis" compare HQ Utilization against WSDOT Availability.

S (Significantly) Under-utilized: The number of current employees in an affected group is less than 80% of the number available. This is an indicator of a potential barrier that requires monitoring and necessary corrective action.

WSDOT REGIONAL/HQ UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Services / Maintenance

Org: Headquarters

Date: June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam Era Veteran	Disabled Veteran	Persons With Disabilities	
Current Utilization #	1	1	0	0	0	0	0	0	0	0	
Current Utilization %		100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Internal Availability	1	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
WSDOT Availability %			4.5%	2.7%	8.4%	18.2%	35.8%	3.0%	0.8%	8.7%	
Relative Available #			1	1	1	1	1	1	1	1	
Goal			1	1	1	1	1	1	1	1	
Goals Met?			NO	NO	NO	NO	NO	NO	NO	NO	NO
Utilization Analysis			S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized

Note: "Relative Available #", "Goal", "Goals Met" and "Utilization Analysis" compare HQ Utilization against WSDOT Availability.

S (Significantly) Under-utilized: The number of current employees in an affected group is less than 80% of the number available. This is an indicator of a potential barrier that requires monitoring and necessary corrective action.

Utilization Analysis Report Definitions and Descriptions

This report compares the composition of Washington State Department of Transportation's current workforce of affected group members against the available workforce. WSDOT Regions and HQ Administrations use this information to establish and monitor strategies to correct underutilization and employ a productive and diverse workforce. Human Resource Consultants use this report to determine what supplemental certifications (if applicable) need to be enacted for the following affected groups: Person with Disabilities, Vietnam-Era Veterans, and Disabled Veterans.

Job Groups are groups of Occupational Categories (job classifications) in WSDOT that have relatively similar content and opportunities. Job Groups with less than 10 employees are not included in this report.

Utilization # is the total number of employees in within the reported WSDOT Organization. (Includes permanent Merit System 1 employees with 50% or more "Appointment Percent" and all active Merit System 5 (WSF) employees (including "On-call", "Temporary", "Relief", and "Probation"). **Utilization %** is the proportion of each race, gender, veteran, or disability category within each EEO Group. It equals the number of employees in each Affirmative Action Category divided by the total number of employees in the EEO Job Group.

Internal Availability is the estimated internal pool of candidates available for promotion. The methodology is based on identifying Job Classes that have a natural career path progression to higher classes. For example, Bridge Engineer 1 employees are "available" for promotion to Bridge Engineer 2 positions. Employee data was grouped for all employees (permanent and non-permanent) from the job class held on June 30, 2017 into the EEO Group of the job class they could promote into.

WSDOT Availability % is the final availability percentage for the agency as a whole. Availability #, Goal, Goal Met, and Utilization Analysis are based on the WSDOT Availability %.

Relative Available # represents the number available for each affected group, relative to the size of the Job Group. It is the product of the WSDOT Availability multiplied by the number of positions in the EEO Job Group, rounded up.

Goal is the number of new hires/promotions that would bring the group to parity with the available workforce. It is the Utilization # minus the Availability #, where the result is greater than zero. Numbers are rounded up.

Goals Met? indicates if there is underutilization, meaning the group is under-represented compared the number available. If goals have not been met, there is a need to apply affirmative action strategies. If there is underutilization of less than .5 FTE, there is still a goal for which affirmative action can be taken. Therefore, "Relative Available" and "Goal" numbers are rounded up.

Utilization Analysis compares the number of employees represented by the WSDOT Region/HQ Division against WSDOT Final Availability. **Utilized:** The number of current employees in an affected group equals the number available. **Under-utilized:** The number of current employees in an affected group is less than the number available. **S (Significantly) Under-utilized:** The number of current employees in an affected group is less than 80% of the number available. This is an indicator of a potential barrier that requires monitoring and necessary corrective action.

Affirmative Action Category Definitions

Affirmative Action information is self-identified by employees on a voluntary basis. All employee counts include permanent full-time employees and are compiled from the Washington State HRMS Business Intelligence system.

Caucasian: A person with origins in any of the original peoples of Europe, North Africa, or the Middle East.

African American/Black: A person with origins in any of the Black racial groups of Africa.

American Indian or Alaskan Native: A person with origins in any of the original peoples of North America and who maintains cultural identification through documented tribal affiliation or community recognition.

Asian or Pacific Islander: A person with origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. For example, China, Japan, Korea, Pakistan, the Philippine Republic, and Samoa.

Hispanic/Latino: A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin regardless of race. For example, persons from Brazil, Guyana, or Surinam would be classified according to their race and would not necessarily be included in the Hispanic category. This category does not include persons from Portugal, who should be classified according to race.

Person with Disability: A person with a permanent physical, mental, or sensory impairment which substantially limits one or more major life activities. Physical, mental, or sensory impairment means: (a) any physiological or neurological disorder or condition, cosmetic functions; or (b) any mental or psychological disorders such as mental retardation, organic brain syndrome, emotional or mental illness, or any specific learning disability. The impairment must be material rather than slight, and permanent in that it is seldom fully corrected by medical replacement, therapy or surgical means.

Disabled Veteran: A person entitled to disability compensation under laws administered by the Veterans Administration for a disability rated at 30 percent or more, or disability rated at least 10 percent in the case of a veteran who has been determined by the Veterans Administration to have a serious employment handicap, or whose discharge or release from active duty was for a disability incurred or aggravated in the line of duty.

Vietnam-Era Veteran: A person who served on active duty for more than 180 days, any part of which occurred between February 28, 1961 and May 7, 1975 in the Republic of Vietnam, or between August 5, 1964 and May 7, 1975 in all other cases; and was discharged or released from active duty with other than a dishonorable discharge; or who was discharged or released from active duty for a service-connected disability if any part of such active duty was performed between August 5, 1964 and May 7, 1975.

WSDOT REGIONAL/HQ UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Officials/Administrators **Region:** North Central Region **Date:** June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam-Era Veteran	Disabled Veteran	Persons With Disabilities	
Current Utilization #	22	22	0	0	0	0	1	0	0	0	
Current Utilization %		100.0%	0.0%	0.0%	0.0%	0.0%	4.5%	0.0%	0.0%	0.0%	
Internal Availability	39	97.4%	2.6%	0.0%	0.0%	0.0%	5.1%	0.0%	0.0%	2.6%	
WSDOT Availability %			2.5%	1.8%	6.9%	3.7%	38.6%	3.0%	0.8%	4.7%	
Relative Available #			1	1	2	1	9	1	1	2	
Goal			1	1	2	1	8	1	1	2	
Goals Met?			NO	NO	NO	NO	NO	NO	NO	NO	NO
Utilization Analysis			S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized

Note: "Relative Available #", "Goal", "Goals Met" and "Utilization Analysis" compare the Regional Utilization against WSDOT Availability.

WSDOT REGIONAL/HQ UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Paraprofessionals **Region:** North Central Region **Date:** June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam Era Veteran	Disabled Veteran	Persons With Disabilities
Current Utilization #	1	1	0	0	0	0	1	0	0	0
Current Utilization %		100.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%
Internal Availability	4	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%
WSDOT Availability %			6.1%	2.5%	7.8%	7.0%	87.9%	3.0%	0.8%	7.7%
Relative Available #			1	1	1	1	1	1	1	1
Goal			1	1	1	1	0	1	1	1
Goals Met?			NO	NO	NO	NO	YES	NO	NO	NO
Utilization Analysis			S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	Utilized	S Under-utilized	S Under-utilized	S Under-utilized

Note: "Relative Available #", "Goal", "Goals Met" and "Utilization Analysis" compare the Regional Utilization against WSDOT Availability.

WSDOT REGIONAL/HQ UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Office and Clerical **Region:** North Central Region **Date:** June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam Era Veteran	Disabled Veteran	Persons With Disabilities
Current Utilization #	8	6	0	1	0	1	7	0	0	0
Current Utilization %		75.0%	0.0%	12.5%	0.0%	12.5%	87.5%	0.0%	0.0%	0.0%
Internal Availability	6	66.7%	0.0%	16.7%	0.0%	16.7%	83.3%	0.0%	0.0%	0.0%
WSDOT Availability %			4.2%	2.1%	8.2%	6.4%	74.3%	3.0%	0.8%	6.5%
Relative Available #			1	1	1	1	6	1	1	1
Goal			1	0	1	0	0	1	1	1
Goals Met?			NO	YES	NO	YES	YES	NO	NO	NO
Utilization Analysis			S Under-utilized	Utilized	S Under-utilized	Utilized	Utilized	S Under-utilized	S Under-utilized	S Under-utilized

Note: "Relative Available #", "Goal", "Goals Met" and "Utilization Analysis" compare the Regional Utilization against WSDOT Availability.

WSDOT REGIONAL/HQ UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Skilled Craftpersons **Region:** North Central Region **Date:** June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam Era Veteran	Disabled Veteran	Persons With Disabilities
Current Utilization #	121	114	1	2	0	4	4	0	0	1
Current Utilization %		94.2%	0.8%	1.7%	0.0%	3.3%	3.3%	0.0%	0.0%	0.8%
Internal Availability	131	94.7%	0.0%	1.5%	0.0%	3.8%	5.3%	1.5%	0.0%	0.8%
WSDOT Availability %			2.5%	2.0%	4.9%	12.5%	5.8%	3.0%	0.8%	7.5%
Relative Available #			4	3	6	16	7	4	1	10
Goal			3	1	6	12	3	4	1	9
Goals Met?			NO	NO	NO	NO	NO	NO	NO	NO
Utilization Analysis			S Under-utilized	Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized

Note: "Relative Available #", "Goal", "Goals Met" and "Utilization Analysis" compare the Regional Utilization against WSDOT Availability.

WSDOT REGIONAL/HQ UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Services / Maintenance **Region:** North Central Region **Date:** June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam Era Veteran	Disabled Veteran	Persons With Disabilities	
Current Utilization #	3	3	0	0	0	0	0	0	0	0	
Current Utilization %		100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Internal Availability	2	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
WSDOT Availability %			4.5%	2.7%	8.4%	18.2%	35.8%	3.0%	0.8%	8.7%	
Relative Available #			1	1	1	1	2	1	1	1	
Goal			1	1	1	1	2	1	1	1	
Goals Met?			NO	NO	NO	NO	NO	NO	NO	NO	
Utilization Analysis			S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized

Note: "Relative Available #", "Goal", "Goals Met" and "Utilization Analysis" compare the Regional Utilization against WSDOT Availability.

Utilization Analysis Report Definitions and Descriptions

This report compares the composition of Washington State Department of Transportation's current workforce of affected group members against the available workforce. WSDOT Regions and HQ Administrations use this information to establish and monitor strategies to correct underutilization and employ a productive and diverse workforce. Human Resource Consultants use this report to determine what supplemental certifications (if applicable) need to be enacted for the following affected groups: Person with Disabilities, Vietnam-Era Veterans, and Disabled Veterans.

Job Groups are groups of Occupational Categories (job classifications) in WSDOT that have relatively similar content and opportunities. Job Groups with less than 10 employees are not included in this report.

Utilization # is the total number of employees in within the reported WSDOT Organization. (Includes permanent Merit System 1 employees with 50% or more "Appointment Percent" and all active Merit System 5 (WSF) employees (including "On-call", "Temporary", "Relief", and "Probation"). Utilization % is the proportion of each race, gender, veteran, or disability category within each EEO Group. It equals the number of employees in each Affirmative Action Category divided by the total number of employees in the EEO Job Group.

Internal Availability is the estimated internal pool of candidates available for promotion. The methodology is based on identifying Job Classes that have a natural career path progression to higher classes. For example, Bridge Engineer 1 employees are "available" for promotion to Bridge Engineer 2 positions. Employee data was grouped for all employees (permanent and non-permanent) from the job class held on June 30, 2017 into the EEO Group of the job class they could promote into.

WSDOT Availability % is the final availability percentage for the agency as a whole. Availability #, Goal, Goal Met, and Utilization Analysis are based on the WSDOT Availability %.

Relative Available # represents the number available for each affected group, relative to the size of the Job Group. It is the product of the WSDOT Availability multiplied by the number of positions in the EEO Job Group, rounded up.

Goal is the number of new hires/promotions that would bring the group to parity with the available workforce. It is the Utilization # minus the Availability #, where the result is greater than zero. Numbers are rounded up.

Goals Met? indicates if there is underutilization, meaning the group is under-represented compared the number available. If goals have not been met, there is a need to apply affirmative action strategies. If there is underutilization of less than .5 FTE, there is still a goal for which affirmative action can be taken. Therefore, "Relative Available" and "Goal" numbers are rounded up.

Utilization Analysis compares the number of employees represented by the WSDOT Region/HQ Division against WSDOT Final Availability. **Utilized:** The number of current employees in an affected group equals the number available. **Under-utilized:** The number of current employees in an affected group is less than the number available. **S (Significantly) Under-utilized:** The number of current employees in an affected group is less than 80% of the number available. This is an indicator of a potential barrier that requires monitoring and necessary corrective action.

Affirmative Action Category Definitions

Affirmative Action information is self-identified by employees on a voluntary basis. All employee counts include permanent full-time employees and are compiled from the Washington State HRMS Business Intelligence system.

Caucasian: A person with origins in any of the original peoples of Europe, North Africa, or the Middle East.

African American/Black: A person with origins in any of the Black racial groups of Africa.

American Indian or Alaskan Native: A person with origins in any of the original peoples of North America and who maintains cultural identification through documented tribal affiliation or community recognition.

Asian or Pacific Islander: A person with origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. For example, China, Japan, Korea, Pakistan, the Philippine Republic, and Samoa.

Hispanic/Latino: A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin regardless of race. For example, persons from Brazil, Guyana, or Surinam would be classified according to their race and would not necessarily be included in the Hispanic category. This category does not include persons from Portugal, who should be classified according to race.

Person with Disability: A person with a permanent physical, mental, or sensory impairment which substantially limits one or more major life activities. Physical, mental, or sensory impairment means: (a) any physiological or neurological disorder or condition, cosmetic functions; or (b) any mental or psychological disorders such as mental retardation, organic brain syndrome, emotional or mental illness, or any specific learning disability. The impairment must be material rather than slight, and permanent in that it is seldom fully corrected by medical replacement, therapy or surgical means.

Disabled Veteran: A person entitled to disability compensation under laws administered by the Veterans Administration for a disability rated at 30 percent or more, or disability rated at least 10 percent in the case of a veteran who has been determined by the Veterans Administration to have a serious employment handicap, or whose discharge or release from active duty was for a disability incurred or aggravated in the line of duty.

Vietnam-Era Veteran: A person who served on active duty for more than 180 days, any part of which occurred between February 28, 1961 and May 7, 1975 in the Republic of Vietnam, or between August 5, 1964 and May 7, 1975 in all other cases; and was discharged or released from active duty with other than a dishonorable discharge; or who was discharged or released from active duty for a service-connected disability if any part of such active duty was performed between August 5, 1964 and May 7, 1975.

WSDOT REGIONAL/HQ UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Officials/Administrators **Region:** Northwest Region **Date:** June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam-Era Veteran	Disabled Veteran	Persons With Disabilities
Current Utilization #	103	85	4	0	12	2	19	0	0	5
Current Utilization %		82.5%	3.9%	0.0%	11.7%	1.9%	18.4%	0.0%	0.0%	4.9%
Internal Availability	160	85.6%	3.1%	0.6%	8.8%	1.9%	16.9%	0.0%	0.0%	5.0%
WSDOT Availability %			2.5%	1.8%	6.9%	3.7%	38.6%	3.0%	0.8%	4.7%
Relative Available #			3	2	8	4	40	4	1	5
Goal			0	2	0	2	21	4	1	0
Goals Met?			YES	NO	YES	NO	NO	NO	NO	YES
Utilization Analysis			Utilized	S Under-utilized	Utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	Utilized

Note: "Relative Available #", "Goal", "Goals Met" and "Utilization Analysis" compare the Regional Utilization against WSDOT Availability.

WSDOT REGIONAL/HQ UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Professionals **Region:** Northwest Region **Date:** June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam-Era Veteran	Disabled Veteran	Persons With Disabilities
Current Utilization #	396	315	10	5	53	13	115	4	1	19
Current Utilization %		79.55%	2.53%	1.26%	13.38%	3.28%	29.04%	1.01%	0.25%	4.80%
Internal Availability	445	80.7%	2.2%	1.3%	12.6%	3.1%	27.9%	1.3%	0.2%	4.9%
WSDOT Availability %			1.9%	1.2%	11.9%	3.5%	26.2%	3.0%	0.8%	3.8%
Relative Available #			8	5	48	15	104	12	4	16
Goal			0	0	0	2	0	8	3	0
Goals Met?			YES	YES	YES	NO	YES	NO	NO	YES
Utilization Analysis			Utilized	Utilized	Utilized	Under-utilized	Utilized	S Under-utilized	S Under-utilized	Utilized

Note: "Relative Available #", "Goal", "Goals Met" and "Utilization Analysis" compare the Regional Utilization against WSDOT Availability.

WSDOT REGIONAL/HQ UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Paraprofessionals

Region: Northwest
Region

Date: June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam Era Veteran	Disabled Veteran	Persons With Disabilities
Current Utilization #	6	5	1	0	0	0	5	0	0	0
Current Utilization %		83.3%	16.67%	0.00%	0.00%	0.00%	83.33%	0.00%	0.00%	0.00%
Internal Availability	14	85.7%	7.1%	7.1%	0.0%	0.0%	85.7%	0.0%	0.0%	0.0%
WSDOT Availability %			6.1%	2.5%	7.8%	7.0%	87.9%	3.0%	0.8%	7.7%
Relative Available #			1	1	1	1	6	1	1	1
Goal			0	1	1	1	1	1	1	1
Goals Met?			YES	NO	NO	NO	NO	NO	NO	NO
Utilization Analysis			Utilized	S Under-utilized	S Under-utilized	S Under-utilized	Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized

Note: "Relative Available #", "Goal", "Goals Met" and "Utilization Analysis" compare the Regional Utilization against WSDOT Availability.

WSDOT REGIONAL/HQ UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Office and Clerical **Region:** Northwest Region **Date:** June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam Era Veteran	Disabled Veteran	Persons With Disabilities
Current Utilization #	30	24	2	1	2	1	27	0	0	2
Current Utilization %		80.00%	6.67%	3.33%	6.67%	3.33%	90.00%	0.00%	0.00%	6.67%
Internal Availability	26	80.8%	7.7%	0.0%	7.7%	3.8%	92.3%	0.0%	0.0%	7.7%
WSDOT Availability %			4.2%	2.1%	8.2%	6.4%	74.3%	3.0%	0.8%	6.5%
Relative Available #			2	1	3	2	23	1	1	2
Goal			0	0	1	1	0	1	1	0
Goals Met?			YES	YES	NO	NO	YES	NO	NO	YES
Utilization Analysis			Utilized	Utilized	Under-utilized	S Under-utilized	Utilized	S Under-utilized	S Under-utilized	Utilized

Note: "Relative Available #", "Goal", "Goals Met" and "Utilization Analysis" compare the Regional Utilization against WSDOT Availability.

WSDOT REGIONAL/HQ UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Skilled Craftpersons **Region:** Northwest Region **Date:** June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam Era Veteran	Disabled Veteran	Persons With Disabilities
Current Utilization #	395	361	7	4	13	10	12	4	0	10
Current Utilization %		91.39%	1.77%	1.01%	3.29%	2.53%	3.04%	1.01%	0.00%	2.53%
Internal Availability	397	1	2.3%	0.8%	3.5%	2.5%	3.8%	1.0%	0.0%	2.3%
WSDOT Availability %			2.5%	2.0%	4.9%	12.5%	5.8%	3.0%	0.8%	7.5%
Relative Available #			10	9	20	50	23	12	4	30
Goal			3	5	7	40	11	8	4	20
Goals Met?			NO	NO	NO	NO	NO	NO	NO	NO
Utilization Analysis			S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized

Note: "Relative Available #", "Goal", "Goals Met" and "Utilization Analysis" compare the Regional Utilization against WSDOT Availability.

WSDOT REGIONAL/HQ UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Technicians

**Region: Northwest
Region**

Date: June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam Era Veteran	Disabled Veteran	Persons With Disabilities	
Current Utilization #	145	126	2	2	11	4	19	2	0	6	
Current Utilization %		86.90%	1.38%	1.38%	7.59%	2.76%	13.10%	1.38%	0.00%	4.14%	
Internal Availability	90	1	2.2%	1.1%	7.8%	3.3%	12.2%	0.0%	0.0%	2.2%	
WSDOT Availability %			3.1%	1.9%	9.9%	6.8%	51.9%	3.0%	0.8%	5.7%	
Relative Available #			5	3	15	10	76	5	2	9	
Goal			3	1	4	6	57	3	2	3	
Goals Met?			NO	NO	NO	NO	NO	NO	NO	NO	NO
Utilization Analysis			S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized

Note: "Relative Available #", "Goal", "Goals Met" and "Utilization Analysis" compare the Regional Utilization against WSDOT Availability.

WSDOT REGIONAL/HQ UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Services / Maintenance **Region:** Northwest Region **Date:** June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam Era Veteran	Disabled Veteran	Persons With Disabilities
Current Utilization #	25	22	2	0	1	0	5	0	0	1
Current Utilization %		88.00%	8.00%	0.00%	4.00%	0.00%	20.00%	0.00%	0.00%	4.00%
Internal Availability	7	100.0%	0.0%	0.0%	0.0%	0.0%	28.6%	0.0%	0.0%	0.0%
WSDOT Availability %			4.5%	2.7%	8.4%	18.2%	35.8%	3.0%	0.8%	8.7%
Relative Available #			2	1	3	5	9	1	1	3
Goal			0	1	2	5	4	1	1	2
Goals Met?			YES	NO	NO	NO	NO	NO	NO	NO
Utilization Analysis			Utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized

Note: "Relative Available #", "Goal", "Goals Met" and "Utilization Analysis" compare the Regional Utilization against WSDOT Availability.

Utilization Analysis Report Definitions and Descriptions

This report compares the composition of Washington State Department of Transportation's current workforce of affected group members against the available workforce. WSDOT Regions and HQ Administrations use this information to establish and monitor strategies to correct underutilization and employ a productive and diverse workforce. Human Resource Consultants use this report to determine what supplemental certifications (if applicable) need to be enacted for the following affected groups: Person with Disabilities, Vietnam-Era Veterans, and Disabled Veterans.

Job Groups are groups of Occupational Categories (job classifications) in WSDOT that have relatively similar content and opportunities. Job Groups with less than 10 employees are not included in this report.

Utilization # is the total number of employees in within the reported WSDOT Organization. (Includes permanent Merit System 1 employees with 50% or more "Appointment Percent" and all active Merit System 5 (WSF) employees (including "On-call", "Temporary", "Relief", and "Probation"). **Utilization %** is the proportion of each race, gender, veteran, or disability category within each EEO Group. It equals the number of employees in each Affirmative Action Category divided by the total number of employees in the EEO Job Group.

Internal Availability is the estimated internal pool of candidates available for promotion. The methodology is based on identifying Job Classes that have a natural career path progression to higher classes. For example, Bridge Engineer 1 employees are "available" for promotion to Bridge Engineer 2 positions. Employee data was grouped for all employees (permanent and non-permanent) from the job class held on June 30, 2017 into the EEO Group of the job class they could promote into.

WSDOT Availability % is the final availability percentage for the agency as a whole. Availability #, Goal, Goal Met, and Utilization Analysis are based on the WSDOT Availability %.

Relative Available # represents the number available for each affected group, relative to the size of the Job Group. It is the product of the WSDOT Availability multiplied by the number of positions in the EEO Job Group, rounded up.

Goal is the number of new hires/promotions that would bring the group to parity with the available workforce. It is the Utilization # minus the Availability #, where the result is greater than zero. Numbers are rounded up.

Goals Met? indicates if there is underutilization, meaning the group is under-represented compared the number available. If goals have not been met, there is a need to apply affirmative action strategies. If there is underutilization of less than .5 FTE, there is still a goal for which affirmative action can be taken. Therefore, "Relative Available" and "Goal" numbers are rounded up.

Utilization Analysis compares the number of employees represented by the WSDOT Region/HQ Division against WSDOT Final Availability. **Utilized:** The number of current employees in an affected group equals the number available. **Under-utilized:** The number of current employees in an affected group is less than the number available. **S (Significantly) Under-utilized:** The number of current employees in an affected group is less than 80% of the number available. This is an indicator of a potential barrier that requires monitoring and necessary corrective action.

Affirmative Action Category Definitions

Affirmative Action information is self-identified by employees on a voluntary basis. All employee counts include permanent full-time employees and are compiled from the Washington State HRMS Business Intelligence system.

Caucasian: A person with origins in any of the original peoples of Europe, North Africa, or the Middle East.

African American/Black: A person with origins in any of the Black racial groups of Africa.

American Indian or Alaskan Native: A person with origins in any of the original peoples of North America and who maintains cultural identification through documented tribal affiliation or community recognition.

Asian or Pacific Islander: A person with origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. For example, China, Japan, Korea, Pakistan, the Philippine Republic, and Samoa.

Hispanic/Latino: A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin regardless of race. For example, persons from Brazil, Guyana, or Surinam would be classified according to their race and would not necessarily be included in the Hispanic category. This category does not include persons from Portugal, who should be classified according to race.

Person with Disability: A person with a permanent physical, mental, or sensory impairment which substantially limits one or more major life activities. Physical, mental, or sensory impairment means: (a) any physiological or neurological disorder or condition, cosmetic functions; or (b) any mental or psychological disorders such as mental retardation, organic brain syndrome, emotional or mental illness, or any specific learning disability. The impairment must be material rather than slight, and permanent in that it is seldom fully corrected by medical replacement, therapy or surgical means.

Disabled Veteran: A person entitled to disability compensation under laws administered by the Veterans Administration for a disability rated at 30 percent or more, or disability rated at least 10 percent in the case of a veteran who has been determined by the Veterans Administration to have a serious employment handicap, or whose discharge or release from active duty was for a disability incurred or aggravated in the line of duty.

Vietnam-Era Veteran: A person who served on active duty for more than 180 days, any part of which occurred between February 28, 1961 and May 7, 1975 in the Republic of Vietnam, or between August 5, 1964 and May 7, 1975 in all other cases; and was discharged or released from active duty with other than a dishonorable discharge; or who was discharged or released from active duty for a service-connected disability if any part of such active duty was performed between August 5, 1964 and May 7, 1975.

WSDOT REGIONAL/HQ UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Officials/Administrators

Region: Olympic Region

Date: June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam-Era Veteran	Disabled Veteran	Persons With Disabilities
Current Utilization #	56	46	1	1	5	3	13	1	0	1
Current Utilization %		82.1%	1.8%	1.8%	8.9%	5.4%	23.2%	1.8%	0.0%	1.8%
Internal Availability	87	85.1%	1.1%	2.3%	6.9%	4.6%	18.4%	3.4%	1.1%	2.3%
WSDOT Availability %			2.5%	1.8%	6.9%	3.7%	38.6%	3.0%	0.8%	4.7%
Relative Available #			2	2	4	3	22	2	1	3
Goal			1	1	0	0	9	1	1	2
Goals Met?			NO	YES	YES	YES	NO	NO	NO	NO
Utilization Analysis			S Under-utilized	Utilized	Utilized	Utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized

Note: "Relative Available #", "Goal", "Goals Met" and "Utilization Analysis" compare the Regional Utilization against WSDOT Availability.

WSDOT REGIONAL/HQ UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Professionals

Region: Olympic Region

Date: June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam- Era Veteran	Disabled Veteran	Persons With Disabilities	
Current Utilization #	207	187	3	1	14	2	45	3	0	15	
Current Utilization %		90.3%	1.4%	0.5%	6.8%	1.0%	21.7%	1.4%	0.0%	7.2%	
Internal Availability	251	90.8%	1.2%	0.8%	6.8%	0.4%	23.5%	1.2%	0.0%	7.6%	
WSDOT Availability %			1.9%	1.2%	11.9%	3.5%	26.2%	3.0%	0.8%	3.8%	
Relative Available #			5	3	25	8	55	7	2	8	
Goal			2	2	11	6	10	4	2	0	
Goals Met?			NO	NO	NO	NO	NO	NO	NO	NO	YES
Utilization Analysis			S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	Utilized

Note: "Relative Available #", "Goal", "Goals Met" and "Utilization Analysis" compare the Regional Utilization against WSDOT Availability.

WSDOT REGIONAL/HQ UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Paraprofessionals

Region: Olympic Region

Date: June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam Era Veteran	Disabled Veteran	Persons With Disabilities
Current Utilization #	4	3	1	0	0	0	3	0	0	0
Current Utilization %		75.0%	25.0%	0.0%	0.0%	0.0%	75.0%	0.0%	0.0%	0.0%
Internal Availability	10	90.0%	10.0%	0.0%	0.0%	0.0%	90.0%	0.0%	0.0%	0.0%
WSDOT Availability %			6.1%	2.5%	7.8%	7.0%	87.9%	3.0%	0.8%	7.7%
Relative Available #			1	1	1	1	4	1	1	1
Goal			0	1	1	1	1	1	1	1
Goals Met?			YES	NO	NO	NO	NO	NO	NO	NO
Utilization Analysis			Utilized	S Under-utilized	S Under-utilized	S Under-utilized	Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized

Note: "Relative Available #", "Goal", "Goals Met" and "Utilization Analysis" compare the Regional Utilization against WSDOT Availability.

WSDOT REGIONAL/HQ UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Office and Clerical

Region: Olympic Region

Date: June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam Era Veteran	Disabled Veteran	Persons With Disabilities
Current Utilization #	23	21	0	0	1	1	21	0	0	1
Current Utilization %		91.3%	0.0%	0.0%	4.3%	4.3%	91.3%	0.0%	0.0%	4.3%
Internal Availability	20	85.0%	0.0%	0.0%	10.0%	5.0%	90.0%	0.0%	0.0%	5.0%
WSDOT Availability %			4.2%	2.1%	8.2%	6.4%	74.3%	3.0%	0.8%	6.5%
Relative Available #			1	1	2	2	18	1	1	2
Goal			1	1	1	1	0	1	1	1
Goals Met?			NO	NO	NO	NO	YES	NO	NO	NO
Utilization Analysis			S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	Utilized	S Under-utilized	S Under-utilized	S Under-utilized

Note: "Relative Available #", "Goal", "Goals Met" and "Utilization Analysis" compare the Regional Utilization against WSDOT Availability.

WSDOT REGIONAL/HQ UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Skilled Craftpersons

Region: Olympic Region

Date: June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam Era Veteran	Disabled Veteran	Persons With Disabilities
Current Utilization #	234	209	6	9	6	4	13	2	1	6
Current Utilization %		89.3%	2.6%	3.8%	2.6%	1.7%	5.6%	0.9%	0.4%	2.6%
Internal Availability	263	88.6%	2.7%	3.0%	3.4%	2.3%	7.2%	0.0%	0.4%	2.3%
WSDOT Availability %			2.5%	2.0%	4.9%	12.5%	5.8%	3.0%	0.8%	7.5%
Relative Available #			6	5	12	30	14	8	2	18
Goal			0	0	6	26	1	6	1	12
Goals Met?			YES	YES	NO	NO	NO	NO	NO	NO
Utilization Analysis			Utilized	Utilized	S Under-utilized	S Under-utilized	Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized

Note: "Relative Available #", "Goal", "Goals Met" and "Utilization Analysis" compare the Regional Utilization against WSDOT Availability.

WSDOT REGIONAL/HQ UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Technicians

Region: Olympic Region

Date: June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam Era Veteran	Disabled Veteran	Persons With Disabilities
Current Utilization #	93	83	0	1	7	2	16	0	1	6
Current Utilization %		89.2%	0.0%	1.1%	7.5%	2.2%	17.2%	0.0%	1.1%	6.5%
Internal Availability	64	90.6%	0.0%	0.0%	6.3%	3.1%	17.2%	1.6%	0.0%	1.6%
WSDOT Availability %			3.1%	1.9%	9.9%	6.8%	51.9%	3.0%	0.8%	5.7%
Relative Available #			3	2	10	7	49	3	1	6
Goal			3	1	3	5	33	3	0	0
Goals Met?			NO	NO	NO	NO	NO	NO	YES	YES
Utilization Analysis			S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	Utilized	Utilized

Note: "Relative Available #", "Goal", "Goals Met" and "Utilization Analysis" compare the Regional Utilization against WSDOT Availability.

WSDOT REGIONAL/HQ UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Services / Maintenance

Region: Olympic Region

Date: June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam Era Veteran	Disabled Veteran	Persons With Disabilities
Current Utilization #	4	4	0	0	0	0	1	0	0	0
Current Utilization %		100.0%	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%
Internal Availability	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
WSDOT Availability %			4.5%	2.7%	8.4%	18.2%	35.8%	3.0%	0.8%	8.7%
Relative Available #			1	1	1	1	2	1	1	1
Goal			1	1	1	1	1	1	1	1
Goals Met?			NO	NO	NO	NO	NO	NO	NO	NO
Utilization Analysis			S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized

Note: "Relative Available #", "Goal", "Goals Met" and "Utilization Analysis" compare the Regional Utilization against WSDOT Availability.

Utilization Analysis Report Definitions and Descriptions

This report compares the composition of Washington State Department of Transportation's current workforce of affected group members against the available workforce. WSDOT Regions and HQ Administrations use this information to establish and monitor strategies to correct underutilization and employ a productive and diverse workforce. Human Resource Consultants use this report to determine what supplemental certifications (if applicable) need to be enacted for the following affected groups: Person with Disabilities, Vietnam-Era Veterans, and Disabled Veterans.

Job Groups are groups of Occupational Categories (job classifications) in WSDOT that have relatively similar content and opportunities. Job Groups with less than 10 employees are not included in this report.

Utilization # is the total number of employees in within the reported WSDOT Organization. (Includes permanent Merit System 1 employees with 50% or more "Appointment Percent" and all active Merit System 5 (WSF) employees (including "On-call", "Temporary", "Relief", and "Probation"). Utilization % is the proportion of each race, gender, veteran, or disability category within each EEO Group. It equals the number of employees in each Affirmative Action Category divided by the total number of employees in the EEO Job Group.

Internal Availability is the estimated internal pool of candidates available for promotion. The methodology is based on identifying Job Classes that have a natural career path progression to higher classes. For example, Bridge Engineer 1 employees are "available" for promotion to Bridge Engineer 2 positions. Employee data was grouped for all employees (permanent and non-permanent) from the job class held on June 30, 2017 into the EEO Group of the job class they could promote into.

WSDOT Availability % is the final availability percentage for the agency as a whole. Availability #, Goal, Goal Met, and Utilization Analysis are based on the WSDOT Availability %.

Relative Available # represents the number available for each affected group, relative to the size of the Job Group. It is the product of the WSDOT Availability multiplied by the number of positions in the EEO Job Group, rounded up.

Goal is the number of new hires/promotions that would bring the group to parity with the available workforce. It is the Utilization # minus the Availability #, where the result is greater than zero. Numbers are rounded up.

Goals Met? indicates if there is underutilization, meaning the group is under-represented compared the number available. If goals have not been met, there is a need to apply affirmative action strategies. If there is underutilization of less than .5 FTE, there is still a goal for which affirmative action can be taken. Therefore, "Relative Available" and "Goal" numbers are rounded up.

Utilization Analysis compares the number of employees represented by the WSDOT Region/HQ Division against WSDOT Final Availability. **Utilized:** The number of current employees in an affected group equals the number available. **Under-utilized:** The number of current employees in an affected group is less than the number available. **S (Significantly) Under-utilized:** The number of current employees in an affected group is less than 80% of the number available. This is an indicator of a potential barrier that requires monitoring and necessary corrective action.

Affirmative Action Category Definitions

Affirmative Action information is self-identified by employees on a voluntary basis. All employee counts include permanent full-time employees and are compiled from the Washington State HRMS Business Intelligence system.

Caucasian: A person with origins in any of the original peoples of Europe, North Africa, or the Middle East.

African American/Black: A person with origins in any of the Black racial groups of Africa.

American Indian or Alaskan Native: A person with origins in any of the original peoples of North America and who maintains cultural identification through documented tribal affiliation or community recognition.

Asian or Pacific Islander: A person with origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. For example, China, Japan, Korea, Pakistan, the Philippine Republic, and Samoa.

Hispanic/Latino: A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin regardless of race. For example, persons from Brazil, Guyana, or Surinam would be classified according to their race and would not necessarily be included in the Hispanic category. This category does not include persons from Portugal, who should be classified according to

Person with Disability: A person with a permanent physical, mental, or sensory impairment which substantially limits one or more major life activities. Physical, mental, or sensory impairment means: (a) any physiological or neurological disorder or condition, cosmetic functions; or (b) any mental or psychological disorders such as mental retardation, organic brain syndrome, emotional or mental illness, or any specific learning disability. The impairment must be material rather than slight, and permanent in that it is seldom fully corrected by medical replacement, therapy or surgical means.

Disabled Veteran: A person entitled to disability compensation under laws administered by the Veterans Administration for a disability rated at 30 percent or more, or disability rated at least 10 percent in the case of a veteran who has been determined by the Veterans Administration to have a serious employment handicap, or whose discharge or release from active duty was for a disability incurred or aggravated in the line of duty.

Vietnam-Era Veteran: A person who served on active duty for more than 180 days, any part of which occurred between February 28, 1961 and May 7, 1975 in the Republic of Vietnam, or between August 5, 1964 and May 7, 1975 in all other cases; and was discharged or released from active duty with other than a dishonorable discharge; or who was discharged or released from active duty for a service-connected disability if any part of such active duty was performed between August 5, 1964 and May 7, 1975.

WSDOT REGIONAL/HQ UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Officials/Administrators **Region:** South Central Region **Date:** June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam-Era Veteran	Disabled Veteran	Persons With Disabilities
Current Utilization #	34	32	0	0	0	2	2	1	0	1
Current Utilization %		94.1%	0.0%	0.0%	0.0%	5.9%	5.9%	2.9%	0.0%	2.9%
Internal Availability	62	95.2%	0.0%	0.0%	0.0%	4.8%	8.1%	3.2%	0.0%	4.8%
WSDOT Availability %			2.5%	1.8%	6.9%	3.7%	38.6%	3.0%	0.8%	4.7%
Relative Available #			1	1	3	2	14	2	1	2
Goal			1	1	3	0	12	1	1	1
Goals Met?			NO	NO	NO	YES	NO	NO	NO	NO
Utilization Analysis			S Under-utilized	S Under-utilized	S Under-utilized	Utilized	S Under-utilized	Under-utilized	S Under-utilized	S Under-utilized

Note: "Relative Available #", "Goal", "Goals Met" and "Utilization Analysis" compare the Regional Utilization against WSDOT Availability.

WSDOT REGIONAL/HQ UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Professionals **Region:** South Central Region **Date:** June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam-Era Veteran	Disabled Veteran	Persons With Disabilities
Current Utilization #	135	127	0	0	1	7	34	1	0	7
Current Utilization %		94.1%	0.0%	0.0%	0.7%	5.2%	25.2%	0.7%	0.0%	5.2%
Internal Availability	156	92.9%	0.0%	0.0%	0.6%	6.4%	23.1%	0.6%	0.0%	3.8%
WSDOT Availability %			1.9%	1.2%	11.9%	3.5%	26.2%	3.0%	0.8%	3.8%
Relative Available #			3	2	17	5	36	5	2	6
Goal			3	2	16	0	2	4	2	0
Goals Met?			NO	NO	NO	YES	NO	NO	NO	YES
Utilization Analysis			S Under-utilized	S Under-utilized	S Under-utilized	Utilized	Under-utilized	S Under-utilized	S Under-utilized	Utilized

Note: "Relative Available #", "Goal", "Goals Met" and "Utilization Analysis" compare the Regional Utilization against WSDOT Availability.

WSDOT REGIONAL/HQ UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Paraprofessionals **Region:** South Central Region **Date:** June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam Era Veteran	Disabled Veteran	Persons With Disabilities
Current Utilization #	2	2	0	0	0	0	1	0	0	0
Current Utilization %		100.0%	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%
Internal Availability	8	100.0%	0.0%	0.0%	0.0%	0.0%	87.5%	0.0%	0.0%	0.0%
WSDOT Availability %			6.1%	2.5%	7.8%	7.0%	87.9%	3.0%	0.8%	7.7%
Relative Available #			1	1	1	1	2	1	1	1
Goal			1	1	1	1	1	1	1	1
Goals Met?			NO	NO	NO	NO	NO	NO	NO	NO
Utilization Analysis			S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized

Note: "Relative Available #", "Goal", "Goals Met" and "Utilization Analysis" compare the Regional Utilization against WSDOT Availability.

WSDOT REGIONAL/HQ UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Office and Clerical **Region:** South Central Region **Date:** June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam Era Veteran	Disabled Veteran	Persons With Disabilities	
Current Utilization #	2	2	0	0	0	0	1	0	0	0	
Current Utilization %		100.0%	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	
Internal Availability	15	93.3%	0.0%	6.7%	0.0%	0.0%	100.0%	0.0%	0.0%	13.3%	
WSDOT Availability %			4.2%	2.1%	8.2%	6.4%	74.3%	3.0%	0.8%	6.5%	
Relative Available #			1	1	1	1	2	1	1	1	
Goal			1	1	1	1	1	1	1	1	
Goals Met?			NO	NO	NO	NO	NO	NO	NO	NO	NO
Utilization Analysis			S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized

Note: "Relative Available #", "Goal", "Goals Met" and "Utilization Analysis" compare the Regional Utilization against WSDOT Availability.

WSDOT REGIONAL/HQ UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Skilled Craftpersons

Region: South Central Region

Date: June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam Era Veteran	Disabled Veteran	Persons With Disabilities	
Current Utilization #	197	184	0	3	0	10	9	1	0	4	
Current Utilization %		93.4%	0.0%	1.5%	0.0%	5.1%	4.6%	0.5%	0.0%	2.0%	
Internal Availability	238	91.2%	0.4%	2.1%	0.4%	5.9%	8.8%	0.0%	0.0%	1.3%	
WSDOT Availability %			2.5%	2.0%	4.9%	12.5%	5.8%	3.0%	0.8%	7.5%	
Relative Available #			5	5	10	25	12	6	2	15	
Goal			5	2	10	15	3	5	2	11	
Goals Met?			NO	NO	NO	NO	NO	NO	NO	NO	NO
Utilization Analysis			S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized

Note: "Relative Available #", "Goal", "Goals Met" and "Utilization Analysis" compare the Regional Utilization against WSDOT Availability.

WSDOT REGIONAL/HQ UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: **Technicians**

Region: **South Central
Region**

Date: **June 30, 2017**

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam Era Veteran	Disabled Veteran	Persons With Disabilities
Current Utilization #	48	43	1	1	0	3	6	1	0	2
Current Utilization %		89.6%	2.1%	2.1%	0.0%	6.3%	12.5%	2.1%	0.0%	4.2%
Internal Availability	29	93.1%	3.4%	3.4%	0.0%	0.0%	20.7%	3.4%	0.0%	6.9%
WSDOT Availability %			3.1%	1.9%	9.9%	6.8%	51.9%	3.0%	0.8%	5.7%
Relative Available #			2	1	5	4	25	2	1	3
Goal			1	0	5	1	19	1	1	1
Goals Met?			NO	YES	NO	NO	NO	NO	NO	NO
Utilization Analysis			S Under- utilized	Utilized	S Under- utilized	Under- utilized	S Under- utilized	S Under- utilized	S Under- utilized	S Under- utilized

Note: "Relative Available #", "Goal", "Goals Met" and "Utilization Analysis" compare the Regional Utilization against WSDOT Availability.

WSDOT REGIONAL/HQ UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Services / Maintenance **Region:** South Central Region **Date:** June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam Era Veteran	Disabled Veteran	Persons With Disabilities
Current Utilization #	14	12	0	0	1	1	13	0	0	0
Current Utilization %		85.7%	0.0%	0.0%	7.1%	7.1%	92.9%	0.0%	0.0%	0.0%
Internal Availability	7	71.4%	14.3%	0.0%	0.0%	14.3%	71.4%	0.0%	0.0%	0.0%
WSDOT Availability %			4.5%	2.7%	8.4%	18.2%	35.8%	3.0%	0.8%	8.7%
Relative Available #			1	1	2	3	6	1	1	2
Goal			1	1	1	2	0	1	1	2
Goals Met?			NO	NO	NO	NO	YES	NO	NO	NO
Utilization Analysis			S Under-utilized	S Under-utilized	Under-utilized	S Under-utilized	Utilized	S Under-utilized	S Under-utilized	S Under-utilized

Note: "Relative Available #", "Goal", "Goals Met" and "Utilization Analysis" compare the Regional Utilization against WSDOT Availability.

Utilization Analysis Report Definitions and Descriptions

This report compares the composition of Washington State Department of Transportation's current workforce of affected group members against the available workforce. WSDOT Regions and HQ Administrations use this information to establish and monitor strategies to correct underutilization and employ a productive and diverse workforce. Human Resource Consultants use this report to determine what supplemental certifications (if applicable) need to be enacted for the following affected groups: Person with Disabilities, Vietnam-Era Veterans, and Disabled Veterans.

Job Groups are groups of Occupational Categories (job classifications) in WSDOT that have relatively similar content and opportunities. Job Groups with less than 10 employees are not included in this report.

Utilization # is the total number of employees in within the reported WSDOT Organization. (Includes permanent Merit System 1 employees with 50% or more "Appointment Percent" and all active Merit System 5 (WSF) employees (including "On-call", "Temporary", "Relief", and "Probation"). Utilization % is the proportion of each race, gender, veteran, or disability category within each EEO Group. It equals the number of employees in each Affirmative Action Category divided by the total number of employees in the EEO Job Group.

Internal Availability is the estimated internal pool of candidates available for promotion. The methodology is based on identifying Job Classes that have a natural career path progression to higher classes. For example, Bridge Engineer 1 employees are "available" for promotion to Bridge Engineer 2 positions. Employee data was grouped for all employees (permanent and non-permanent) from the job class held on June 30, 2017 into the EEO Group of the job class they could promote into.

WSDOT Availability % is the final availability percentage for the agency as a whole. Availability #, Goal, Goal Met, and Utilization Analysis are based on the WSDOT Availability %.

Relative Available # represents the number available for each affected group, relative to the size of the Job Group. It is the product of the WSDOT Availability multiplied by the number of positions in the EEO Job Group, rounded up.

Goal is the number of new hires/promotions that would bring the group to parity with the available workforce. It is the Utilization # minus the Availability #, where the result is greater than zero. Numbers are rounded up.

Goals Met? indicates if there is underutilization, meaning the group is under-represented compared the number available. If goals have not been met, there is a need to apply affirmative action strategies. If there is underutilization of less than .5 FTE, there is still a goal for which affirmative action can be taken. Therefore, "Relative Available" and "Goal" numbers are rounded up.

Utilization Analysis compares the number of employees represented by the WSDOT Region/HQ Division against WSDOT Final Availability. **Utilized:** The number of current employees in an affected group equals the number available. **Under-utilized:** The number of current employees in an affected group is less than the number available. **S (Significantly) Under-utilized:** The number of current employees in an affected group is less than 80% of the number available. This is an indicator of a potential barrier that requires monitoring and necessary corrective action.

Affirmative Action Category Definitions

Affirmative Action information is self-identified by employees on a voluntary basis. All employee counts include permanent full-time employees and are compiled from the Washington State HRMS Business Intelligence system.

Caucasian: A person with origins in any of the original peoples of Europe, North Africa, or the Middle East.

African American/Black: A person with origins in any of the Black racial groups of Africa.

American Indian or Alaskan Native: A person with origins in any of the original peoples of North America and who maintains cultural identification through documented tribal affiliation or community recognition.

Asian or Pacific Islander: A person with origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. For example, China, Japan, Korea, Pakistan, the Philippine Republic, and Samoa.

Hispanic/Latino: A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin regardless of race. For example, persons from Brazil, Guyana, or Surinam would be classified according to their race and would not necessarily be included in the Hispanic category. This category does not include persons from Portugal, who should be classified according to race.

Person with Disability: A person with a permanent physical, mental, or sensory impairment which substantially limits one or more major life activities. Physical, mental, or sensory impairment means: (a) any physiological or neurological disorder or condition, cosmetic functions; or (b) any mental or psychological disorders such as mental retardation, organic brain syndrome, emotional or mental illness, or any specific learning disability. The impairment must be material rather than slight, and permanent in that it is seldom fully corrected by medical replacement, therapy or surgical means.

Disabled Veteran: A person entitled to disability compensation under laws administered by the Veterans Administration for a disability rated at 30 percent or more, or disability rated at least 10 percent in the case of a veteran who has been determined by the Veterans Administration to have a serious employment handicap, or whose discharge or release from active duty was for a disability incurred or aggravated in the line of duty.

Vietnam-Era Veteran: A person who served on active duty for more than 180 days, any part of which occurred between February 28, 1961 and May 7, 1975 in the Republic of Vietnam, or between August 5, 1964 and May 7, 1975 in all other cases; and was discharged or released from active duty with other than a dishonorable discharge; or who was discharged or released from active duty for a service-connected disability if any part of such active duty was performed between August 5, 1964 and May 7, 1975.

WSDOT REGIONAL/HQ UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: **Officials/Administrators** **Region:** **Southwest Region** **Date:** **June 30, 2017**

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam-Era Veteran	Disabled Veteran	Persons With Disabilities
Current Utilization #	36	35	0	0	1	0	7	1	0	1
Current Utilization %		97.2%	0.0%	0.0%	2.8%	0.0%	19.4%	2.8%	0.0%	2.8%
Internal Availability	60	96.7%	0.0%	0.0%	3.3%	0.0%	15.0%	3.3%	0.0%	1.7%
WSDOT Availability %			2.5%	1.8%	6.9%	3.7%	38.6%	3.0%	0.8%	4.7%
Relative Available #			1	1	3	2	14	2	1	2
Goal			1	1	2	2	7	1	1	1
Goals Met?			NO	NO	NO	NO	NO	NO	NO	NO
Utilization Analysis			S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	Under-utilized	S Under-utilized	S Under-utilized

Note: "Relative Available #", "Goal", "Goals Met" and "Utilization Analysis" compare the Regional Utilization against WSDOT Availability.

WSDOT REGIONAL/HQ UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Professionals **Region:** Southwest Region **Date:** June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam-Era Veteran	Disabled Veteran	Persons With Disabilities	
Current Utilization #	124	113	1	0	8	2	30	2	1	3	
Current Utilization %		91.1%	0.8%	0.0%	6.5%	1.6%	24.2%	1.6%	0.8%	2.4%	
Internal Availability	138	92.8%	0.7%	0.0%	5.1%	1.4%	27.5%	1.4%	0.7%	3.6%	
WSDOT Availability %			1.9%	1.2%	11.9%	3.5%	26.2%	3.0%	0.8%	3.8%	
Relative Available #			3	2	15	5	33	4	1	5	
Goal			2	2	7	3	3	2	0	2	
Goals Met?			NO	NO	NO	NO	NO	NO	NO	YES	NO
Utilization Analysis			S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	Under-utilized	S Under-utilized	Utilized	S Under-utilized	

Note: "Relative Available #", "Goal", "Goals Met" and "Utilization Analysis" compare the Regional Utilization against WSDOT Availability.

WSDOT REGIONAL/HQ UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Paraprofessionals **Region:** Southwest Region **Date:** June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam Era Veteran	Disabled Veteran	Persons With Disabilities
Current Utilization #	2	2	0	0	0	0	2	0	0	0
Current Utilization %		100.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%
Internal Availability	7	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%
WSDOT Availability %			6.1%	2.5%	7.8%	7.0%	87.9%	3.0%	0.8%	7.7%
Relative Available #			1	1	1	1	2	1	1	1
Goal			1	1	1	1	0	1	1	1
Goals Met?			NO	NO	NO	NO	YES	NO	NO	NO
Utilization Analysis			S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	Utilized	S Under-utilized	S Under-utilized	S Under-utilized

Note: "Relative Available #", "Goal", "Goals Met" and "Utilization Analysis" compare the Regional Utilization against WSDOT Availability.

WSDOT REGIONAL/HQ UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Office and Clerical **Region:** Southwest Region **Date:** June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam Era Veteran	Disabled Veteran	Persons With Disabilities
Current Utilization #	2	2	0	0	0	0	2	0	0	0
Current Utilization %		100.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%
Internal Availability	12	91.7%	0.0%	0.0%	8.3%	0.0%	83.3%	0.0%	0.0%	0.0%
WSDOT Availability %			4.2%	2.1%	8.2%	6.4%	74.3%	3.0%	0.8%	6.5%
Relative Available #			1	1	1	1	2	1	1	1
Goal			1	1	1	1	0	1	1	1
Goals Met?			NO	NO	NO	NO	YES	NO	NO	NO
Utilization Analysis			S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	Utilized	S Under-utilized	S Under-utilized	S Under-utilized

Note: "Relative Available #", "Goal", "Goals Met" and "Utilization Analysis" compare the Regional Utilization against WSDOT Availability.

WSDOT REGIONAL/HQ UTILIZATION ANALYSIS REPORT (Definitions on last page)

JOB GROUP: Skilled Craftpersons Region: Southwest Region Date: June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam Era Veteran	Disabled Veteran	Persons With Disabilities
Current Utilization #	156	152	0	2	0	2	8	1	0	4
Current Utilization %		97.4%	0.0%	1.3%	0.0%	1.3%	5.1%	0.6%	0.0%	2.6%
Internal Availability	152	96.1%	0.0%	2.0%	0.0%	2.0%	7.9%	0.0%	0.0%	2.6%
WSDOT Availability %			2.5%	2.0%	4.9%	12.5%	5.8%	3.0%	0.8%	7.5%
Relative Available #			4	4	8	20	9	5	2	12
Goal			4	2	8	18	1	4	2	8
Goals Met?			NO	NO	NO	NO	NO	NO	NO	NO
Utilization Analysis			S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized

Note: "Relative Available #", "Goal", "Goals Met" and "Utilization Analysis" compare the Regional Utilization against WSDOT Availability.

WSDOT REGIONAL/HQ UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Services / Maintenance **Region:** Southwest Region **Date:** June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam Era Veteran	Disabled Veteran	Persons With Disabilities
Current Utilization #	7	7	0	0	0	0	3	0	0	0
Current Utilization %		100.0%	0.0%	0.0%	0.0%	0.0%	42.9%	0.0%	0.0%	0.0%
Internal Availability	3	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
WSDOT Availability %			4.5%	2.7%	8.4%	18.2%	35.8%	3.0%	0.8%	8.7%
Relative Available #			1	1	1	2	3	1	1	1
Goal			1	1	1	2	0	1	1	1
Goals Met?			NO	NO	NO	NO	YES	NO	NO	NO
Utilization Analysis			S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	Utilized	S Under-utilized	S Under-utilized	S Under-utilized

Note: "Relative Available #", "Goal", "Goals Met" and "Utilization Analysis" compare the Regional Utilization against WSDOT Availability.

Utilization Analysis Report Definitions and Descriptions

This report compares the composition of Washington State Department of Transportation's current workforce of affected group members against the available workforce. WSDOT Regions and HQ Administrations use this information to establish and monitor strategies to correct underutilization and employ a productive and diverse workforce. Human Resource Consultants use this report to determine what supplemental certifications (if applicable) need to be enacted for the following affected groups: Person with Disabilities, Vietnam-Era Veterans, and Disabled Veterans.

Job Groups are groups of Occupational Categories (job classifications) in WSDOT that have relatively similar content and opportunities. Job Groups with less than 10 employees are not included in this report.

Utilization # is the total number of employees in within the reported WSDOT Organization. (Includes permanent Merit System 1 employees with 50% or more "Appointment Percent" and all active Merit System 5 (WSF) employees (including "On-call", "Temporary", "Relief", and "Probation"). Utilization % is the proportion of each race, gender, veteran, or disability category within each EEO Group. It equals the number of employees in each Affirmative Action Category divided by the total number of employees in the EEO Job Group.

Internal Availability is the estimated internal pool of candidates available for promotion. The methodology is based on identifying Job Classes that have a natural career path progression to higher classes. For example, Bridge Engineer 1 employees are "available" for promotion to Bridge Engineer 2 positions. Employee data was grouped for all employees (permanent and non-permanent) from the job class held on June 30, 2017 into the EEO Group of the job class they could promote into.

WSDOT Availability % is the final availability percentage for the agency as a whole. Availability #, Goal, Goal Met, and Utilization Analysis are based on the WSDOT Availability %.

Relative Available # represents the number available for each affected group, relative to the size of the Job Group. It is the product of the WSDOT Availability multiplied by the number of positions in the EEO Job Group, rounded up.

Goal is the number of new hires/promotions that would bring the group to parity with the available workforce. It is the Utilization # minus the Availability #, where the result is greater than zero. Numbers are rounded up.

Goals Met? indicates if there is underutilization, meaning the group is under-represented compared the number available. If goals have not been met, there is a need to apply affirmative action strategies. If there is underutilization of less than .5 FTE, there is still a goal for which affirmative action can be taken. Therefore, "Relative Available" and "Goal" numbers are rounded up.

Utilization Analysis compares the number of employees represented by the WSDOT Region/HQ Division against WSDOT Final Availability. **Utilized:** The number of current employees in an affected group equals the number available. **Under-utilized:** The number of current employees in an affected group is less than the number available. **S (Significantly) Under-utilized:** The number of current employees in an affected group is less than 80% of the number available. This is an indicator of a potential barrier that requires monitoring and necessary corrective action.

Affirmative Action Category Definitions

Affirmative Action information is self-identified by employees on a voluntary basis. All employee counts include permanent full-time employees and are compiled from the Washington State HRMS Business Intelligence system.

Caucasian: A person with origins in any of the original peoples of Europe, North Africa, or the Middle East.

African American/Black: A person with origins in any of the Black racial groups of Africa.

American Indian or Alaskan Native: A person with origins in any of the original peoples of North America and who maintains cultural identification through documented tribal affiliation or community recognition.

Asian or Pacific Islander: A person with origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. For example, China, Japan, Korea, Pakistan, the Philippine Republic, and Samoa.

Hispanic/Latino: A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin regardless of race. For example, persons from Brazil, Guyana, or Surinam would be classified according to their race and would not necessarily be included in the Hispanic category. This category does not include persons from Portugal, who should be classified according to race.

Person with Disability: A person with a permanent physical, mental, or sensory impairment which substantially limits one or more major life activities. Physical, mental, or sensory impairment means: (a) any physiological or neurological disorder or condition, cosmetic functions; or (b) any mental or psychological disorders such as mental retardation, organic brain syndrome, emotional or mental illness, or any specific learning disability. The impairment must be material rather than slight, and permanent in that it is seldom fully corrected by medical replacement, therapy or surgical means.

Disabled Veteran: A person entitled to disability compensation under laws administered by the Veterans Administration for a disability rated at 30 percent or more, or disability rated at least 10 percent in the case of a veteran who has been determined by the Veterans Administration to have a serious employment handicap, or whose discharge or release from active duty was for a disability incurred or aggravated in the line of duty.

Vietnam-Era Veteran: A person who served on active duty for more than 180 days, any part of which occurred between February 28, 1961 and May 7, 1975 in the Republic of Vietnam, or between August 5, 1964 and May 7, 1975 in all other cases; and was discharged or released from active duty with other than a dishonorable discharge; or who was discharged or released from active duty for a service-connected disability if any part of such active duty was performed between August 5, 1964 and May 7, 1975.

WSDOT WSF MARINE DIVISION UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Officials/Administrators

Date: June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam-Era Veteran	Disabled Veteran	Persons With Disabilities
Current Utilization #	49	47	1	0	1	0	15	0	0	2
Current Utilization %		95.9%	2.0%	0.0%	2.0%	0.0%	30.6%	0.0%	0.0%	4.1%
Internal Availability	152	88.2%	2.0%	1.3%	5.3%	3.3%	25.0%	2.0%	0.7%	4.6%
WSDOT Availability %			2.5%	1.8%	6.9%	3.7%	38.6%	3.0%	0.8%	4.7%
Relative Available #			2	1	4	2	19	2	1	3
Goal			1	1	3	2	4	2	1	1
Goals Met?			NO	NO	NO	NO	NO	NO	NO	NO
Utilization Analysis			Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	Under-utilized

Utilized: The number of current employees in an affected group equals the number available. Under-utilized: The number of current employees in an affected group is less than the number available. S (Significantly) Under-utilized: The number of current employees in an affected group is less than 80% of the number available. This is an indicator of a potential barrier that requires monitoring and necessary corrective action.

WSDOT WSF MARINE DIVISION UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Professionals

Date: June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam-Era Veteran	Disabled Veteran	Persons With Disabilities
Current Utilization #	498	438	14	6	30	10	72	7	1	9
Current Utilization %		88.0%	2.8%	1.2%	6.0%	2.0%	14.5%	1.4%	0.2%	1.8%
Internal Availability	1073	89.9%	2.6%	1.6%	4.2%	1.7%	16.8%	0.6%	0.0%	2.1%
WSDOT Availability %			1.9%	1.2%	11.9%	3.5%	26.2%	3.0%	0.8%	3.8%
Relative Available #			10	6	60	18	131	15	4	19
Goal			0	0	30	8	59	8	3	10
Goals Met?			YES	YES	NO	NO	NO	NO	NO	NO
Utilization Analysis			Utilized	Utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized

Utilized: The number of current employees in an affected group equals the number available. Under-utilized: The number of current employees in an affected group is less than the number available. S (Significantly) Under-utilized: The number of current employees in an affected group is less than 80% of the number available. This is an indicator of a potential barrier that requires monitoring and necessary corrective action.

WSDOT WSF MARINE DIVISION UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Paraprofessionals

Date: June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam Era Veteran	Disabled Veteran	Persons With Disabilities
Current Utilization #	21	19	0	1	0	1	17	0	0	3
Current Utilization %		90.5%	0.0%	4.8%	0.0%	4.8%	81.0%	0.0%	0.0%	14.3%
Internal Availability	4	75.0%	0.0%	0.0%	25.0%	0.0%	75.0%	0.0%	0.0%	0.0%
WSDOT Availability %			6.1%	2.5%	7.8%	7.0%	87.9%	3.0%	0.8%	7.7%
Relative Available #			2	1	2	2	19	1	1	2
Goal			2	0	2	1	2	1	1	0
Goals Met?			NO	YES	NO	NO	NO	NO	NO	YES
Utilization Analysis			S Under-utilized	Utilized	S Under-utilized	S Under-utilized	Under-utilized	S Under-utilized	S Under-utilized	Utilized

Utilized: The number of current employees in an affected group equals the number available. Under-utilized: The number of current employees in an affected group is less than the number available. S (Significantly) Under-utilized: The number of current employees in an affected group is less than 80% of the number available. This is an indicator of a potential barrier that requires monitoring and necessary corrective action.

WSDOT WSF MARINE DIVISION UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Office and Clerical

Date: June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam-Era Veteran	Disabled Veteran	Persons With Disabilities
Current Utilization #	384	333	15	8	20	8	206	0	0	19
Current Utilization %		86.7%	3.9%	2.1%	5.2%	2.1%	53.6%	0.0%	0.0%	4.9%
Internal Availability	242	89.7%	2.5%	2.5%	4.5%	0.8%	47.5%	0.0%	0.0%	1.2%
WSDOT Availability %			4.2%	2.1%	8.2%	6.4%	74.3%	3.0%	0.8%	6.5%
Relative Available #			17	9	32	25	286	12	4	25
Goal			2	1	12	17	80	12	4	6
Goals Met?			NO	NO	NO	NO	NO	NO	NO	NO
Utilization Analysis			Under-utilized	Utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized

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WSDOT WSF MARINE DIVISION UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Skilled Craftpersons

Date: June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam-Era Veteran	Disabled Veteran	Persons With Disabilities
Current Utilization #	185	171	4	1	6	3	15	1	0	2
Current Utilization %		92.4%	2.2%	0.5%	3.2%	1.6%	8.1%	0.5%	0.0%	1.1%
Internal Availability	91	93.4%	1.1%	0.0%	2.2%	3.3%	0.0%	0.0%	0.0%	1.1%
WSDOT Availability %			2.5%	2.0%	4.9%	12.5%	5.8%	3.0%	0.8%	7.5%
Relative Available #			5	4	10	24	11	6	2	14
Goal			1	3	4	21	0	5	2	12
Goals Met?			NO	NO	NO	NO	YES	NO	NO	NO
Utilization Analysis			Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	Utilized	S Under-utilized	S Under-utilized	S Under-utilized

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WSDOT WSF MARINE DIVISION UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Technicians

Date: June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam-Era Veteran	Disabled Veteran	Persons With Disabilities
Current Utilization #	11	10	0	0	1	0	3	1	0	2
Current Utilization %		90.9%	0.0%	0.0%	9.1%	0.0%	27.3%	9.1%	0.0%	18.2%
Internal Availability	3	100.0%	0.0%	0.0%	0.0%	0.0%	33.3%	0.0%	0.0%	33.3%
WSDOT Availability %			3.1%	1.9%	9.9%	6.8%	51.9%	3.0%	0.8%	5.7%
Relative Available #			1	1	2	1	6	1	1	1
Goal			1	1	1	1	3	0	1	0
Goals Met?			NO	NO	NO	NO	NO	YES	NO	YES
Utilization Analysis			S Under-utilized	S Under-utilized	Under-utilized	S Under-utilized	S Under-utilized	Utilized	S Under-utilized	Utilized

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WSDOT WSF MARINE DIVISION UTILIZATION ANALYSIS REPORT (Definitions on last pages)

JOB GROUP: Services / Maintenance

Date: June 30, 2017

	Total Count	Caucasian/ White	African American/ Black	American Indian/ Alaska Native	Asian/ Pacific Islander	Hispanic/ Latino	Female	Vietnam- Era Veteran	Disabled Veteran	Persons With Disabilities
Current Utilization #	665	606	11	12	20	16	127	0	0	12
Current Utilization %		91.1%	1.7%	1.8%	3.0%	2.4%	19.1%	0.0%	0.0%	1.8%
Internal Availability	319	91.5%	0.9%	0.9%	2.8%	3.8%	30.7%	0.0%	0.0%	2.5%
WSDOT Availability %			4.5%	2.7%	8.4%	18.2%	35.8%	3.0%	0.8%	8.7%
Relative Available #			30	18	56	121	238	20	6	58
Goal			19	6	36	105	111	20	6	46
Goals Met?			NO	NO	NO	NO	NO	NO	NO	NO
Utilization Analysis			S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized	S Under-utilized

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Hispanic/Latino: A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin regardless of race. For example, persons from Brazil, Guyana, or Surinam would be classified according to their race and would not necessarily be included in the Hispanic category. This category does not include persons from Portugal, who should be classified according to race.

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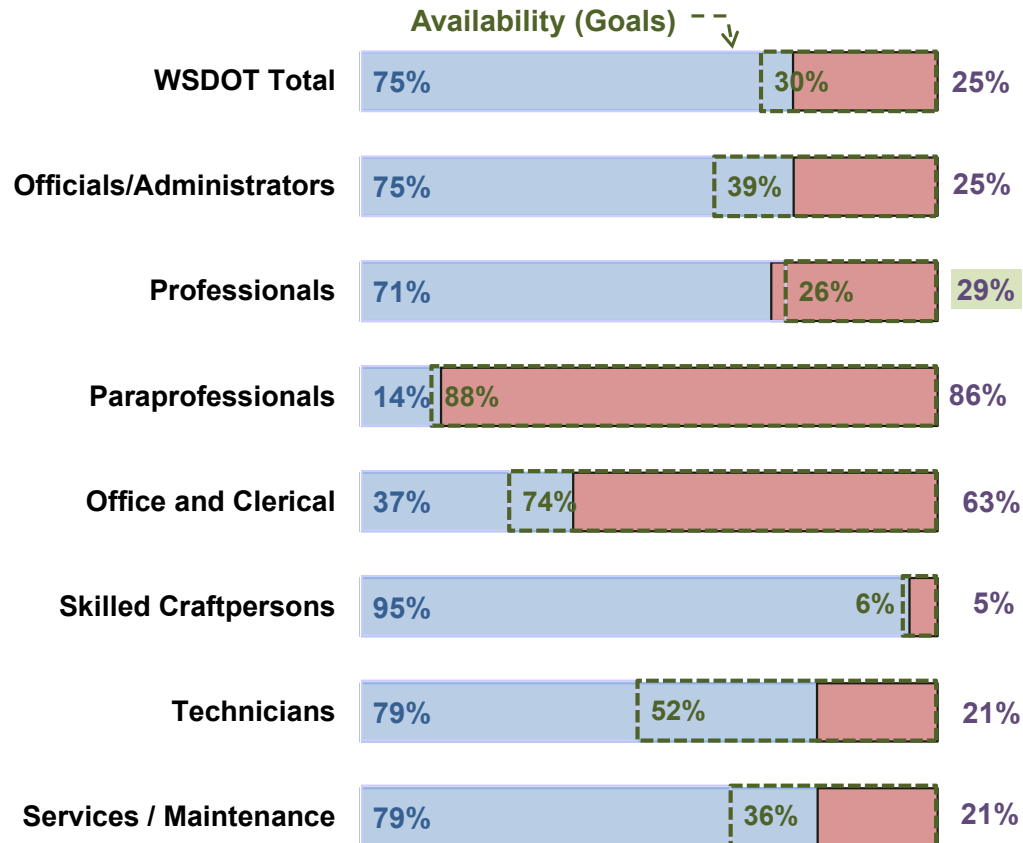
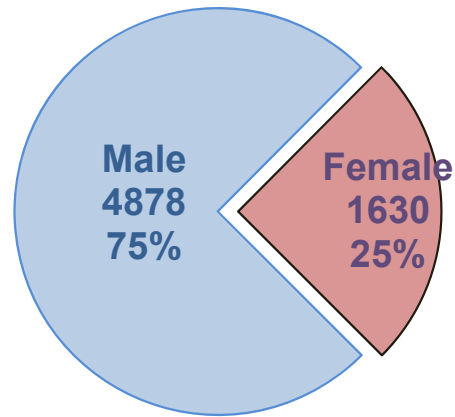
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WSDOT June 30, 2017 Final Workforce Availability (Goals)

WSDOT EEO Groups: Recruitment Area & EEO	% African American /Black	% American Indian / Alaska Native	% Asian / Pacific Islander	% Hispanic / Latino	% Female	% Vietnam Era Veterans	% Disabled Veterans	% Persons with a Disability	% Persons Over 40	Current % of Employees
Officials/Administrators	2.5%	1.8%	6.9%	3.7%	38.6%	3.0%	0.8%	4.7%	88.9%	9.9%
Professionals	1.9%	1.2%	11.9%	3.5%	26.2%	3.0%	0.8%	3.8%	73.2%	39.6%
Para-Professionals	6.1%	2.5%	7.8%	7.0%	87.9%	3.0%	0.8%	7.7%	76.1%	1.4%
Office and Clerical	4.2%	2.1%	8.2%	6.4%	74.3%	3.0%	0.8%	6.5%	74.7%	7.9%
Skilled Craftpersons	2.5%	2.0%	4.9%	12.5%	5.8%	3.0%	0.8%	7.5%	73.9%	22.6%
Technicians	3.1%	1.9%	9.9%	6.8%	51.9%	3.0%	0.8%	5.7%	64.5%	7.5%
Services/Maintenance	4.5%	2.7%	8.4%	18.2%	35.8%	3.0%	0.8%	8.7%	66.1%	11.2%
WSDOT Goal	2.7%	1.7%	8.9%	7.7%	30.5%	3.0%	0.8%	5.7%	73.6%	
WSDOT Actual	127	96	341	166	1,630	63	12	241	5,051	6,508
	2.0%	1.5%	5.2%	2.6%	25.0%	1.0%	0.2%	3.7%	77.6%	100%

WSDOT Workforce Utilization Female

as of June 30, 2017

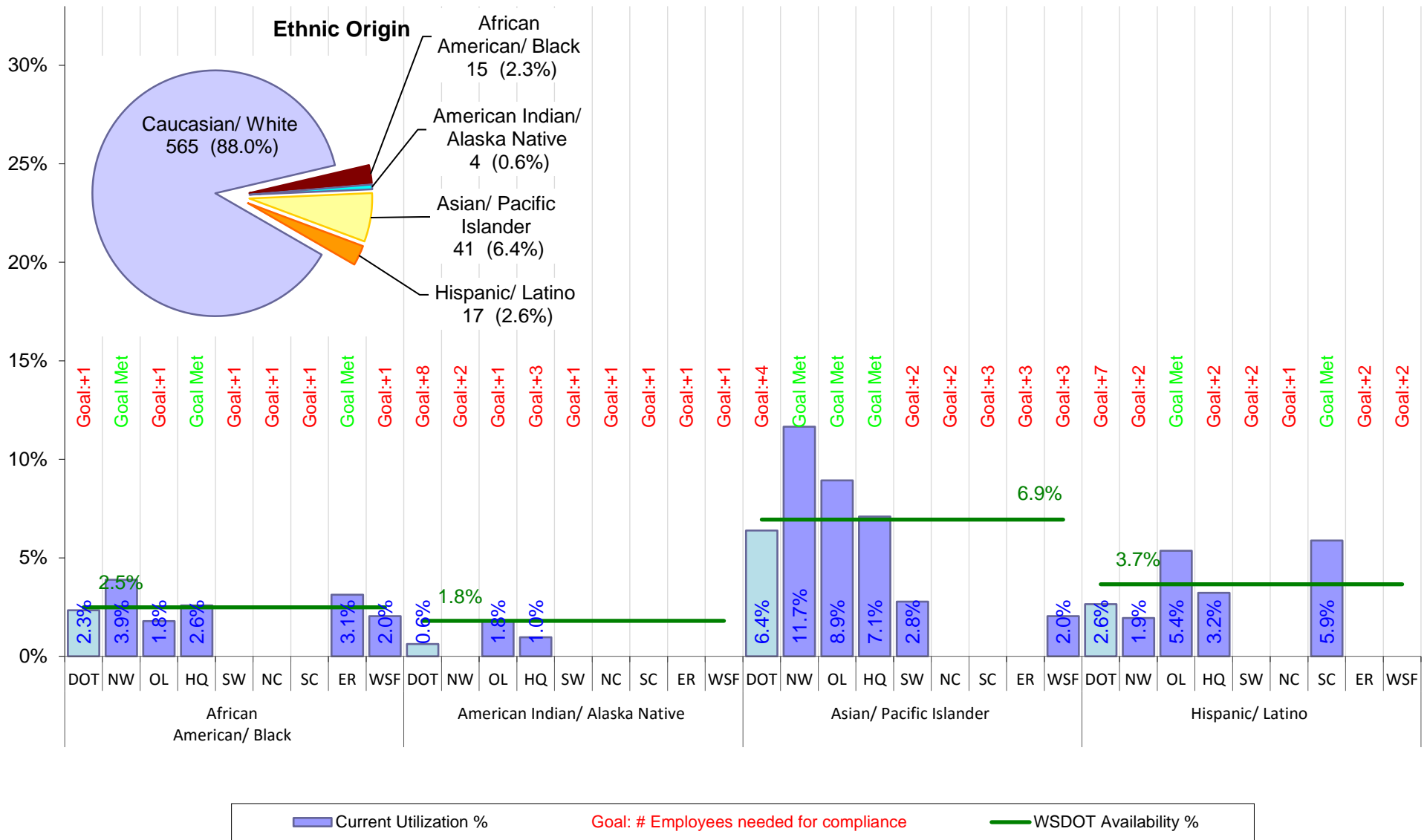


**WSDOT Workforce Utilization and Availability (Goals)
as of June 30, 2017**

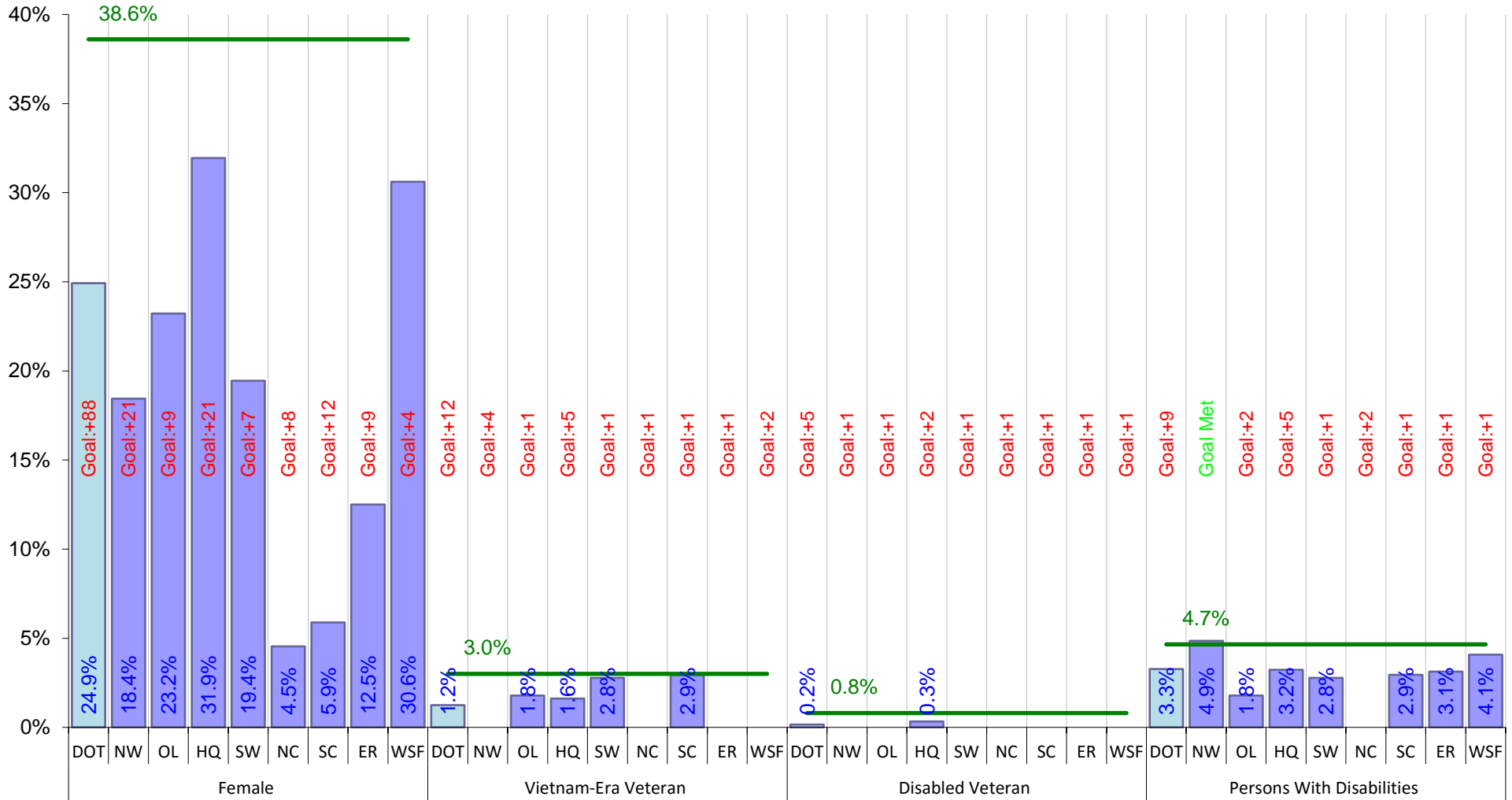
EEO Groups	% African American /Black		% American Indian / Alaska Native		% Asian / Pacific Islander		% Hispanic / Latino		% Female	
	Current	Goal	Current	Goal	Current	Goal	Current	Goal	Current	Goal
Officials and Administrators	2.3%	2.5%	0.6%	1.8%	6.4%	6.9%	2.6%	3.7%	24.9%	38.6%
Professionals	1.9%	1.9%	1.2%	1.2%	7.9%	11.9%	2.4%	3.5%	28.8%	26.2%
Technicians	2.0%	3.1%	2.0%	1.9%	4.7%	9.9%	4.1%	6.8%	20.9%	51.9%
Para-Professionals	4.3%	6.1%	2.2%	2.5%	2.2%	7.8%	2.2%	7.0%	86.0%	87.9%
Office and Clerical	3.3%	4.2%	2.1%	2.1%	4.7%	8.2%	2.3%	6.4%	63.2%	74.3%
Skilled Crafts	1.3%	2.5%	1.8%	2.0%	1.8%	4.9%	2.4%	12.5%	4.8%	5.8%
Service Maintenance	1.8%	4.5%	1.7%	2.7%	3.0%	8.4%	2.3%	18.2%	20.8%	35.8%
WSDOT Total	2.0%	2.7%	1.5%	1.7%	5.2%	8.9%	2.6%	7.7%	25.0%	30.5%

EEO Groups	% Vietnam Era Veterans		% Disabled Veterans		% Persons with a Disability		% Persons Over 40	
	Current	Goal	Current	Goal	Current	Goal	Current	Goal
Officials and Administrators	1.2%	3.0%	0.2%	0.8%	3.3%	4.7%	89.6%	N/A
Professionals	1.4%	3.0%	0.2%	0.8%	4.3%	3.8%	77.0%	N/A
Technicians	1.2%	3.0%	0.8%	0.8%	6.3%	5.7%	75.3%	N/A
Para-Professionals		3.0%		0.8%	8.6%	7.7%	81.7%	N/A
Office and Clerical	0.2%	3.0%		0.8%	5.1%	6.5%	81.3%	N/A
Skilled Crafts	0.7%	3.0%	0.1%	0.8%	2.2%	7.5%	77.1%	N/A
Service Maintenance	0.1%	3.0%		0.8%	1.8%	8.7%	68.8%	N/A
WSDOT Total	1.0%	3.0%	0.2%	0.8%	3.7%	5.7%	77.6%	N/A

WSDOT UTILIZATION ANALYSIS by REGION JOB GROUP: Officials/Administrators June 30, 2017



WSDOT UTILIZATION ANALYSIS by REGION JOB GROUP: Officials/Administrators June 30, 2017

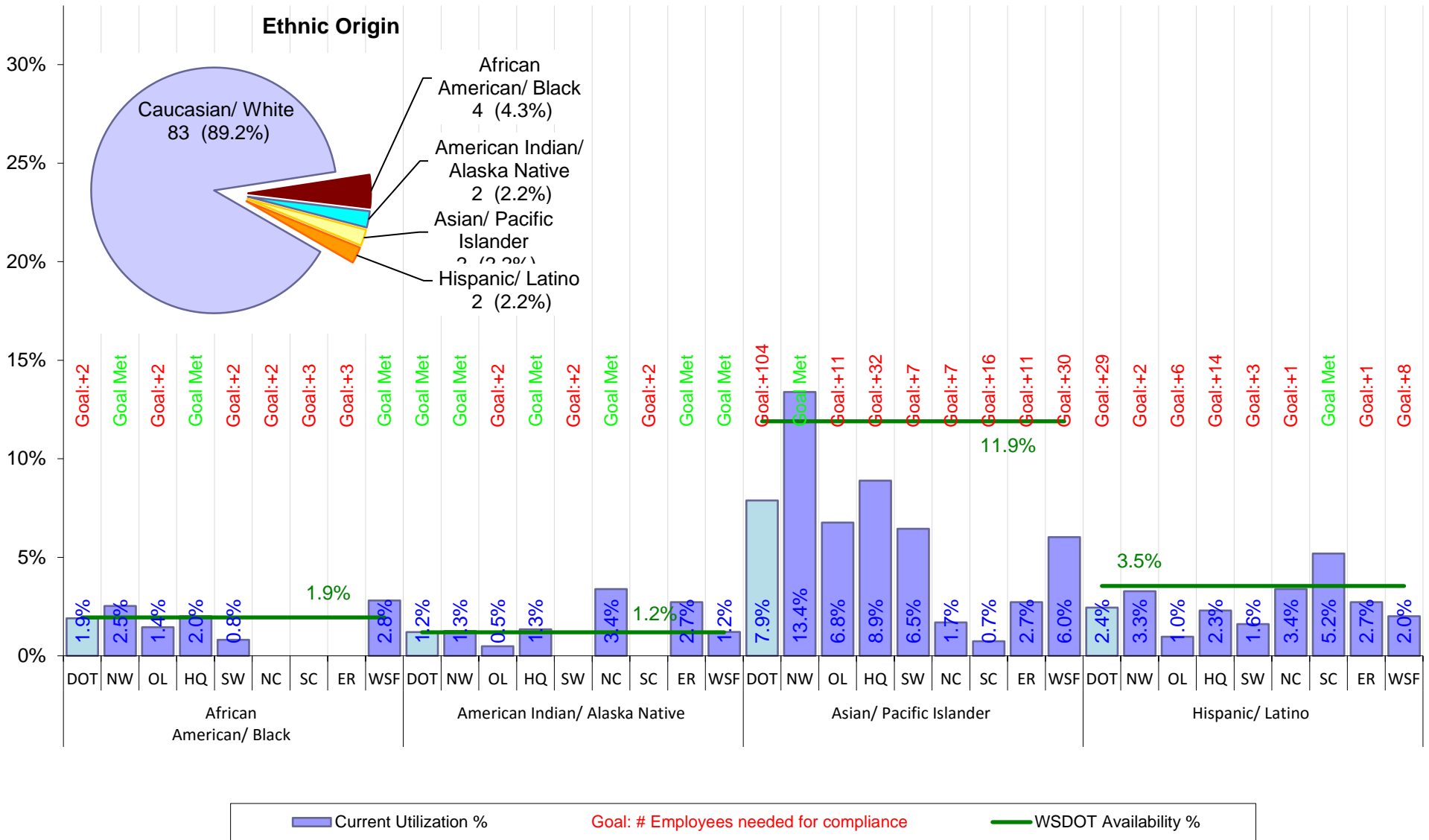


■ Current Utilization %
 ■ Goal: # Employees needed for compliance
 — WSDOT Availability %

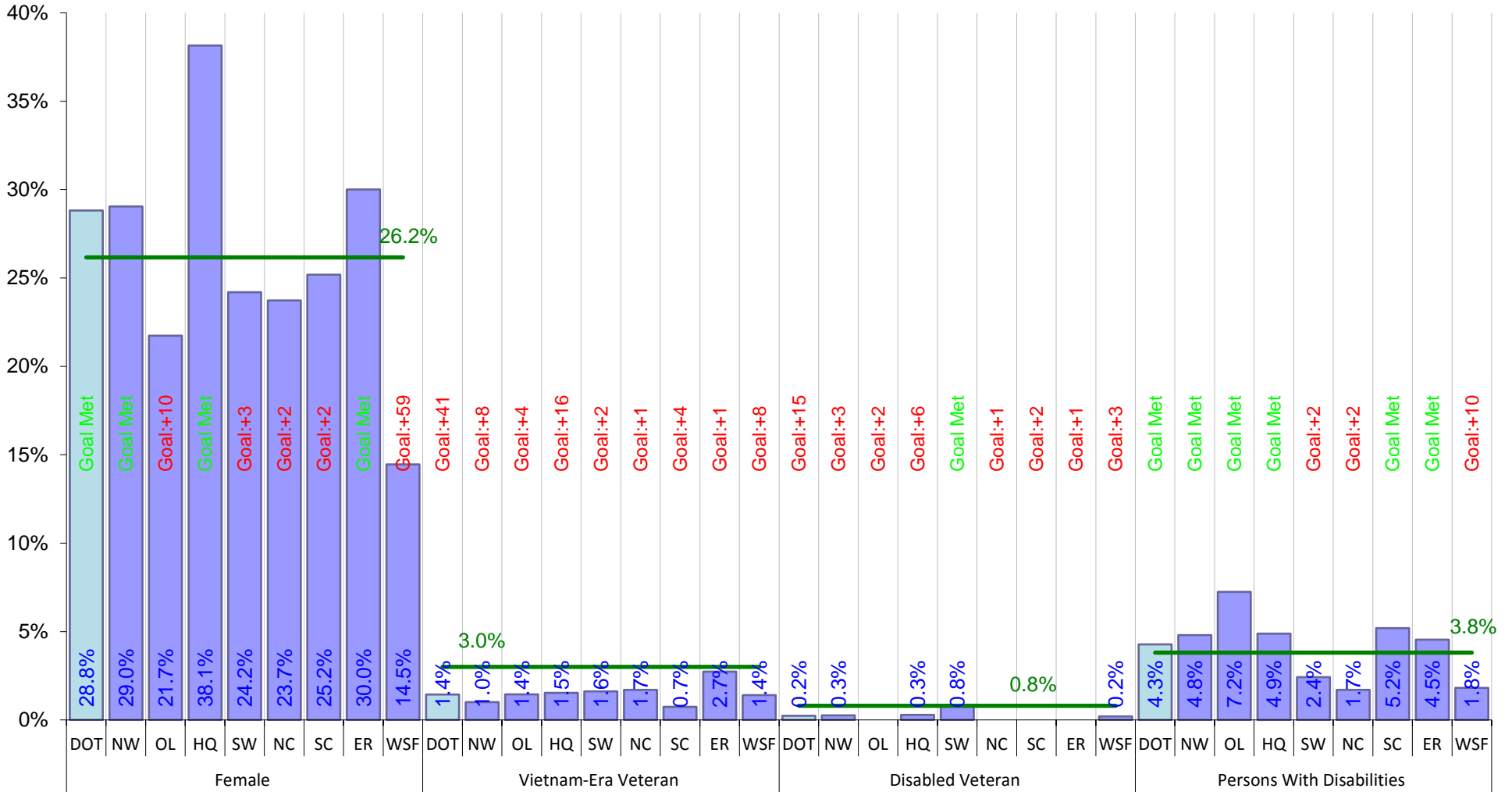
WSDOT UTILIZATION ANALYSIS by REGION

JOB GROUP: Professionals

June 30, 2017

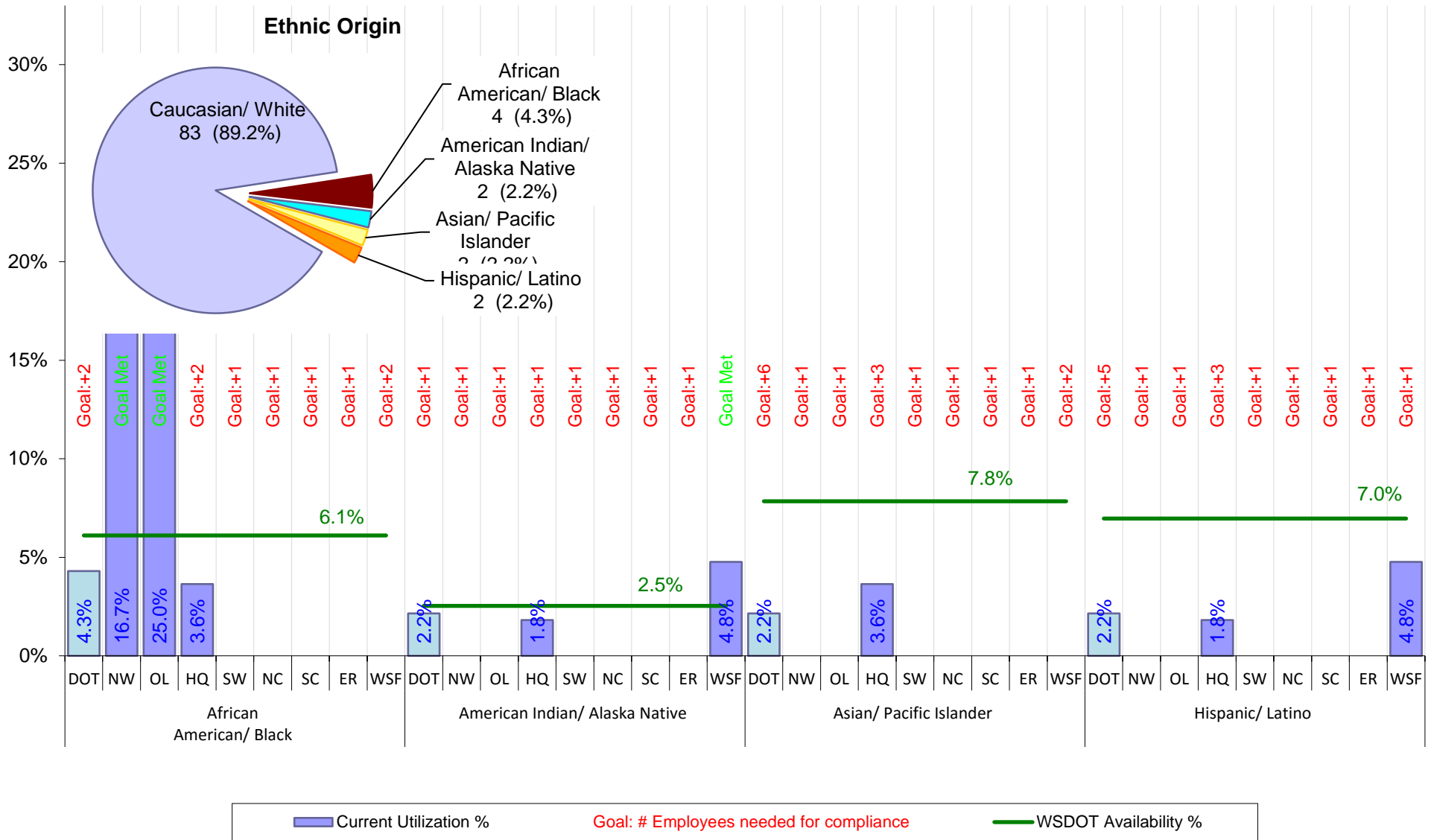


WSDOT UTILIZATION ANALYSIS by REGION JOB GROUP: Professionals June 30, 2017

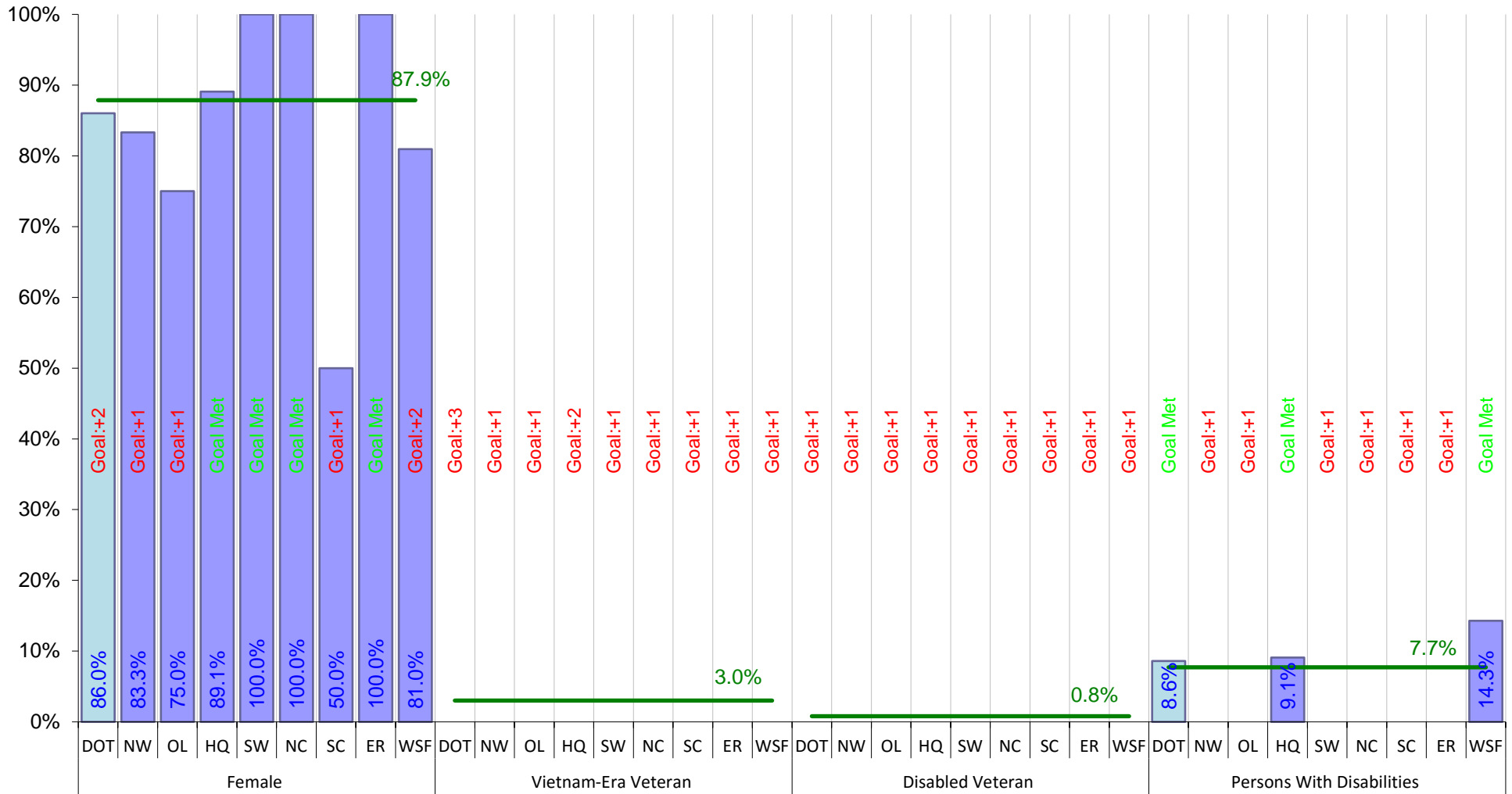


■ Current Utilization %
 ■ Goal: # Employees needed for compliance
 — WSDOT Availability %

WSDOT UTILIZATION ANALYSIS by REGION JOB GROUP: Paraprofessionals June 30, 2017

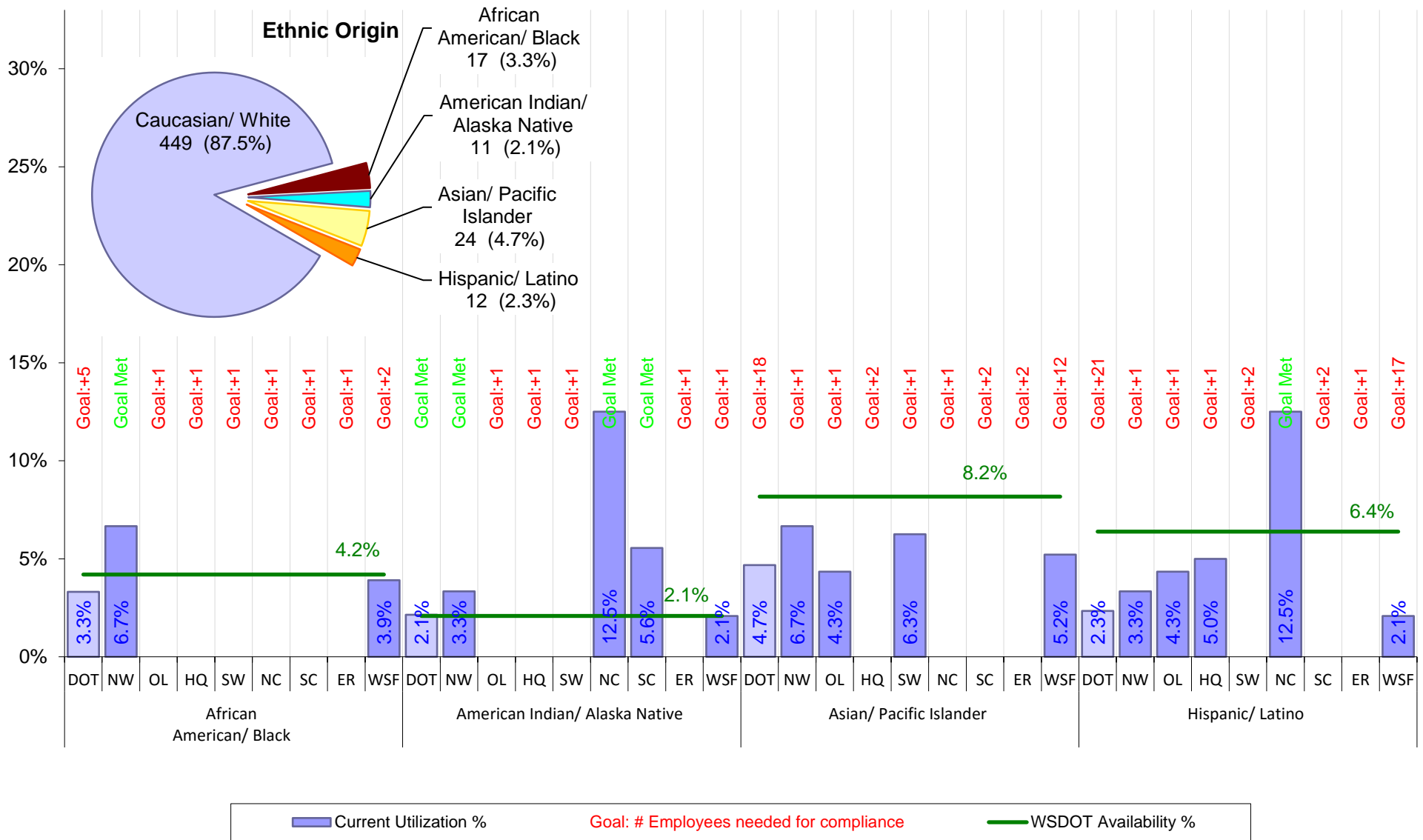


WSDOT UTILIZATION ANALYSIS by REGION JOB GROUP: Paraprofessionals June 30, 2017

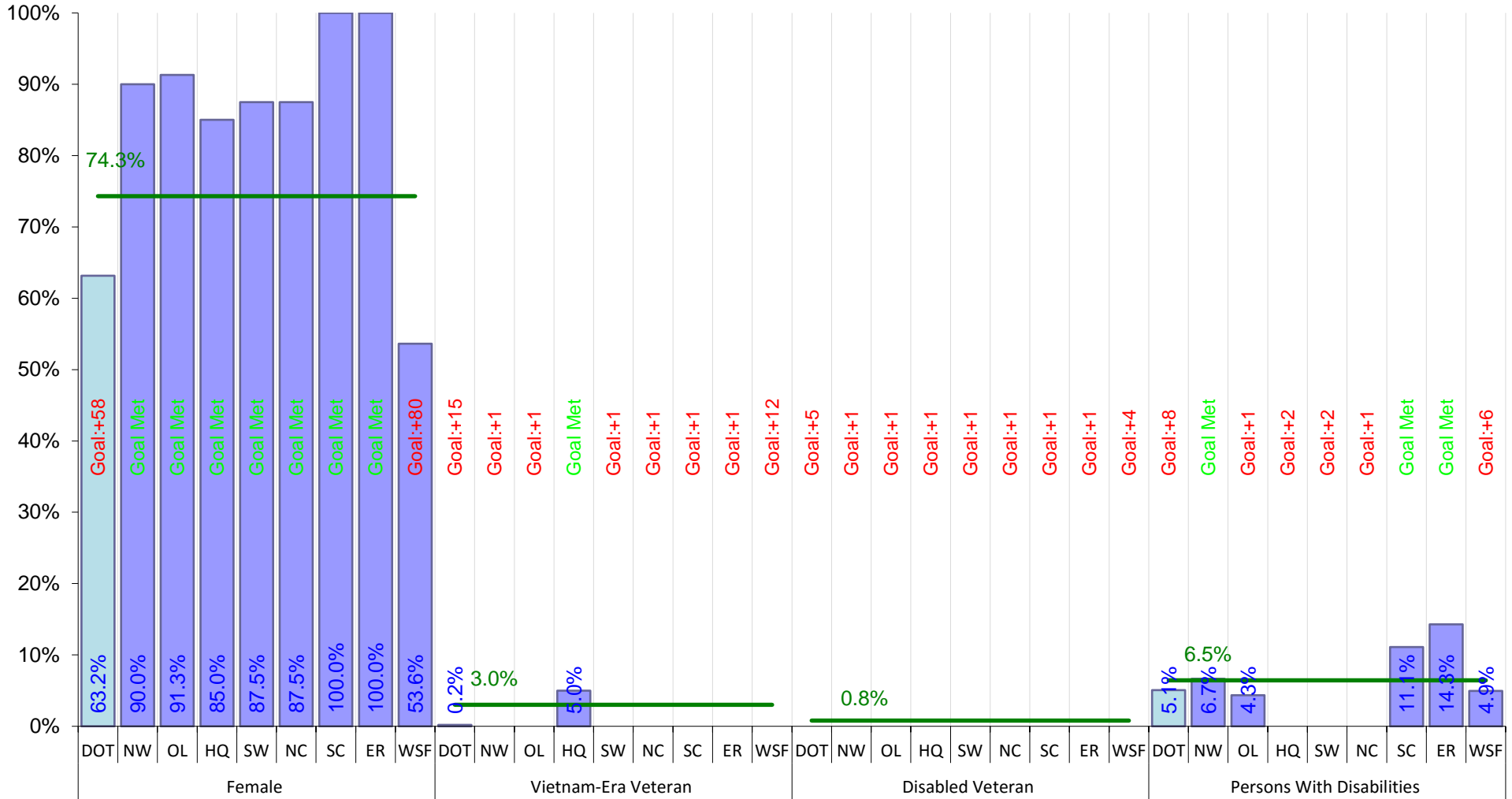


■ Current Utilization %
 ■ Goal: # Employees needed for compliance
 — WSDOT Availability %

WSDOT UTILIZATION ANALYSIS by REGION JOB GROUP: Office and Clerical June 30, 2017



WSDOT UTILIZATION ANALYSIS by REGION JOB GROUP: Office and Clerical June 30, 2017

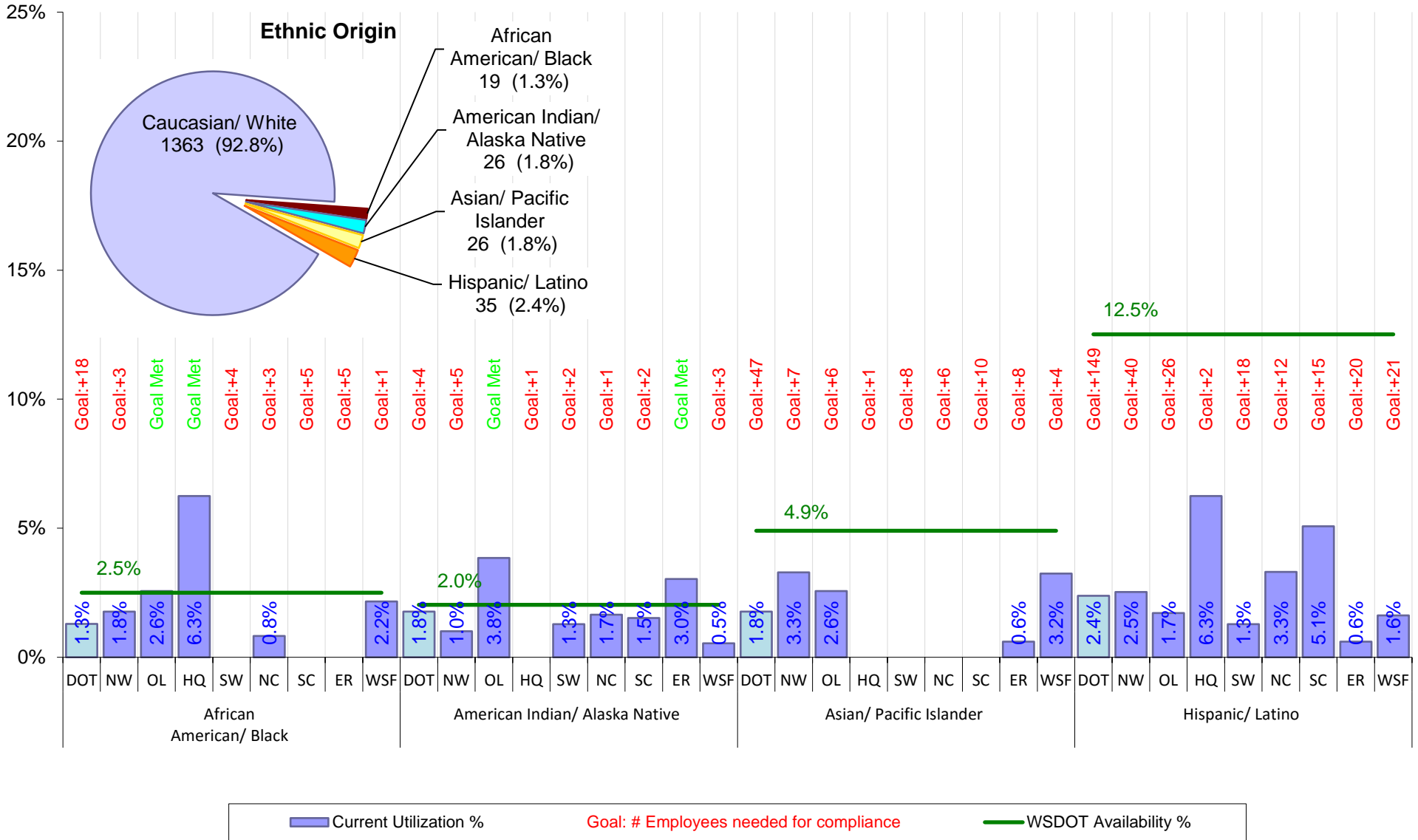


■ Current Utilization %
 ■ Goal: # Employees needed for compliance
 — WSDOT Availability %

WSDOT UTILIZATION ANALYSIS by REGION

JOB GROUP: Skilled Craftpersons

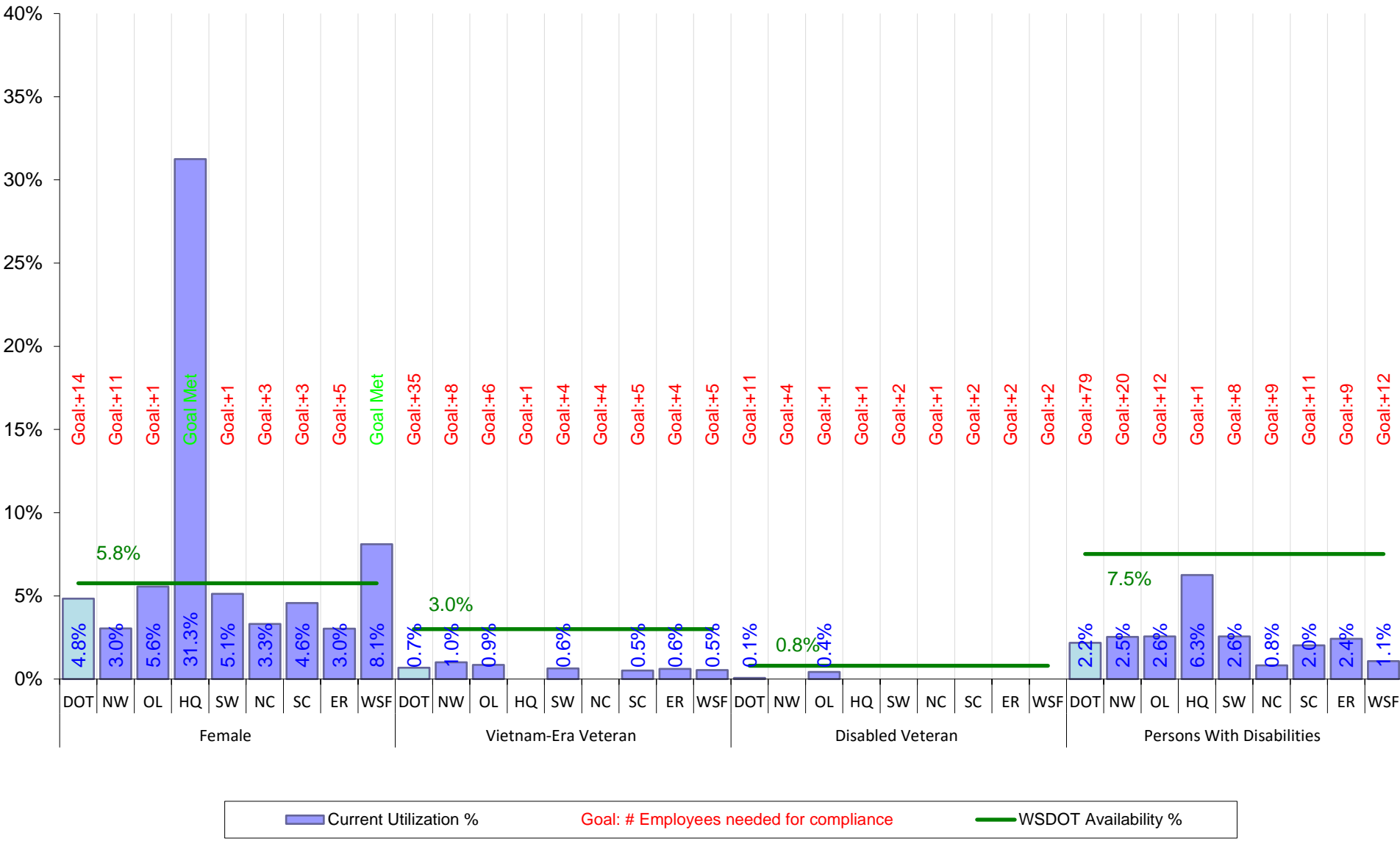
June 30, 2017



WSDOT UTILIZATION ANALYSIS by REGION

JOB GROUP: Skilled Craftpersons

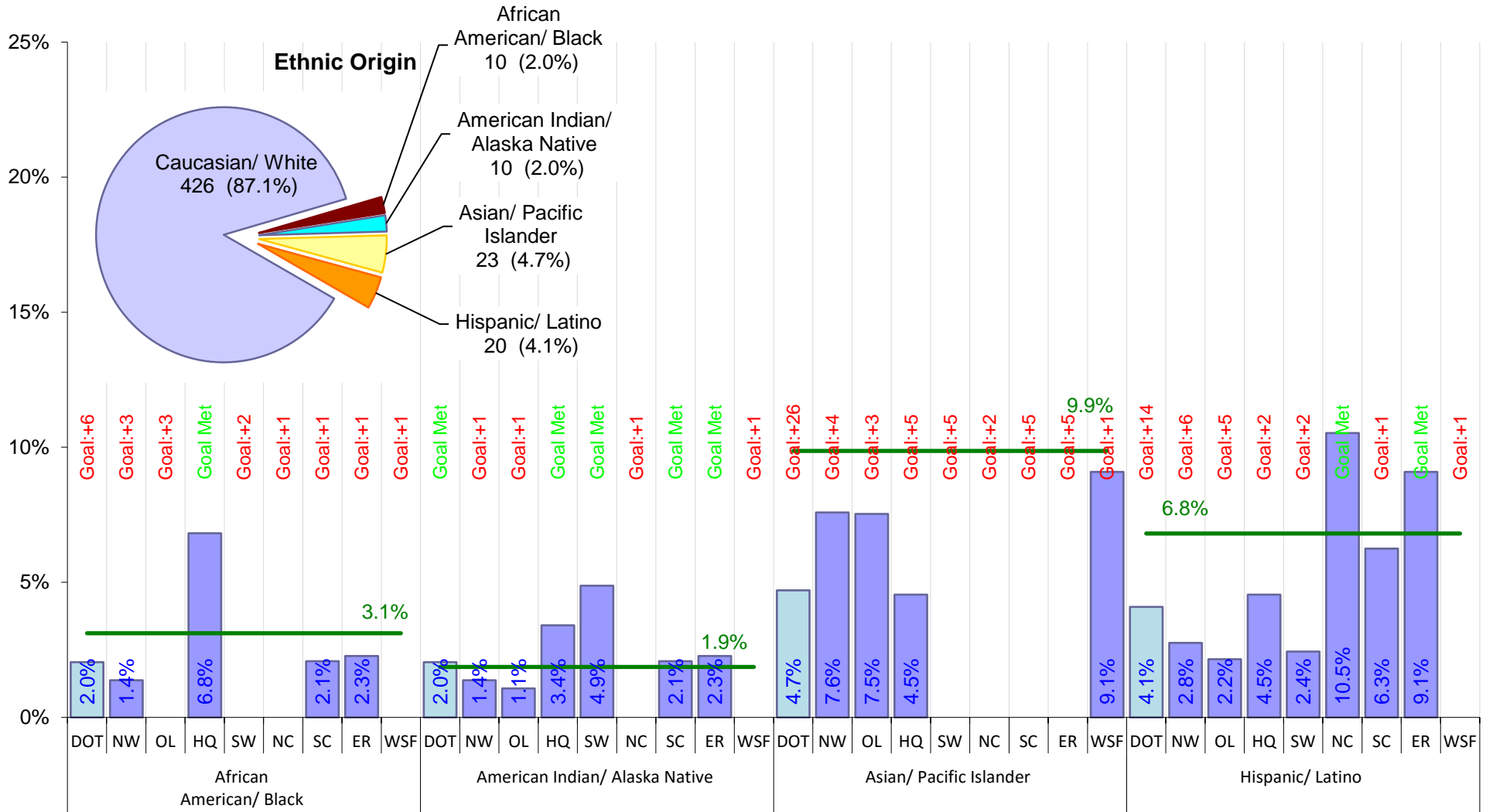
June 30, 2017



WSDOT UTILIZATION ANALYSIS by REGION

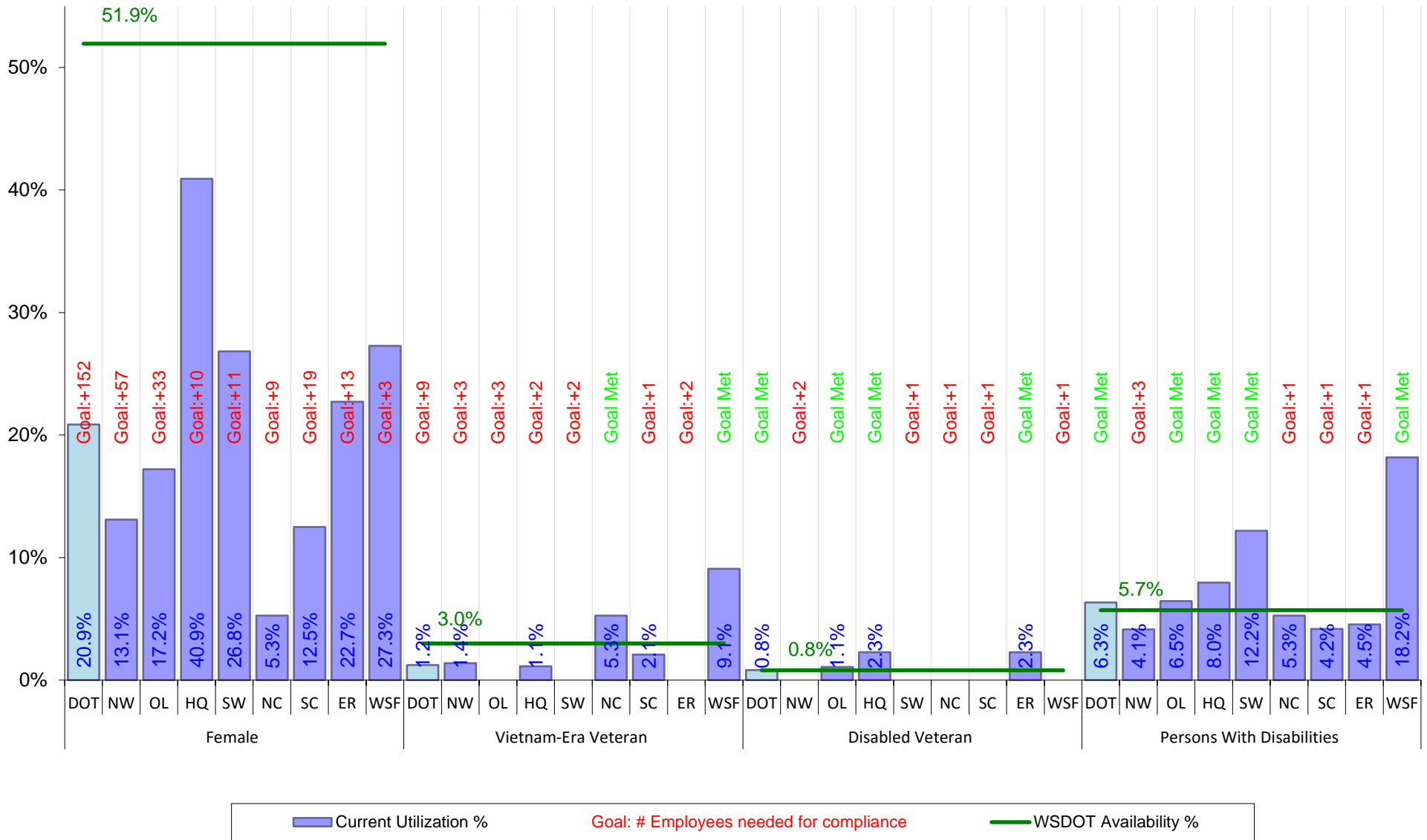
JOB GROUP: Technicians

June 30, 2017

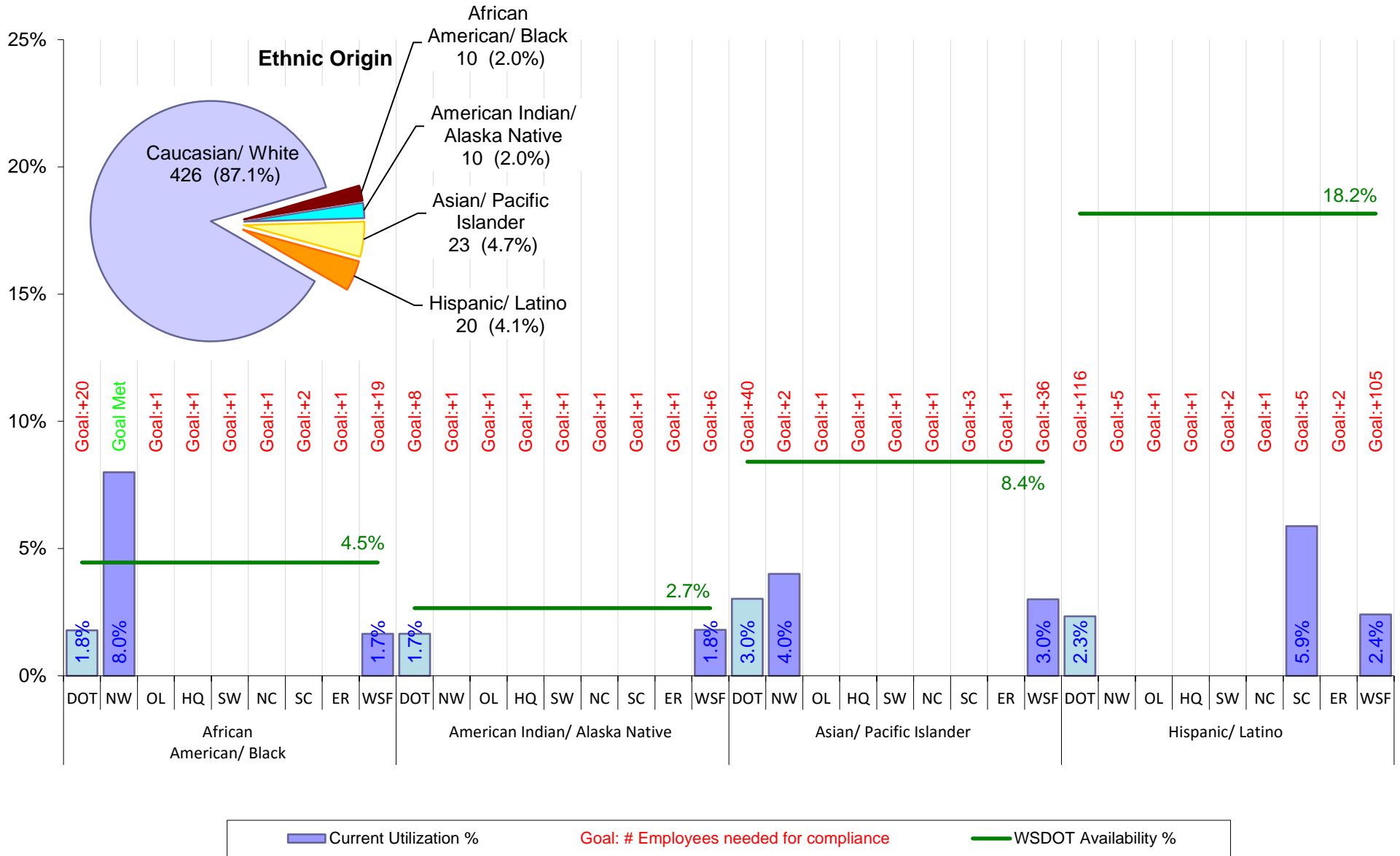


■ Current Utilization %
 ■ Goal: # Employees needed for compliance
 — WSDOT Availability %

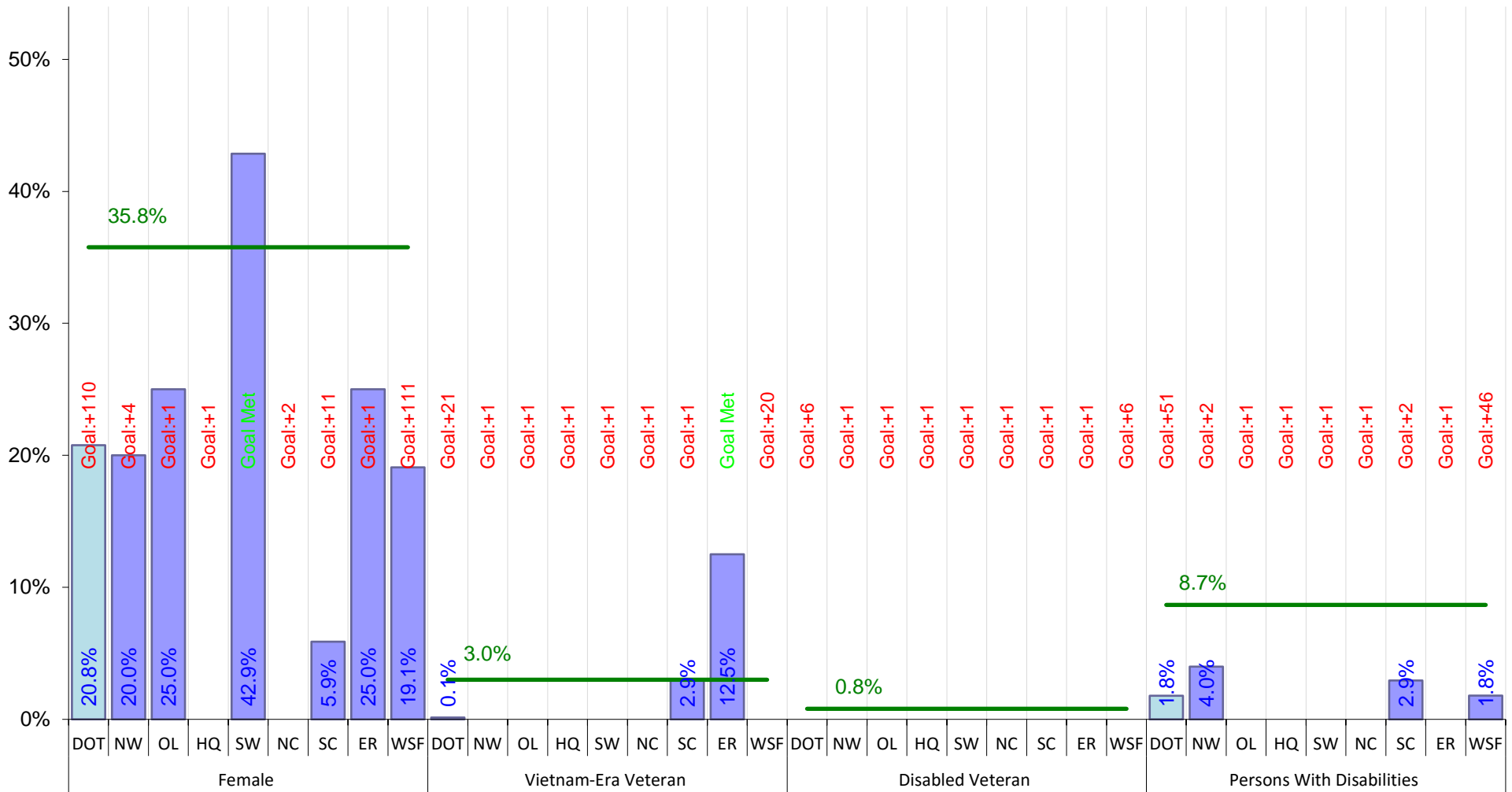
WSDOT UTILIZATION ANALYSIS by REGION JOB GROUP: Technicians June 30, 2017



WSDOT UTILIZATION ANALYSIS by REGION JOB GROUP: Services / Maintenance June 30, 2017



WSDOT UTILIZATION ANALYSIS by REGION JOB GROUP: Services / Maintenance June 30, 2017



■ Current Utilization %
 ■ Goal: # Employees needed for compliance
 — WSDOT Availability %

Appendix

E

Washington State Department of Transportation
Hiring Adverse Impact Analysis
Race and Gender Affected Groups: July 1, 2016 - June 30, 2017

JOB GROUP: Statewide

TOTAL NUMBER OF NEW HIRES / REHIRES:

457

(Note: highlighted areas indicates data to be run and inserted each reporting period.)

	Total Employees	Non-Minority	African American/ Black	American Indian/ Alaska Native	Asian American/ Pacific Islander	Hispanic/ Latino	Total Minority	Female	Male
Current Workforce (FT-PERM)	6508	5778	127	96	341	166	730	1630	4878
Total New Hires / Rehires (Categorized as Perm)	457	406	8	7	19	17	51	124	333
Hiring Rate	7.02%	7.03%	6.30%	7.29%	5.57%	10.24%	6.99%	7.61%	6.83%
80% Factor			5.62%	5.62%	5.62%	5.62%	5.62%	5.46%	
Adverse Impact (Y/N)			NO	NO	YES	NO	NO	NO	
Proportion of Employees			2.15%	1.63%	5.57%	2.79%	11.22%	25.05%	
Percentage of the proportion of Employees			7.01%	7.03%	6.95%	7.12%	7.02%	7.02%	
Statistical Significance of Adverse Impact			NOT SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT	

	Total Employees	Non-Veteran	Vietnam Era Veteran	Non-Disabled Veteran	Disabled Veteran	Non-Disabled	Disabled	Employees under 40	Employees Over 40
Current Workforce (FT-PERM)	6508	6445	63	6496	12	6267	241	1457	5051
Total New Hires / Rehires (Categorized as Perm)	457	457	0	457	0	450	7	273	184
Hiring Rate	7.02%	7.09%	0.00%	7.04%	0.00%	7.18%	2.90%	18.74%	3.64%
80% Factor			5.67%		5.63%		5.74%		14.99%
Adverse Impact (Y/N)			YES		YES		YES		YES
Proportion of Employees			0.97%		0.18%		3.70%		77.61%
Percentage of the proportion of Employees			7.02%		7.02%		7.02%		7.02%
Statistical Significance of Adverse Impact			SIGNIFICANT		NOT SIGNIFICANT		SIGNIFICANT		SIGNIFICANT

Washington State Department of Transportation
Hiring Adverse Impact Analysis
Statistical Significance of Adverse Impact

Total Minority to Non-Minority

Standard error of the difference, no bias.	0.0100
Standard error of the difference, reality.	0.0100
Difference in hiring rates.	-0.0004
Divide difference in proportions by standard error of the difference.	<u>-0.040</u> Z value NOT SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of Total Minority compared to Non Minority; it is the number of standard deviations away from equality. Results below -2 are considered.

African American/Black

Standard error of the difference, no bias.	0.0229
Standard error of the difference, reality.	0.0218
Difference in hiring rates.	-0.0073
Divide difference in proportions by standard error of the difference.	<u>-0.318</u> Z value NOT SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of African American/Black compared to Non Minority; it is the number of standard deviations away from equality. Results below -2 are considered.

American Indian/Alaska Native

Standard error of the difference, no bias.	0.0263
Standard error of the difference, reality.	0.0267
Difference in hiring rates	0.0027
Divide difference in proportions by standard error of the difference.	<u>0.101</u> Z value NOT SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of Native American compared to Non Minority; it is the number of standard deviations away from equality. Results below -2 are considered.

Asian American/Pacific Islander

Standard error of the difference, no bias.	0.0142
Standard error of the difference, reality.	0.0129
Difference in hiring rates.	-0.0145
Divide difference in proportions by standard error of the difference.	<u>-1.027</u> Z value NOT SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of Asian/Pacific Islander compared to Non Minority; it is the number of standard deviations away from equality. Results below -2 are considered.

Hispanic/Latino

Standard error of the difference, no bias.	0.0202
Standard error of the difference, reality.	0.0238
Difference in hiring rates.	0.0321
Divide difference in proportions by standard error of the difference.	<u>1.588</u> Z value NOT SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of Hispanic compared to Non Minority; it is the number of standard deviations away from equality. Results below -2 are considered.

Female

Standard error of the difference, no bias.	0.0073
Standard error of the difference, reality.	0.0075
Difference in hiring rates.	0.0078
Divide difference in proportions by standard error of the difference.	<u>1.068</u> Z value NOT SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of Female compared to Total Employees; it is the number of standard deviations away from equality. Results below -2 are considered.

Vietnam Veteran

Standard error of the difference, no bias.	0.0323
Standard error of the difference, reality.	0.0032
Difference in hiring rates.	-0.0709
Divide difference in proportions by standard error of the difference.	<u>-2.192</u> Z value SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of Vietnam Veterans compared to Non Vietnam Veterans; it is the number of standard deviations away from equality. Results below -2 are considered.

Disabled Veteran

Standard error of the difference, no bias.	0.0738
Standard error of the difference, reality.	0.0032
Difference in hiring rates.	-0.0704
Divide difference in proportions by standard error of the difference.	<u>-0.953</u> Z value NOT SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of Disabled Veterans compared to Non Disabled Veterans; it is the number of standard deviations away from equality. Results below -2 are considered.

Disabled

Standard error of the difference, no bias.	0.0168
Standard error of the difference, reality.	0.0113
Difference in hiring rates	-0.0428
Divide difference in proportions by standard error of the difference.	<u>-2.549</u> Z value SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of Disabled compared to Non Disabled; it is the number of standard deviations away from equality. Results below -2 are considered.

Employees Over Forty

Standard error of the difference, no bias.	0.0076
Standard error of the difference, reality.	0.0072
Difference in hiring rates.	-0.1509
Divide difference in proportions by standard error of the difference.	<u>-19.865</u> Z value SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of Employees Over Forty compared to Employees Under Forty; it is the number of standard deviations away from equality. Results below -2 are considered.

Washington State Department of Transportation
Promotions Adverse Impact Analysis
Race and Gender Affected Groups: July 1, 2016 - June 30, 2017

JOB GROUP: Statewide

TOTAL NUMBER OF PROMOTIONS:

827

(Note: highlighted areas indicates data to be run and inserted each reporting period.)

	Total Employees	Non-Minority	African American/Black	American Indian/Alaska Native	Asian American/Pacific Islander	Hispanic/Latino	Total Minority	Female	Male
Available for Promotion	6927	6196	128	96	341	166	731	1630	5297
Total Promotions (Categorized as Perm)	827	730	17	8	49	15	89	246	581
Promotions Rate	11.94%	11.78%	13.28%	8.33%	14.37%	9.04%	12.18%	15.09%	10.97%
80% Factor			9.43%	9.43%	9.43%	9.43%	9.43%	8.77%	
Adverse Impact (Y/N)			NO	YES	NO	YES	NO	NO	
Proportion of Employees Available for Promotion			2.02%	1.53%	5.22%	2.61%	10.55%	23.53%	
Percentage of the proportion of Employee Available for promotion			11.81%	11.73%	11.92%	11.71%	11.82%	11.94%	
Statistical Significance of Adverse Impact			NOT SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT	

	Total Employees	Non-Veteran	Vietnam Era Veteran	Non-Disabled Veteran	Disabled Veteran	Non-Disabled	Disabled	Employees under 40	Employees Over 40
Available for Promotion (FT Perm)	6927	6864	63	6915	12	6686	241	1876	5051
Total Promotions (Categorized as Perm)	827	822	5	827	0	812	15	298	529
Promotions Rate	11.94%	11.98%	7.94%	11.96%	0.00%	12.14%	6.22%	15.88%	10.47%
80% Factor			9.58%		9.57%		9.72%		12.71%
Adverse Impact (Y/N)			YES		YES		YES		YES
Proportion of Employees Available for Promotion			0.91%		0.17%		3.48%		72.92%
Percentage of the proportion of Employee Available for promotion			11.94%		11.94%		11.94%		11.94%
Statistical Significance of Adverse Impact			NOT SIGNIFICANT		NOT SIGNIFICANT		SIGNIFICANT		SIGNIFICANT

Washington State Department of Transportation
Promotions Adverse Impact Analysis
Statistical Significance of Adverse Impact

Total Minority to Non-Minority

Standard error of the difference, no bias.	0.0126
Standard error of the difference, reality.	0.0128
Difference in promotions rates.	0.0039
Divide difference in proportions by standard error of the difference.	<u>0.311</u> Z value
	NOT SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of Total Minority compared to Non Minority; it is the number of standard deviations away from equality. Results below -2 are considered.

African American/Black

Standard error of the difference, no bias.	0.0288
Standard error of the difference, reality.	0.0303
Difference in promotions rates.	0.0150
Divide difference in proportions by standard error of the difference.	<u>0.520</u> Z value
	NOT SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of African American/Black compared to Non Minority; it is the number of standard deviations away from equality. Results below -2 are considered.

American Indian/Alaska Native

Standard error of the difference, no bias.	0.0331
Standard error of the difference, reality.	0.0285
Difference in promotions rates	-0.0345
Divide difference in proportions by standard error of the difference.	<u>-1.042</u> Z value
	NOT SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of Native American compared to Non Minority; it is the number of standard deviations away from equality. Results below -2 are considered.

Asian American/Pacific Islander

Standard error of the difference, no bias.	0.0180
Standard error of the difference, reality.	0.0194
Difference in promotions rates.	0.0259
Divide difference in proportions by standard error of the difference.	<u>1.436</u> Z value
	NOT SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of Asian/Pacific Islander compared to Non Minority; it is the number of standard deviations away from equality. Results below -2 are considered.

Hispanic/Latino

Standard error of the difference, no bias.	0.0253
Standard error of the difference, reality.	0.0226
Difference in promotions rates.	-0.0275
Divide difference in proportions by standard error of the difference.	<u>-1.086</u> Z value
	NOT SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of Hispanic compared to Non Minority; it is the number of standard deviations away from equality. Results below -2 are considered.

Female

Standard error of the difference, no bias.	0.0092
Standard error of the difference, reality.	0.0099
Difference in promotions rates.	0.0412
Divide difference in proportions by standard error of the difference.	<u>4.490</u> Z value NOT SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of Female compared to Total Employees; it is the number of standard deviations away from equality. Results below -2 are considered.

Vietnam Veteran

Standard error of the difference, no bias.	0.0410
Standard error of the difference, reality.	0.0343
Difference in promotions rates.	-0.0404
Divide difference in proportions by standard error of the difference.	<u>-0.984</u> Z value NOT SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of Vietnam Veterans compared to Non Vietnam Veterans; it is the number of standard deviations away from equality. Results below -2 are considered.

Disabled Veteran

Standard error of the difference, no bias.	0.0937
Standard error of the difference, reality.	0.0039
Difference in promotions rates.	-0.1196
Divide difference in proportions by standard error of the difference.	<u>-1.277</u> Z value NOT SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of Disabled Veterans compared to Non Disabled Veterans; it is the number of standard deviations away from equality. Results below -2 are considered.

Disabled

Standard error of the difference, no bias.	0.0213
Standard error of the difference, reality.	0.0161
Difference in promotions rates	-0.0592
Divide difference in proportions by standard error of the difference.	<u>-2.785</u> Z value SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of Disabled compared to Non Disabled; it is the number of standard deviations away from equality. Results below -2 are considered.

Employees Over Forty

Standard error of the difference, no bias.	0.0088
Standard error of the difference, reality.	0.0086
Difference in promotions rates.	-0.0541
Divide difference in proportions by standard error of the difference.	<u>-6.173</u> Z value SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of Employees Over Forty compared to Employees Under Forty; it is the number of standard deviations away from equality. Results below -2 are considered.

Washington State Department of Transportation
Involuntary Separation Adverse Impact Analysis
Race and Gender Affected Groups: July 1, 2016 - June 30, 2017

JOB GROUP: Statewide

TOTAL NUMBER OF TERMINATIONS:

44

(Note: highlighted areas indicates data to be run and inserted each reporting period.)

	Total Employees	Non-Minority	African American/Black	American Indian/Alaska Native	Asian American/Pacific Islander	Hispanic/Latino	Total Minority	Female	Male
Current Workforce (FT-PERM)	6508	5778	127	96	341	166	730	1630	4878
Total Terminations	44	36	2	1	3	2	8	12	32
Termination Rate	0.68%	0.62%	1.57%	1.04%	0.88%	1.20%	1.10%	0.74%	0.66%
80% Factor			0.78%	0.78%	0.78%	0.78%	0.78%	0.82%	
Adverse Impact (Y/N)			YES	YES	YES	YES	YES	NO	
Proportion of Employees			2.15%	1.63%	5.57%	2.79%	11.22%	25.05%	
Proportion Employee Proportion			0.64%	0.63%	0.64%	0.64%	0.68%	0.68%	
Statistical Significance of Adverse Impact			NOT SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT	

	Total Employees	Non-Veteran	Vietnam Era Veteran	Non-Disabled Veteran	Disabled Veteran	Non-Disabled	Disabled	Employees under 40	Employees Over 40
Current Workforce (FT-PERM)	6508	5881	63	6496	12	6267	241	1457	5051
Total Terminations	44	44	0	44	0	43	1	15	29
Termination Rate	0.68%	0.75%	0.00%	0.68%	0.00%	0.69%	0.41%	1.03%	0.57%
80% Factor			0.94%		0.85%		0.86%		1.29%
Adverse Impact (Y/N)			NO		NO		NO		NO
Proportion of Employees			1.06%		0.18%		3.70%		77.61%
Proportion Employee Proportion			0.74%		0.68%		0.68%		0.68%
Statistical Significance of Adverse Impact			NOT SIGNIFICANT		NOT SIGNIFICANT		NOT SIGNIFICANT		NOT SIGNIFICANT

**Washington State Department of Transportation
Involuntary Separation Adverse Impact Analysis
Statistical Significance of Adverse Impact**

Total Minority to Non-Minority

Standard error of the difference, no bias.	0.0032	
Standard error of the difference, reality.	0.0040	
Difference in termination rates.	0.0047	
Divide difference in proportions by standard error of the difference.	<u>1.469</u>	Z value NOT SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of Total Minority compared to Non Minority; it is the number of standard deviations away from equality. Results above 2 are considered.

African American/Black

Standard error of the difference, no bias.	0.0072	
Standard error of the difference, reality.	0.0111	
Difference in termination rates.	0.0095	
Divide difference in proportions by standard error of the difference.	<u>1.327</u>	Z value NOT SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of African American/Black compared to Non Minority; it is the number of standard deviations away from equality. Results above 2 are considered.

American Indian/Alaska Native

Standard error of the difference, no bias.	0.0081	
Standard error of the difference, reality.	0.0104	
Difference in termination rates	0.0042	
Divide difference in proportions by standard error of the difference.	<u>0.514</u>	Z value NOT SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of Native American compared to Non Minority; it is the number of standard deviations away from equality. Results above 2 are considered.

Asian American/Pacific Islander

Standard error of the difference, no bias.	0.0044	
Standard error of the difference, reality.	0.0052	
Difference in termination rates.	0.0026	
Divide difference in proportions by standard error of the difference.	<u>0.579</u>	Z value NOT SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of Asian/Pacific Islander compared to Non Minority; it is the number of standard deviations away from equality. Results above 2 are considered.

Hispanic/Latino

Standard error of the difference, no bias.	0.0063	
Standard error of the difference, reality.	0.0085	
Difference in termination rates.	0.0058	
Divide difference in proportions by standard error of the difference.	<u>0.927</u>	Z value NOT SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of Hispanic compared to Non Minority; it is the number of standard deviations away from equality. Results above 2 are considered.

Female

Standard error of the difference, no bias.	0.0023
Standard error of the difference, reality.	0.0024
Difference in termination rates.	0.0008
Divide difference in proportions by standard error of the difference.	<u>0.342</u> Z value
	NOT SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of Female compared to Total Employees; it is the number of standard deviations away from equality. Results above 2 are considered.

Vietnam Veteran

Standard error of the difference, no bias.	0.0109
Standard error of the difference, reality.	0.0011
Difference in termination rates.	-0.0075
Divide difference in proportions by standard error of the difference.	<u>-0.689</u> Z value
	NOT SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of Vietnam Veterans compared to Non Vietnam Veterans; it is the number of standard deviations away from equality. Results above 2 are considered.

Disabled Veteran

Standard error of the difference, no bias.	0.0237
Standard error of the difference, reality.	0.0010
Difference in termination rates.	-0.0068
Divide difference in proportions by standard error of the difference.	<u>-0.286</u> Z value
	NOT SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of Disabled Veterans compared to Non Disabled Veterans; it is the number of standard deviations away from equality. Results above 2 are considered.

Disabled

Standard error of the difference, no bias.	0.0054
Standard error of the difference, reality.	0.0043
Difference in termination rates	-0.0027
Divide difference in proportions by standard error of the difference.	<u>-0.504</u> Z value
	NOT SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of Disabled compared to Non Disabled; it is the number of standard deviations away from equality. Results above 2 are considered.

Employees Over Forty

Standard error of the difference, no bias.	0.0024
Standard error of the difference, reality.	0.0024
Difference in termination rates.	-0.0046
Divide difference in proportions by standard error of the difference.	<u>-1.869</u> Z value
	NOT SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of Employees Over Forty compared to Employees Under Forty; it is the number of standard deviations away from equality. Results above 2 are considered.

Washington State Department of Transportation
Disciplinary Actions Adverse Impact Analysis
Race and Gender Affected Groups: July 1, 2016 - June 30, 2017

JOB GROUP: Statewide

TOTAL NUMBER OF Disciplinary Actions:

40

(Note: highlighted areas indicates data to be run and inserted each reporting period.)

	Total Employees	Non-Minority	African American/Black	American Indian/Alaska Native	Asian American/Pacific Islander	Hispanic/Latino	Total Minority	Female	Male
Current Workforce (FT-PERM)	6508	5778	127	96	341	166	730	1630	4878
Total Disciplinary Actions	40	34	1	0	3	2	6	7	33
Disciplinary Actions Rate	0.61%	0.59%	0.79%	0.00%	0.88%	1.20%	0.82%	0.43%	0.68%
80% Factor			0.74%	0.74%	0.74%	0.74%	0.74%	0.85%	
Adverse Impact (Y/N)			YES	NO	YES	YES	YES	NO	
Proportion of Employees			2.15%	1.63%	5.57%	2.79%	11.22%	25.05%	
Proportion Employee Proportion			0.59%	0.58%	0.60%	0.61%	0.61%	0.61%	
Statistical Significance of Adverse Impact			NOT SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT	

	Total Employees	Non-Veteran	Vietnam Era Veteran	Non-Disabled Veteran	Disabled Veteran	Non-Disabled	Disabled	Employees under 40	Employees Over 40
Current Workforce (FT-PERM)	6508	5881	63	6496	12	6267	241	1457	5051
Total Disciplinary Actions	40	37	3	40	0	36	4	7	33
Disciplinary Actions Rate	0.61%	0.63%	4.76%	0.62%	0.00%	0.57%	1.66%	0.48%	0.65%
80% Factor			0.79%		0.77%		0.72%		0.60%
Adverse Impact (Y/N)			YES		NO		YES		YES
Proportion of Employees			1.06%		0.18%		3.70%		77.61%
Proportion Employee Proportion			0.67%		0.61%		0.61%		0.61%
Statistical Significance of Adverse Impact			SIGNIFICANT		NOT SIGNIFICANT		SIGNIFICANT		NOT SIGNIFICANT

Washington State Department of Transportation
Disciplinary Actions Adverse Impact Analysis
Statistical Significance of Adverse Impact

Total Minority to Non-Minority

Standard error of the difference, no bias.	0.0031
Standard error of the difference, reality.	0.0035
Difference in termination rates.	0.0023
Divide difference in proportions by standard error of the difference.	<u>0.761</u> Z value
	NOT SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of Total Minority compared to Non Minority; it is the number of standard deviations away from equality. Results above 2 are considered.

African American/Black

Standard error of the difference, no bias.	0.0069
Standard error of the difference, reality.	0.0079
Difference in termination rates.	0.0020
Divide difference in proportions by standard error of the difference.	<u>0.289</u> Z value
	NOT SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of African American/Black compared to Non Minority; it is the number of standard deviations away from equality. Results above 2 are considered.

American Indian/Alaska Native

Standard error of the difference, no bias.	0.0078
Standard error of the difference, reality.	0.0010
Difference in termination rates	-0.0059
Divide difference in proportions by standard error of the difference.	<u>-0.754</u> Z value
	NOT SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of Native American compared to Non Minority; it is the number of standard deviations away from equality. Results above 2 are considered.

Asian American/Pacific Islander

Standard error of the difference, no bias.	0.0043
Standard error of the difference, reality.	0.0052
Difference in termination rates.	0.0029
Divide difference in proportions by standard error of the difference.	<u>0.674</u> Z value
	NOT SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of Asian/Pacific Islander compared to Non Minority; it is the number of standard deviations away from equality. Results above 2 are considered.

Hispanic/Latino

Standard error of the difference, no bias.	0.0061
Standard error of the difference, reality.	0.0085
Difference in termination rates.	0.0062
Divide difference in proportions by standard error of the difference.	<u>1.009</u> Z value
	NOT SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of Hispanic compared to Non Minority; it is the number of standard deviations away from equality. Results above 2 are considered.

Female

Standard error of the difference, no bias.	0.0022
Standard error of the difference, reality.	0.0020
Difference in termination rates.	-0.0025
Divide difference in proportions by standard error of the difference.	-1.105 Z value
	NOT SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of Female compared to Total Employees; it is the number of standard deviations away from equality. Results above 2 are considered.

Vietnam Veteran

Standard error of the difference, no bias.	0.0104
Standard error of the difference, reality.	0.0269
Difference in termination rates.	0.0413
Divide difference in proportions by standard error of the difference.	3.991 Z value
	SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of Vietnam Veterans compared to Non Vietnam Veterans; it is the number of standard deviations away from equality. Results above 2 are considered.

Disabled Veteran

Standard error of the difference, no bias.	0.0226
Standard error of the difference, reality.	0.0010
Difference in termination rates.	-0.0062
Divide difference in proportions by standard error of the difference.	-0.273 Z value
	NOT SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of Disabled Veterans compared to Non Disabled Veterans; it is the number of standard deviations away from equality. Results above 2 are considered.

Disabled

Standard error of the difference, no bias.	0.0051
Standard error of the difference, reality.	0.0083
Difference in termination rates	0.0109
Divide difference in proportions by standard error of the difference.	2.115 Z value
	SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of Disabled compared to Non Disabled; it is the number of standard deviations away from equality. Results above 2 are considered.

Employees Over Forty

Standard error of the difference, no bias.	0.0023
Standard error of the difference, reality.	0.0023
Difference in termination rates.	0.0017
Divide difference in proportions by standard error of the difference.	0.744 Z value
	NOT SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of Employees Over Forty compared to Employees Under Forty; it is the number of standard deviations away from equality. Results above 2 are considered.

Washington State Department of Transportation
Layoff Actions Adverse Impact Analysis
Race and Gender Affected Groups: July 1, 2016 - June 30, 2017

JOB GROUP: Statewide

TOTAL NUMBER OF Laid Off:

7

(Note: highlighted areas indicates data to be run and inserted each reporting period.)

	Total Employees	Non-Minority	African American/ Black	American Indian/ Alaska Native	Asian American/ Pacific Islander	Hispanic/ Latino	Total Minority	Female	Male
Current Workforce (FT-PERM)	6508	5778	127	96	341	166	730	1630	4878
Total Laid Off	7	4	1	0	2	0	3	4	3
Laid Off Rate	0.11%	0.07%	0.79%	0.00%	0.59%	0.00%	0.41%	0.25%	0.06%
80% Factor			0.09%	0.09%	0.09%	0.09%	0.09%	0.08%	
Adverse Impact (Y/N)			YES	NO	YES	NO	YES	YES	
Proportion of Employees			2.15%	1.63%	5.57%	2.79%	11.22%	25.05%	
Proportion Employee Proportion			0.08%	0.07%	0.10%	0.07%	0.11%	0.11%	
Statistical Significance of Adverse Impact			SIGNIFICANT	NOT SIGNIFICANT	SIGNIFICANT	NOT SIGNIFICANT	SIGNIFICANT	NOT SIGNIFICANT	

	Total Employees	Non-Veteran	Vietnam Era Veteran	Non-Disabled Veteran	Disabled Veteran	Non-Disabled	Disabled	Employees under 40	Employees Over 40
Current Workforce (FT-PERM)	6508	6445	63	6496	12	6267	241	1457	5051
Total Laid Off	7	7	0	7	0	7	0	0	7
Laid Off Rate	0.11%	0.11%	0.00%	0.11%	0.00%	0.11%	0.00%	0.00%	0.14%
80% Factor			0.14%		0.13%		0.14%		0.00%
Adverse Impact (Y/N)			NO		NO		NO		YES
Proportion of Employees			0.97%		0.18%		3.70%		77.61%
Proportion Employee Proportion			0.11%		0.11%		0.11%		0.11%
Statistical Significance of Adverse Impact			NOT SIGNIFICANT		NOT SIGNIFICANT		NOT SIGNIFICANT		NOT SIGNIFICANT

Washington State Department of Transportation
Layoff Actions Adverse Impact Analysis
Statistical Significance of Adverse Impact

Total Minority to Non-Minority

Standard error of the difference, no bias.	0.0013
Standard error of the difference, reality.	0.0024
Difference in termination rates.	0.0034
Divide difference in proportions by standard error of the difference.	<u>2.654</u> Z value SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of Total Minority compared to Non Minority; it is the number of standard deviations away from equality. Results above 2 are considered.

African American/Black

Standard error of the difference, no bias.	0.0026
Standard error of the difference, reality.	0.0079
Difference in termination rates.	0.0072
Divide difference in proportions by standard error of the difference.	<u>2.752</u> Z value SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of African American/Black compared to Non Minority; it is the number of standard deviations away from equality. Results above 2 are considered.

American Indian/Alaska Native

Standard error of the difference, no bias.	0.0027
Standard error of the difference, reality.	0.0003
Difference in termination rates	-0.0007
Divide difference in proportions by standard error of the difference.	<u>-0.258</u> Z value NOT SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of Native American compared to Non Minority; it is the number of standard deviations away from equality. Results above 2 are considered.

Asian American/Pacific Islander

Standard error of the difference, no bias.	0.0017
Standard error of the difference, reality.	0.0042
Difference in termination rates.	0.0052
Divide difference in proportions by standard error of the difference.	<u>2.966</u> Z value SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of Asian/Pacific Islander compared to Non Minority; it is the number of standard deviations away from equality. Results above 2 are considered.

Hispanic/Latino

Standard error of the difference, no bias.	0.0020
Standard error of the difference, reality.	0.0003
Difference in termination rates.	-0.0007
Divide difference in proportions by standard error of the difference.	<u>-0.339</u> Z value NOT SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of Hispanic compared to Non Minority; it is the number of standard deviations away from equality. Results above 2 are considered.

Female

Standard error of the difference, no bias.	0.0009
Standard error of the difference, reality.	0.0013
Difference in termination rates.	0.0018
Divide difference in proportions by standard error of the difference.	<u>1.961</u> Z value

NOT SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of Female compared to Total Employees; it is the number of standard deviations away from equality. Results above 2 are considered.

Vietnam Veteran

Standard error of the difference, no bias.	0.0041
Standard error of the difference, reality.	0.0004
Difference in termination rates.	-0.0011
Divide difference in proportions by standard error of the difference.	<u>-0.262</u> Z value

NOT SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of Vietnam Veterans compared to Non Vietnam Veterans; it is the number of standard deviations away from equality. Results above 2 are considered.

Disabled Veteran

Standard error of the difference, no bias.	0.0095
Standard error of the difference, reality.	0.0004
Difference in termination rates.	-0.0011
Divide difference in proportions by standard error of the difference.	<u>-0.114</u> Z value

NOT SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of Disabled Veterans compared to Non Disabled Veterans; it is the number of standard deviations away from equality. Results above 2 are considered.

Disabled

Standard error of the difference, no bias.	0.0022
Standard error of the difference, reality.	0.0004
Difference in termination rates	-0.0011
Divide difference in proportions by standard error of the difference.	<u>-0.519</u> Z value

NOT SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of Disabled compared to Non Disabled; it is the number of standard deviations away from equality. Results above 2 are considered.

Employees Over Forty

Standard error of the difference, no bias.	0.0010
Standard error of the difference, reality.	0.0010
Difference in termination rates.	0.0014
Divide difference in proportions by standard error of the difference.	<u>1.422</u> Z value

NOT SIGNIFICANT

Results: The number is the Z value. It shows if there is, or is not, a statistically significant difference for the group of Employees Over Forty compared to Employees Under Forty; it is the number of standard deviations away from equality. Results above 2 are considered.

Washington State Department of Transportation
Applicant Flow Analysis
Race and Gender Affected Groups: July 1, 2016 - June 30, 2017

JOB GROUP: Statewide **Total Applicants:** 27,272
Total Number of Selections: 1,105

	Total	Non-Minority	African American/ Black	American Indian/ Alaska Native	Asian American/ Pacific Islander	Hispanic/ Latino	Total Minority	Female	Male
Responded Applicants	27,259	18,975	1,991	840	3,745	1,708	8,284	8,585	18,317
Number of Appointments	1,105	918	39	25	111	55	229	352	753
Selection Rate	4.05%	4.84%	1.93%	2.98%	2.95%	3.22%	2.76%	4.10%	4.11%
80% Factor			3.87%	3.87%	3.87%	3.87%	3.87%	3.29%	
Adverse Impact (Y/N)			YES	YES	YES	YES	YES	NO	
Proportion of Applicants Available for Hire			9.50%	4.24%	16.48%	8.26%	30.39%	31.91%	
Percentage of the Proportion of Applicants Available for Hire			4.56%	4.76%	4.53%	4.70%	4.21%	4.11%	
Statistical Significance of Adverse Impact			SIGNIFICANT	SIGNIFICANT	SIGNIFICANT	SIGNIFICANT	SIGNIFICANT	NOT SIGNIFICANT	

	Total	Non-Vietnam Era Veteran	Vietnam Era Veteran	Non-Disabled Veteran	Disabled Veteran	Non-Disabled	Disabled	Under 40	Over 40
Responded Applicants	27,259	26,359	251	25,170	1,203	25,301	1,460	11,548	15,212
Number of Appointments	1,105	1,096	9	1,064	41	1,079	26	590	515
Selection Rate	4.05%	4.16%	3.59%	4.23%	3.41%	4.26%	1.78%	5.11%	3.39%
80% Factor			3.33%		3.38%		3.41%		4.09%
Adverse Impact (Y/N)			NO		NO		YES		YES
Proportion of Applicants Available for Hire			0.94%		4.56%		5.46%		56.85%
Percentage of the Proportion of Applicants Available for Hire			4.15%		4.19%		4.13%		4.13%
Statistical Significance of Adverse Impact			NOT SIGNIFICANT		NOT SIGNIFICANT		SIGNIFICANT		SIGNIFICANT

Washington State Department of Transportation

Applicant Flow Analysis

Race and Gender Affected Groups: July 1, 2016 - June 30, 2017

JOB GROUP:

Officials and Administrators

Total Applicants:

2,181

Total Number of Selections:

98

	Total	Non-Minority	African American/Black	American Indian/Alaska Native	Asian American/Pacific Islander	Hispanic/Latino	Total Minority	Female	Male
Responded Applicants	2,181	1,631	142	60	241	106	550	535	1,607
Number of Appointments	98	82	3	-	5	5	13	31	67
Selection Rate	4.49%	5.03%	2.11%	0.00%	2.07%	4.70%	2.36%	5.79%	4.17%
80% Factor			4.02%	4.02%	4.02%	4.02%	4.02%	3.34%	
Adverse Impact (Y/N)			YES	YES	YES	NO	YES	NO	
Proportion of Applicants Available for Hire			8.03%	3.55%	12.89%	6.12%	25.22%	24.98%	
Percentage of the Proportion of Applicants Available for Hire			4.79%	4.85%	4.65%	5.01%	4.36%	4.58%	
Statistical Significance of Adverse Impact			NOT SIGNIFICANT	NOT SIGNIFICANT	SIGNIFICANT	NOT SIGNIFICANT	SIGNIFICANT	NOT SIGNIFICANT	

	Total	Non-Vietnam Era Veteran	Vietnam Era Veteran	Non-Disabled Veteran	Disabled Veteran	Non-Disabled	Disabled	Under 40	Over 40
Responded Applicants	2,181	2,062	42	1,949	152	1,973	148	1,445	676
Number of Appointments	98	97	1	95	3	96	2	32	66
Selection Rate	4.49%	4.70%	2.38%	4.87%	1.97%	4.87%	1.35%	2.21%	9.76%
80% Factor			3.76%		3.90%		3.89%		1.77%
Adverse Impact (Y/N)			YES		YES		YES		NO
Proportion of Applicants Available for Hire			2.00%		7.23%		6.98%		31.87%
Percentage of the Proportion of Applicants Available for Hire			4.66%		4.66%		4.62%		4.62%
Statistical Significance of Adverse Impact			NOT SIGNIFICANT		NOT SIGNIFICANT		NOT SIGNIFICANT		NOT SIGNIFICANT

Washington State Department of Transportation

Applicant Flow Analysis

Race and Gender Affected Groups: July 1, 2016 - June 30, 2017

JOB GROUP:

Professionals

Total Applicants:

12,158

Total Number of Selections:

445

	Total	Non-Minority	African American/Black	American Indian/Alaska Native	Asian American/Pacific Islander	Hispanic/Latino	Total Minority	Female	Male
Responded Applicants	12,151	7,989	864	292	2,254	751	4,162	4,053	7,916
Number of Appointments	445	336	12	11	57	21	99	182	263
Selection Rate	3.66%	4.21%	1.33%	3.59%	2.51%	2.73%	2.38%	4.49%	3.32%
80% Factor			3.36%	3.36%	3.36%	3.36%	3.36%	2.66%	
Adverse Impact (Y/N)			YES	NO	YES	YES	YES	NO	
Proportion of Applicants Available for Hire			9.76%	3.53%	22.01%	8.60%	34.25%	33.86%	
Percentage of the Proportion of Applicants Available for Hire			3.93%	4.18%	3.83%	4.08%	3.58%	3.72%	
Statistical Significance of Adverse Impact			SIGNIFICANT	NOT SIGNIFICANT	SIGNIFICANT	NOT SIGNIFICANT	SIGNIFICANT	NOT SIGNIFICANT	

	Total	Non-Vietnam Era Veteran	Vietnam Era Veteran	Non-Disabled Veteran	Disabled Veteran	Non-Disabled	Disabled	Under 40	Over 40
Responded Applicants	12,151	11,773	92	11,247	478	11,330	586	4,431	7,475
Number of Appointments	445	444	1	435	10	438	7	274	171
Selection Rate	3.66%	3.77%	1.09%	3.87%	2.09%	3.87%	1.19%	6.18%	2.29%
80% Factor			3.02%		3.09%		3.09%		4.95%
Adverse Impact (Y/N)			YES		YES		YES		YES
Proportion of Applicants Available for Hire			0.78%		4.08%		4.92%		62.78%
Percentage of the Proportion of Applicants Available for Hire			3.75%		3.80%		3.73%		3.74%
Statistical Significance of Adverse Impact			NOT SIGNIFICANT		NOT SIGNIFICANT		SIGNIFICANT		SIGNIFICANT

Washington State Department of Transportation
Applicant Flow Analysis
Race and Gender Affected Groups: July 1, 2016 - June 30, 2017

JOB GROUP: Para-Professionals

Total Applicants: 1,816

Total Number of Selections: 28

	Total	Non-Minority	African American/ Black	American Indian/ Alaska Native	Asian American/ Pacific Islander	Hispanic/ Latino	Total Minority	Female	Male
Responded Applicants	1,816	1,224	170	64	226	132	592	1,345	443
Number of Appointments	28	22	5	-	-	1	6	24	4
Selection Rate	1.54%	1.80%	2.93%	0.00%	0.00%	0.76%	1.01%	1.78%	0.90%
80% Factor			1.44%	1.44%	1.44%	1.44%	1.44%	0.72%	
Adverse Impact (Y/N)			NO	YES	YES	YES	YES	NO	
Proportion of Applicants Available for Hire			12.22%	4.95%	15.59%	9.73%	32.60%	75.22%	
Percentage of the Proportion of Applicants Available for Hire			1.94%	1.71%	1.52%	1.70%	1.54%	1.57%	
Statistical Significance of Adverse Impact			NOT SIGNIFICANT	NOT SIGNIFICANT	SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT	

	Total	Non-Vietnam Era Veteran	Vietnam Era Veteran	Non-Disabled Veteran	Disabled Veteran	Non-Disabled	Disabled	Under 40	Over 40
Responded Applicants	1,816	1,779	2	1,696	79	1,668	110	725	1,054
Number of Appointments	28	28	-	26	2	27	1	19	9
Selection Rate	1.54%	1.57%	0.00%	1.53%	2.53%	1.62%	0.91%	2.62%	0.85%
80% Factor			1.26%		1.23%		1.29%		2.10%
Adverse Impact (Y/N)			YES		NO		YES		YES
Proportion of Applicants Available for Hire			0.11%		4.45%		6.19%		59.25%
Percentage of the Proportion of Applicants Available for Hire			1.57%		1.58%		1.57%		1.57%
Statistical Significance of Adverse Impact			NOT SIGNIFICANT		NOT SIGNIFICANT		NOT SIGNIFICANT		SIGNIFICANT

Washington State Department of Transportation
Applicant Flow Analysis
Race and Gender Affected Groups: July 1, 2016 - June 30, 2017

JOB GROUP: Office and Clerical

Total Applicants: 2,428

Total Number of Selections: 106

	Total	Non-Minority	African American/ Black	American Indian/ Alaska Native	Asian American/ Pacific Islander	Hispanic/ Latino	Total Minority	Female	Male
Responded Applicants	2,428	1,654	211	99	265	199	774	1,652	755
Number of Appointments	106	104	5	2	8	7	22	60	46
Selection Rate	4.37%	6.29%	2.37%	2.01%	3.02%	3.52%	2.84%	3.63%	6.09%
80% Factor			5.03%	5.03%	5.03%	5.03%	5.03%	4.87%	
Adverse Impact (Y/N)			YES	YES	YES	YES	YES	YES	
Proportion of Applicants Available for Hire			11.30%	5.67%	13.81%	10.74%	31.88%	68.63%	
Percentage of the Proportion of Applicants Available for Hire			5.85%	6.05%	5.84%	5.99%	5.19%	4.40%	
Statistical Significance of Adverse Impact			SIGNIFICANT	NOT SIGNIFICANT	SIGNIFICANT	NOT SIGNIFICANT	SIGNIFICANT	SIGNIFICANT	

	Total	Non-Vietnam Era Veteran	Vietnam Era Veteran	Non-Disabled Veteran	Disabled Veteran	Non-Disabled	Disabled	Under 40	Over 40
Responded Applicants	2,428	2,364	17	2,321	52	2,245	149	1,127	1,268
Number of Appointments	106	103	3	106	-	103	3	35	71
Selection Rate	4.37%	4.36%	17.65%	4.57%	0.00%	4.59%	2.01%	3.11%	5.60%
80% Factor			3.49%		3.65%		3.67%		2.48%
Adverse Impact (Y/N)			NO		YES		YES		NO
Proportion of Applicants Available for Hire			0.71%		2.19%		6.22%		52.94%
Percentage of the Proportion of Applicants Available for Hire			4.45%		4.47%		4.43%		4.43%
Statistical Significance of Adverse Impact			NOT SIGNIFICANT		NOT SIGNIFICANT		NOT SIGNIFICANT		NOT SIGNIFICANT

Washington State Department of Transportation
Applicant Flow Analysis
Race and Gender Affected Groups: July 1, 2016 - June 30, 2017

JOB GROUP: Skilled Craft Workers

Total Applicants: 4,281

Total Number of Selections: 239

	Total	Non-Minority	African American/ Black	American Indian/ Alaska Native	Asian American/ Pacific Islander	Hispanic/ Latino	Total Minority	Female	Male	
Responded Applicants	4,279	3,387	247	160	223	263	892	193	4,058	
Number of Appointments	239	209	8	7	16	11	41	14	225	
Selection Rate	5.59%	6.17%	3.24%	4.06%	7.19%	4.00%	4.60%	7.25%	5.54%	
80% Factor			4.94%	4.94%	4.94%	4.94%	4.94%	4.44%		
Adverse Impact (Y/N)			YES	YES	NO	YES	YES	NO		
Proportion of Applicants Available for Hire			6.80%	4.51%	6.16%	7.19%	20.85%	4.54%		
Percentage of the Proportion of Applicants Available for Hire			5.97%	6.08%	6.23%	6.01%	5.84%	5.62%		
Statistical Significance of Adverse Impact			NOT SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT	

	Total	Non-Vietnam Era Veteran	Vietnam Era Veteran	Non-Disabled Veteran	Disabled Veteran	Non-Disabled	Disabled	Under 40	Over 40
Responded Applicants	4,279	4,150	39	3,904	239	3,990	244	2,028	2,208
Number of Appointments	239	237	2	229	10	232	7	127	112
Selection Rate	5.59%	5.71%	5.13%	5.87%	4.18%	5.81%	2.87%	6.26%	5.07%
80% Factor			4.57%		4.69%		4.65%		5.01%
Adverse Impact (Y/N)			NO		YES		YES		NO
Proportion of Applicants Available for Hire			0.93%		5.77%		5.76%		52.12%
Percentage of the Proportion of Applicants Available for Hire			5.71%		5.77%		5.64%		5.64%
Statistical Significance of Adverse Impact			NOT SIGNIFICANT		NOT SIGNIFICANT		NOT SIGNIFICANT		NOT SIGNIFICANT

Washington State Department of Transportation
Applicant Flow Analysis
Race and Gender Affected Groups: July 1, 2016 - June 30, 2017

JOB GROUP:

Technicians

Total Applicants: 2,966

Total Number of Selections: 99

	Total	Non-Minority	African American/ Black	American Indian/ Alaska Native	Asian American/ Pacific Islander	Hispanic/ Latino	Total Minority	Female	Male
Responded Applicants	2,964	2,030	240	97	434	164	934	574	2,345
Number of Appointments	99	72	4	3	12	9	28	18	81
Selection Rate	3.34%	3.55%	1.67%	3.11%	2.77%	5.50%	3.00%	3.14%	3.45%
80% Factor			2.84%	2.84%	2.84%	2.84%	2.84%	2.76%	
Adverse Impact (Y/N)			YES	NO	YES	NO	NO	NO	
Proportion of Applicants Available for Hire			10.58%	4.54%	17.61%	7.45%	31.51%	19.66%	
Percentage of the Proportion of Applicants Available for Hire			3.35%	3.53%	3.41%	3.69%	3.37%	3.39%	
Statistical Significance of Adverse Impact			NOT SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT	

	Total	Non-Vietnam Era Veteran	Vietnam Era Veteran	Non-Disabled Veteran	Disabled Veteran	Non-Disabled	Disabled	Under 40	Over 40
Responded Applicants	2,964	2,848	38	2,712	155	2,755	147	1,155	1,751
Number of Appointments	99	98	1	93	6	97	2	63	36
Selection Rate	3.34%	3.44%	2.63%	3.43%	3.87%	3.52%	1.36%	5.45%	2.06%
80% Factor			2.75%		2.74%		2.82%		4.36%
Adverse Impact (Y/N)			YES		NO		YES		YES
Proportion of Applicants Available for Hire			1.32%		5.41%		5.07%		60.25%
Percentage of the Proportion of Applicants Available for Hire			3.43%		3.45%		3.41%		3.41%
Statistical Significance of Adverse Impact			NOT SIGNIFICANT		NOT SIGNIFICANT		NOT SIGNIFICANT		SIGNIFICANT

Washington State Department of Transportation
Applicant Flow Analysis
Race and Gender Affected Groups: July 1, 2016 - June 30, 2017

JOB GROUP: Services/Maintenance

Total Applicants: 1,440

Total Number of Selections: 92

	Total	Non-Minority	African American/ Black	American Indian/ Alaska Native	Asian American/ Pacific Islander	Hispanic/ Latino	Total Minority	Female	Male
Responded Applicants	1,440	1,060	117	68	101	94	380	233	1,193
Number of Appointments	92	93	2	3	13	2	20	23	69
Selection Rate	6.39%	8.77%	1.71%	4.39%	12.83%	2.14%	5.26%	9.87%	5.78%
80% Factor			7.02%	7.02%	7.02%	7.02%	7.02%	4.63%	
Adverse Impact (Y/N)			YES	YES	NO	YES	YES	NO	
Proportion of Applicants Available for Hire			9.93%	6.06%	8.73%	8.11%	26.39%	16.34%	
Percentage of the Proportion of Applicants Available for Hire			8.07%	8.51%	9.13%	8.24%	7.85%	6.45%	
Statistical Significance of Adverse Impact			SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT	SIGNIFICANT	SIGNIFICANT	NOT SIGNIFICANT	

	Total	Non-Vietnam Era Veteran	Vietnam Era Veteran	Non-Disabled Veteran	Disabled Veteran	Non-Disabled	Disabled	Under 40	Over 40
Responded Applicants	1,440	1,383	21	1,341	48	1,340	76	637	780
Number of Appointments	92	91	1	82	10	88	4	42	50
Selection Rate	6.39%	6.58%	4.76%	6.11%	20.83%	6.57%	5.26%	6.59%	6.41%
80% Factor			5.26%		4.89%		5.25%		5.27%
Adverse Impact (Y/N)			YES		NO		NO		NO
Proportion of Applicants Available for Hire			1.50%		3.46%		5.37%		55.05%
Percentage of the Proportion of Applicants Available for Hire			6.55%		6.62%		6.50%		6.49%
Statistical Significance of Adverse Impact			NOT SIGNIFICANT		NOT SIGNIFICANT		NOT SIGNIFICANT		NOT SIGNIFICANT

WSDOT PERSONNEL INVESTIGATIONS

I. Internal Investigation Process

A. Complaint or Inquiry from an Internal Source

An HR professional serves all employees in the chain of command and spends a lot of time addressing concerns and providing guidance in many personnel matters.

An internal complaint or inquiry does not have to be in any particular format. An HRC might receive an email from an employee or supervisor, a letter from an attorney, a phone call or a drop in meeting to discuss something that sounds routine but reveals larger concern. The HRC could also hear a concerning comment during a fact finding, in a response to a PMP, or even a persistent rumor.

An HRC must have the knowledge and skill to know what “triggers” a personnel investigation and the level of complexity the circumstances require. There are no “formal” or “informal” complaints.

NOTE: SOMETIMES AN HRC WILL RECEIVE COMPLAINTS REGARDING HARASSMENT, ETHICS, OR EMPLOYEE BEHAVIORS THAT ARE POTENTIALLY CRIMINAL. ASSAULTS, THREATS OF VIOLENCE, OR THEFTS ARE ALL EXAMPLES OF CRIMES THAT MUST BE REPORTED THROUGH LAW ENFORCEMENT IMMEDIATELY.

1. A “Simple” Investigation¹

In many cases, an HRC will need to provide information or documentation to support HR processes which require some investigative skills like research, analyzing data, and reviewing policy.

For instance, when a supervisor needs support in the discipline process for a chronically late person, the HRC might provide guidance regarding other employees who were similarly disciplined, synopsise timesheets for a several months, and highlight the relevant portion of the CBA for the employee.

The high quality product of a “simple” investigation is essential to the HRC’s work. An HRC’s manager will determine the process for these investigations. “Simple” investigations do not need to be logged by the SICC, however the SICC is always available for assistance.

¹ Knock on wood. ☺

2. Complex Investigations

Complex investigations are triggered by a variety of circumstances. The discretion and judgment of the HRC is key in recognizing what might become a complex investigation. As a general rule, complex investigations will result when there is a high level of risk to manage.

For instance, if there is an increased likelihood of litigation in the future, or if the matter is affecting a group of employees, a complex investigation may result.

NOTE: COMPLAINTS OF SEXUAL HARASSMENT (INCLUDING GENDER BIAS) AND DISCRIMINATION MUST BE TREATED AS COMPLEX INVESTIGATIONS. WSDOT HAS A RESPONSIBILITY TO THE FHWA TO REPORT ALL CLAIMS (WHETHER OR NOT THEY ARE SUBSTANTIATED).

A. Types of Complex Investigations

1. Discrimination and/or Harassment

Discrimination is the act of treating a person or group of people differently based on any one or more of these personal characteristics:

*Age (if over 40)
Race
Color
Sex/Gender
Gender Identity & Expression
Sexual Orientation
Marital Status
Creed
Religion
Disability
Veteran Status
National Origin
Genetic Information*

Most harassment and discrimination claims are not obvious on the face. While some complaints may be stated as “I am being discriminated against because of my religion/race/gender/etc,” the HRC must fully evaluate the circumstances of a complaint for facts that indicate illegal employment practices are playing a role in the matter.

Imagine you receive a complaint from a man who says that he is having trouble meeting the expectations of his manager. She seems often to bring up projects he feels he has never heard of previously.

This may appear at first to be a simple matter of coaching the employee, however, an HRC must also explore why he doesn't know the expectations of his supervisor. Could there be a discriminatory or harassing practice?

How does his supervisor give direction to others? And what makes her perception of him different? Is this based on a protected class? Is she giving directions to the rest of her staff (who happen to be female) while in the ladies room?

2. Complicated Ethics Violations

Many ethics violations at WSDOT investigated and handled by the Audit Office, however, some come under the jurisdiction of OHR. Other times we are asked to partner with Audit in an investigation.

HR regularly deals with the misuse of state resources in matters that concern inappropriate computer use or phone use. Most often these are "simple" investigations. However, when a matter concerns many employees or might be especially challenging, it is necessary for the agency to have the documentation and consistency a complex investigation provides.

3. Difficult Employee Behavior

Workplace violence or workplace bullying should be considered a complex investigation because of the high risk involved. If there is any possibility of a crime, the HRC will contact law enforcement immediately.

Workplace violence is defined in the WSDOT Human Resources Manual in Chapter 9.

4. Exceptional Circumstances

In some exceptional cases, the SICC will conduct investigations.

B. Investigation Planning

Investigation planning is an essential step. As an HRC becomes more experienced it may seem less important, however, the plan is ALWAYS necessary and must be documented. The written Pre Investigative Plan can later show the good faith effort of the HRC (and therefore WSDOT) to perform a complete investigation. The plan can document any unavoidable delay in the process or if a complaint is administratively closed for lack of corporation by the complaining party. Many aspects of the plan will be incorporated in to the final report.



During the course of the investigation, new information may broaden or change the focus. An HRC is not limited by the pre-investigation plan.

1. Taking a complaint

A complaint can come from a variety of sources. An HRC might have more than one contact with the complaining party before feeling the “whole” story is determined. The HRC should have a statement from the complaining party before writing the pre-investigative report.

Consider asking the complaining party what they believe the “other side” would say about the situation. This can help you understand the bigger factual picture. Of course, as always you remain neutral.



(1) Interview Checklist

Prior to meeting with any employee, the interview checklist is the must be signed before proceeding with questions. See below under [Section C, 2, 1.](#)

(2) Complainant’s Rights

If at any time the complaining party requests information about filing a complaint outside the agency, the HRC should provide the following information:

Washington State Human Rights Commission
711 Capitol Way, Suite 402, Olympia, WA 98504-2490
Phone: (360) 753-6770 / 1-800-233-3247
www.hum.wa.gov

Equal Employment Opportunity Commission
909 First Avenue, Suite 400, Seattle WA 98104
Phone: (206) 220-6882 / 1-800-669-4000
www.eeoc.gov

(3) Identifying the Policy

Identifying the applicable agency policy helps to frame the investigation. Policy will guide the investigation, but is also vital to make sure the investigation doesn’t scope creep. As the investigation develops it is possible that the facts will suggest more than one policy should be applied.

The work of an HRC is not to form legal conclusions. Therefore, the law, such as RCW 49.60 would not be noted, but the WSDOT policy number, which references the law, would be noted.

(4) Who should be involved

The pre-investigation plan should include the names of potential witnesses provided by the complaining party; however, the HRC should use their discretion to add to this list. Often names will be added in the course of the investigation. However, the HRC is not required to contact all the witnesses listed by the complaining party. If the HRC feels the witness would not provide new information, or relevant information, the witness can be passed on. The pre-investigation plan must state the reason for this in order to show the exclusion was intentional.

NOTE: THE INVESTIGATOR DIRECTS THE INVESTIGATION, NOT THE COMPLAINING PARTY. THE HRC CAN LIMIT THE SCOPE. HOWEVER, THE HRC MUST ALSO ALWAYS CONDUCT A THOROUGH INVESTIGATION.

(5) What needs to be established

A list of questions does not have to be written prior to interviews, however, a list of necessary topics and/or any specific allegations needing substantiation.

This list can and will grow. The HRC must think broadly to address all the potential policies that may be applicable.

(6) Document List

A list of what documents you may need to complete your investigation. For example, you will likely always want to see the training matrixes for the parties involved to determine if the relevant training is up to date. Also, the personnel files of all parties should be reviewed.

The list of reviewed document will become part of the final report, and those documents will be scanned into the electronic file. Maintaining the list as you go is a good practice.

(7) Starting the timeline

Often a report will benefit from a time line. A timeline is a great tool for organizing a particularly complex set of allegations. As important dates come up in the investigation collect them in one place.

(a) Who needs notification

The following staff outside HR need notification of a complex investigation Appointing Authorities, Supervisors, and Named parties.

NOTE: NAMED PARTIES REFERS TO THOSE TIMES WHEN THERE ARE VERY SPECIFIC ACCUSATIONS AGAINST A PERSON OR PERSONS. JUST CAUSE REQUIRES NOTICE TO THOSE INDIVIDUALS IN CASE DISCIPLINE OCCURS.

(b) Format

(i) Email

Appointing Authorities and Supervisors can be notified in email. The notification should include the basis of the complaint, the parties involved and the expected investigation completion date. The written notification will be very simple. The HRC hasn't done any investigation beyond taking to the complaining party, therefore, no facts have been established.

(ii) Certified mail

Named parties should be notified via certified mail.

2. Pre-Investigation Plan-Approval

The completed pre investigative plan should be emailed to the Administrative Officer or HR Manager and the SICC for review. If helpful, the HRC can arrange a pre investigative meeting to discuss the plan.

The SICC will begin the administrative process of assigning a number for tracking and creating a File on SharePoint for the investigative file.

C. Investigation

Investigations must be TIMELY, IMPARTIAL, and THOROUGH. When a complex issue is reported the HRC *must* begin immediately determining if the complaining party needs any temporary changes to the work environment while the investigation is occurring. The investigation must also be completed as quickly as possible. While employees are involved in an open investigation, the workplace can become very stressful. TIMELINESS is essential.

The HRC must be neutral when working as an investigator. The HRC is only collecting the facts and must not conclude something to be fact without evidence that meets the standard of more likely than not. Complaining parties, witnesses, named parties, and supervisors can become emphatic or emotional while being interviewed, however, the investigator must remain IMPARTIAL.

Impartiality can be very difficult if the HRC has a relationship with any of the parties involved. If any possibility of a conflict exists for the HRC, the complaint should be reassigned. HRC's should expect to be occasionally asked to investigate for other regions.

In order to manage risk for the agency and to reduce conflict for employees, an investigation must be THOROUGH. The investigative report must be complete in order for the agency to properly address the complaint currently and if necessary, in the future.

If an investigation has not been properly conducted, in other words, NOT TIMELY, IMPARTIAL AND THOROUGH, a liability can be created for the agency.

1. Finding Resolution

(1) Lowest Level Resolution

The lowest level of resolution is always the goal for any workplace conflict. Low level resolution does not reflect on the seriousness of the complaint.

Sometimes a complaining party simply wants the offensive behavior to stop. Documentation and tracking will still occur, but if an intervention by the HRC can address the issue and the complaining party agrees, a complaint can be resolved without taking further steps.

(2) Mediation

Mediation can provide resolution in some situations. If the involved parties are willing to meet and work together to come to an agreement on the matter of the complaint, the HRC should arrange mediation.

When mediation is considered in a complex investigation, the HRC should contact the AO or HR Manager, and the SICC to make arrangements.

(3) Settlements

Mediation should result in a written settlement agreement that is signed by both parties and the mediator. The agreement should include statement that all parties agree the matter of the complaint is considered properly and thoroughly addressed by the agreement. If either party cannot agree to this, the investigation must continue.

2. Interviewing

Interviewing is a skill, but the style of interviewing is highly personalized. The interview is the main way of collecting information in a personnel investigation. The pre-investigation plan will help define what information might be available from a particular witness; however, the investigation process can create more questions or facts to investigate.

Interviews should take place where the parties will not be interrupted and where the interviewee will feel comfortable. This can present a challenge in some workplaces within WSDOT, for instance when interviewing on a Ferry. Often the employee is the best person to tell you where a good place to interview will be.

The HRC must remain as neutral as possible during the interview, regardless of what the interviewee does, including showing strong emotions; however, if the HRC feels threatened the interview should end.

The interviewee will want to know what exactly the complaint is, and sometimes the HRC will not be able to fully reveal this, however, the HRC should to give a general overview of the investigation.

A good question to begin with is the interviewee's history with the agency. Questions relevant to the investigation should be open ended at first. If you have specific questions to ask, these should come later in the interview. Having basic outline of your interview plan can make sure you do not miss anything.

One technique to consider with an employee who states they don't want to say anything "bad" about anyone else is to ask, "If you were giving X a performance evaluation, how would you state the things you are concerned about?"

Always end an interview with these two questions, "Is there anything else I didn't ask about that you think I need to know?" and "Do you have any questions for me before we finish?"

(1) Interview Checklist

At the beginning of all interviews the HRC must review the interview checklist with the interviewee.



(a) Confidentiality

All statements have to be considered on the record because they will become part of the investigation file, however, they will only be released subject to the Public Records Act with appropriate redactions and notice.

However, during the course of the investigation the information provided is considered confidential and the witness must understand this.

(b) Retaliation

The interviewee cannot be subject to retaliation or retaliation against others during the process of the investigation. If the interviewee feels she or he is retaliated against, she or he must contact the HRC immediately.

(c) Right to representation

Any interviewee can have representation when being interviewed. This can include a union representative, a

privately hired attorney, or even a friend or family member. This person can not interrupt the interview or answer questions for the interviewee. However, the interviewee can choose to not answer questions.

If we receive notice an employee is represented by a private attorney, the HRC must not directly contact the employee about the investigation, but use the attorney as an intermediary.

NOTE: WHEN TAKING AN INTERVIEW STATEMENT THE HRC MUST GET A SIGNATURE FROM THE INTERVIEWEE CONFIRMING THE STATEMENT. THIS CAN BE ON HARD COPIES OR ELECTRONICALLY WITH THE INTERVIEWEE RETURNING AN EMAIL WITH THE ATTACHED INTERVIEW STATEMENT AND A NOTE THAT THE STATEMENT IS CORRECT.

3. Documentation

As in all HR investigation, documentation is essential. As stated above you have started the documentation process with the pre-investigative plan. If you have contact with a party involved with your investigation you should document it.

Emailing yourself is a great documentation tool. This way there is a date stamped note regarding investigation information. Consider creating an outlook file folder for any investigation, which you can later delete once the relevant documentation is collected.

(1) Timeline

As stated above creating a time line of the event relevant to your investigation is a great organizational tool.

(2) List of documents reviewed

The investigative report needs to list the documents reviewed. The documents specifically referred to in the report should be footnoted, and a copy must be in the electronic file.

4. (OPTIONAL) Preliminary Report

A preliminary report is a tool that can be used to update concerned parties on the direction of an investigation. A preliminary report is written in the form of a memo, and will become part of the final documentation.

5. Administrative Closure

If a complaining party does not cooperate with an investigation, after the HRC documents the circumstances, the SICC can administratively close a complaint.

NOTE: IF A COMPLAINING PARTY IS UNAVAILABLE DUE TO FMLA LEAVE, THIS SHOULD BE DOCUMENTED AND THE CASE WILL NOT BE CLOSED UNTIL THE EMPLOYEE RETURNS. WHILE AN EMPLOYEE IS ON FMLA

LEAVE SHE SHOULD NOT BE CONTACTED UNLESS EXPRESSLY AGREED TO BECAUSE THE INVESTIGATIVE PROCESS IS A WORK ACTIVITY. THE INVESTIGATION CAN CONTINUE HOWEVER.

6. Formal Investigative Report

The Investigative report for WSDOT Personnel Investigations has a standardized format.

A template for the fact finding report is located in SharePoint-HR ONLY-HR Toolbox-Investigation Templates

Investigative reports should be written very plainly. Certain words will be repeated many times: allegation, alleged, stated, etc. Very few adjectives will be used unless within a quote from a witness. Avoid the passive voice. Many sentences will follow the exact same structure.

When using a quote, or referring to a specific document, footnote² the source.

Do not refer to yourself. For example, instead of "I asked if X had been in front of the room and X said no," write "X stated he was not in front of the room." The exception to this is if the investigator has observed something factual that needs to be included, for example, "This investigator observed that there is only 2 feet between the walls of the hallway."

(1) Synopsis

This should briefly explain the nature of the complaint.

(2) Summary of Allegations

Numbered list of allegations briefly stated.

Allegations must be referred to only as "allegations".

(3) Applicable Policy

While the HRC is not determining if policy has been violated, the applicable policy should be listed in order to show the matter was within the jurisdiction of the OHR.

² To insert a footnote into a Word Document, click on the References tab and then click insert footnote. The note will be automatically numbered and renumbered if you add notes.

- (4) Each allegation in detail
- (5) A fact finding for each allegation
- (6) Additional notes
 - (a) *Documentation List*
 - (b) *List of Witness interviewed*
 - (c) *Relevant background information*
- (7) Signature of Investigator

NOTE: THE FINAL REPORT SHOULD BE REVIEWED BY THE AO OR HR MANAGER AND THE SICC BEFORE FINALIZED.

7. Fact Finding Only

The investigative report is only a distillation of the facts gathered in the investigation. The writer has completed the difficult process of sorting the relevant information received and is presenting a clear, easy to follow accounting of that information to the appropriate parties.

The HRC will not make any determination of policy violations. Those determinations are up to the appointing authority.

8. Debriefs

(1) Appointing Authority, Regional Administrator, Supervisor
The final report will be provided to the appropriate management in a debrief meeting. The report should be provided to the parties before the meeting.

(2) Complaining Party, Witnesses, Named parties
The complaining party and any named parties should be debriefed on the fact finding report. Part of the debrief will be guiding the parties with returning to work as usual. This might require intervention from an AO or HR manager or the SICC, but it is essential that employees are assisted with the after affects of an investigation. Witnesses can request a debrief meeting as well.

9. Appeal Process

A complaining party is able to appeal a fact finding within 15 days of the completion of the report, if she feels that the matter was misrepresented. The appeal will be directed to the Director of Human Resources for review.

- (1) **Granted-New External Investigator**
If the Director of Human Resources believes the appeal has merit, an outside investigator will be brought in.
- (2) **Denied**
The case will be closed.

D. Investigative File Retention

The investigative file will include the final report, the settlement agreement or notice of administrative closure along with all the materials used to create those items. Any documentation that the HRC has in hard copy should be shredded, so that the electronic file is the complete file. Personnel investigation files are retained for 7 years.

II. External Complaint Investigation Process

A. Complaint from External Source

WSDOT receives complaints from outside agencies related to employee conduct including the Equal Employment Opportunity Commission (EEOC) a federal agency, the Human Rights Commission (HRC) a state agency, the State Auditor's Office (SAO), etc. ³ The complaints will be sent to the Statewide Investigation Compliance Coordinator (SICC) of WSDOT. On receipt of the complaint notification, the SICC will create a file in SharePoint.

1. No Action Needed

Sometimes complaint notifications do not require immediate action, but are simply notification of a complaint coming in the near future. The specific charges of the complaint will not be included. When received, the SICC will notify via email the Appointing Authority (AA) and the HR Manager/HRC who serves the complaining party, that a complaint is forthcoming.

2. Mediation Requested

If the complaint comes including specific charges, and the complaining party requests mediation, WSDOT has a short turnaround (approximately 15 days) for accepting or rejecting this request. In this case, the SICC will notify via email the AA, the HR Manager/HRC, and connected parties of the request. The SICC will be responsible for responding to the external agency by the deadline. If mediation is chosen, the SICC will coordinate the WSDOT's participation.

³ In WA, a complainant can choose to file a lawsuit at any time. This isn't common; however, it is possible that our first notice of a complaint would be a tort filing.

3. Mediation- Considerations of Risk

- (1) Do we understand the specific charges?*
- (2) Do we have potential liability?*
- (3) Do we believe a settlement is possible?*
- (4) What kind of mediation do we think is most appropriate?⁴*

4. Mediation-Process

The mediation process will be dictated to a large part by the external agency. Usually, that agency chooses the mediator, who then chooses the mediation format, but the mediator might request WSDOT input. The SICC will coordinate with the mediator to make arrangements for the mediation. The AAG does not have to participate, but should be notified of the mediation to make that determination.

- (1) Settlement**
If a settlement is reached, the SICC will coordinate WSDOT's responsibility. When the settlement is completed, the SICC will notify via email all those involved.
- (2) No Settlement**
If no settlement is reached, the external agency will dictate the next steps for WSDOT. Most likely, the external agency will make a request for information. If the AAG was not a participant in the mediation, the SICC will notify the AAG regarding the process.

5. Responding to a complaint from an external agency

An external agency will request a response to the charges in the complaint and often will request additional information. A request for information (RFI) from an external agency will usually require the agency to create a response to specific questions within a short deadline. In this case, the SICC will coordinate the gathering of the information and documentation to provide the response.

6. Responding to an RFI

- (1) Coordination with the HRC**
The SICC will coordinate with the appropriate HRC to collect all the necessary documentation for the RFI. Documentation may include existing files, PMP's, email, etc. However, there may be a need for the

⁴ Any negotiations or discussions between the parties, which are part of the mediation process, cannot be used in court if a lawsuit results.

HRC to analyze data to create new documents or tables that provide the requested information in the manner requested.

(2) Interviewing

RFI's might require information that can only be obtained through interviews with other employees. These interviews can be conducted by the SICC or the HRC depending on the circumstances.

NOTE: AS A GENERAL RULE, WSDOT DOES NOT INTERVIEW THE COMPLAINANT IN A CLAIM FROM AN EXTERNAL AGENCY, BUT INSTEAD RESPONDS ONLY TO THE WRITTEN CHARGE.

(3) Response to RFI

The SICC will write the response to the RFI. A letter format used outlining the background information, quoting verbatim each of the specific charges from the complaint, providing relevant information to that charge, and then stating WSDOT's response. All documents referenced in the response letter will be labeled as attachments and immediately follow the letter. The additional information requested will be numbered in the order it was requested and provided in addition to the response.

B. Result of an External Complaint

While waiting to hear from the external agency, WSDOT will check in every 90 day on all open external complaints.

1. Request for More Information

An external agency may ask for more information or clarifying information after receiving a response in which case the process described in I.A.3 above would be repeated.

2. Finding by an external agency

On receipt of a finding by an external agency, the SICC will notify the AAG and the Secretary's Office for guidance on how to proceed.

3. Dismissal/Withdrawal/Right to Sue Letter

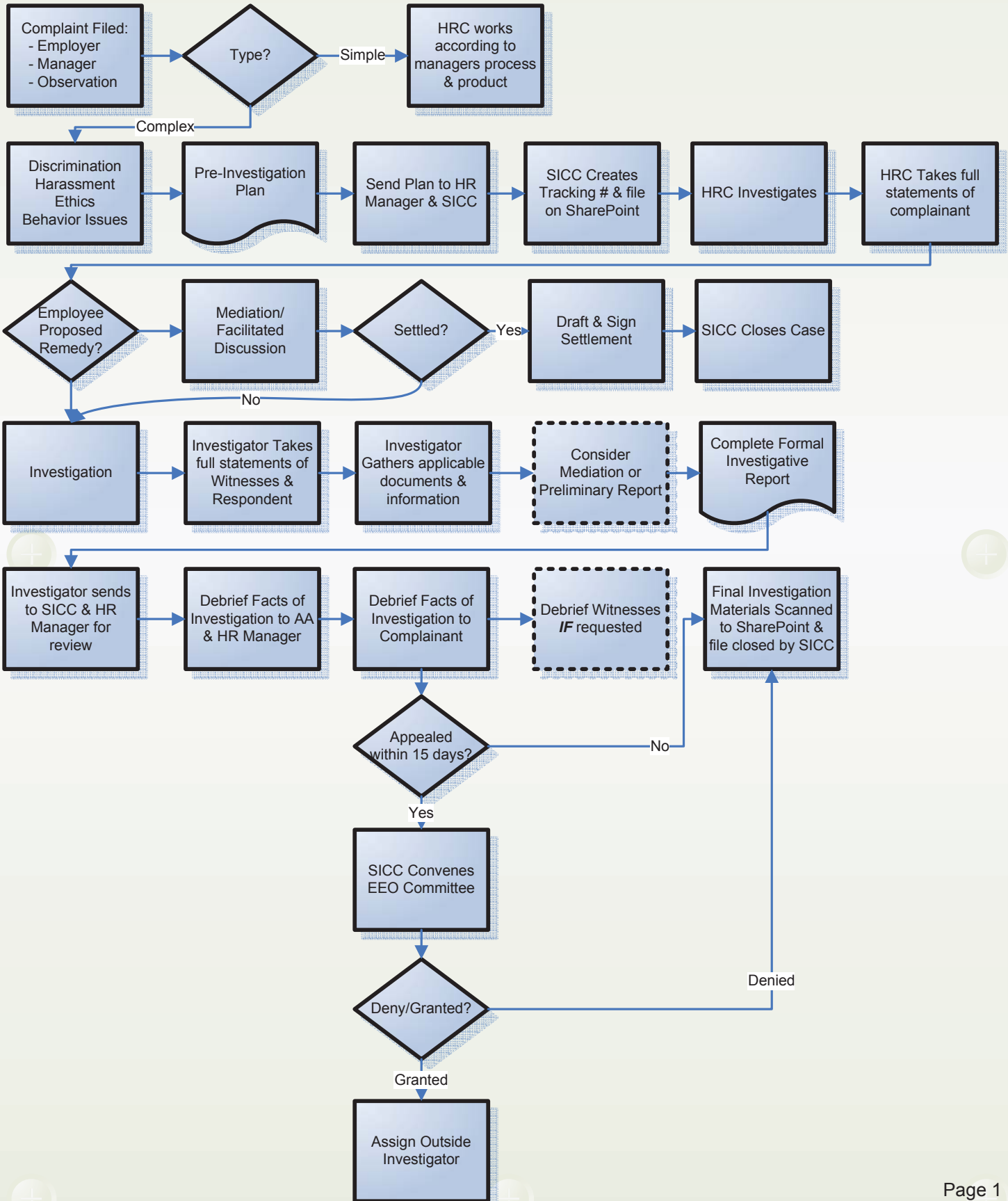
When some external agencies do not find cause for the complaint, WSDOT will receive a notice of dismissal. Additionally, some external agencies have a process of withdraw available to complainants. Dismissal or withdrawal letters will include notification that the complainant has received a Right to Sue Letter allowing the complainant to file a

lawsuit within 90 days. However, there are nuances to this process.⁵ The SICC will then close the case. If a tort claim is filed, the file will be transferred to the AAG.

⁵ To get the details for the EEOC process see <http://www.eeoc.gov/employees/lawsuit.cfm>

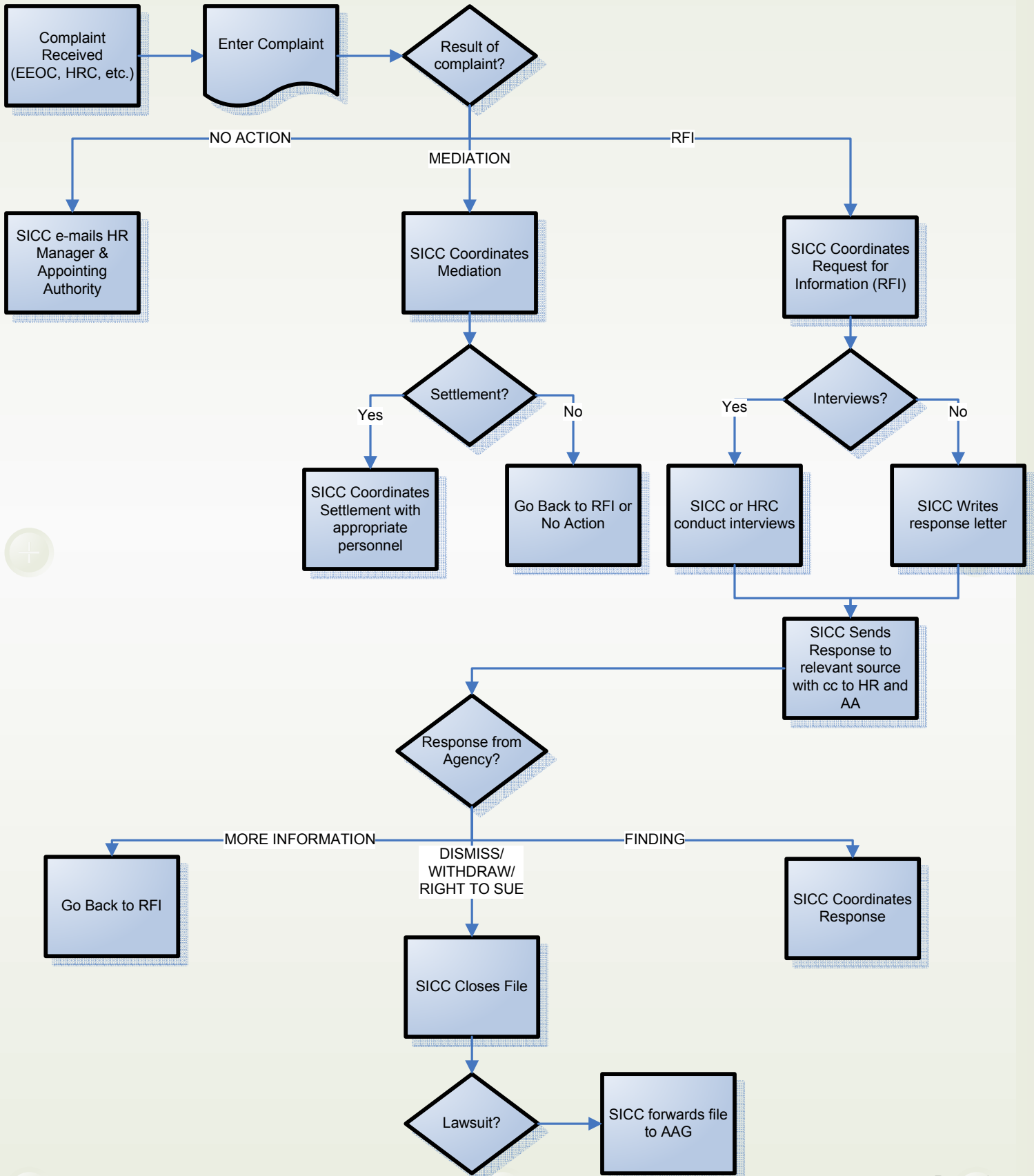
Internal Investigation

Wednesday, June 22, 2011



Outside Investigation Process

Wednesday, June 22, 2011



Appendix

F

Equal Employment Opportunity and Affirmative Action Program Finance & Administrative 2018-2023



**Washington State
Department of Transportation**

Finance & Administrative Equal Employment Opportunity and Affirmative Action Program

Equal Employment Opportunity and Affirmative Action Commitment

The Assistant Secretary and all managers within Finance & Administrative are fully committed to ensuring diversity through equal employment opportunities. All executives, managers, and employees will make a good faith effort in taking those affirmative action steps which will ensure equitable participation in all business and employment practices without regard to race, color, religion, sex, national origin, age disability, veteran status, marital status or sexual orientation. As part of reflective of Washington State communities through fair and effective implementation of the Affirmative Action Plan.

An Affirmative Action (AA) Plan is part of the Washington State Department of Transportation's Equal Employment Opportunity (EEO) Program, and is required by federal and state regulations¹. It exists to overcome the effects of past or present barriers and to assure that the workforce is reflective of available labor pools.

Responsibility for positive affirmative action in the discharge of EEO programs is expected of all management personnel. Managers and appointing authorities are responsible for implementing strategies that meet affirmative action goals in the areas of:

- Recruitment and Promotion
- Retention and Separations
- Job Structuring and Upward Mobility
- Responsibilities, Reviews, and Remedies
- Training

Offices Covered in this Report include:

- Budget & Financial Analysis
- Accounting & Financial Services
- Capital Program Development & Management
- Innovative Partnerships
- Human Resources & Safety
- Information Technology
- Lean Process Improvement
- Risk Management & Legal Services

¹ Federal regulations (CFR 23 Part 230), State regulations (RCW 41.06.150 and WAC 357-25) and the Governor's Executive Order (93-07) requires WSDOT to prepare, submit and annually maintain a program promoting Affirmative Action and Equal Employment Opportunity. WSDOT Executive Order 1014.04 and Chapter 29 of the Human Resources Desk Manual indicates that each manager is establish and maintain and Affirmative Action Program within the organization it is responsible for.

WSDOT Finance & Administrative Affirmative Action Plan

Identification of Problem Areas and Underutilization

During the reporting Period of July 1, 2016 to June 30, 2017, Finance & Administrative Services had no separate discrimination complaints

Employees may file a complaint with the WSDOT Office of Human Resources & Safety if they believe they have been subjected to discrimination or harassment on the basis of their race, religion, color, creed, national origin, age, marital status, sex, sexual orientation, status as a disabled or Vietnam-era veteran, or the presence of any form of disability. Manager can also request formal inquiries and mediation services to prevent and correct discrimination harassment.

Discriminatory Barriers Identified

No discriminatory barriers have been identified within Finance & Administrative Services.

Underutilization of Females and Minorities Identified

Finance & Administrative acknowledges that it is underutilized in the following protected classes: African American, American Indian/Alaska Native, Asian/Pacific Islander, Hispanic, Female, Vietnam Era Veterans, Disabled Veterans, and Persons with Disabilities.

Responsibilities and Remedies

Finance & Administrative is aware of the significant underutilization of the above listed protected classes. Executives and managers will continue to make a good faith effort in reaching and maintaining a diverse workforce as resources allow. Finance & Administrative will collaborate with the Office of Human Resources & Safety, Workforce Development – Diversity and Inclusion Office to prevent discriminatory barriers and to ensure compliance toward reaching Affirmative Action goals. Finance & Administrative will ensure that all job announcements, descriptions, interviews and selection criteria are job-related and unbiased. All employment opportunities, as well as training, education, advancement, and career counseling, will be extended to all employees, equally.

This Affirmative Action Plan will be discussed and reviewed regularly with managers and updated as appropriate. All managers and supervisors are expected to be familiar with agency's policies and procedures as set forth in Secretary Executive Order 1014.04 as well as the Human Resource Desk Manual, Chapter 29, in regard to Equal Opportunity in the Workplace.

Recruitment

Finance & Administrative will work closely with the OHR&S Recruitment Unit in researching and incorporating innovative recruiting techniques that target under-represented populations. Finance & Administrative will continue to promote diversity in interview panels to ensure fair, equal, and unbiased interviews. For competitive job openings as appropriate, Finance & Administrative will do the following:

Outreach

- Social Media Diverse Professional Groups through LinkedIn and other social media platforms.
- Vocational/Technical Schools
- Diverse organization and groups such as but not limited to: The Society of Women Engineers, National Association of African Americans in Human Resources, American Planning Association and Women Division, Association of Latino Professional in Finance and Accounting, National Association of Black Accountants, National Center for Women & Information Technology, Washington State Council for Tribal Employment Rights Office.
- Veteran's transition programs and outreach events.
- Diverse Agencies and Commissions
- Ensure appropriate Human Resource policies and procedures are applied during recruiting/hiring process.
- Widely publicize employment opportunities and target underrepresented groups.
- Participate in diverse local community outreach events and career fairs as resources allows.
- Publications and trade journals that promote diversity.
- Others as appropriate

Promotions

- Establish flexible internal training programs that encourage career advancement and employee development.
- Employees interested in career changes will be encourage to participate in training and educational opportunities that not only increase knowledge in present positions, but also prepare the individual for future opportunities.

Separations

- Publicize online exit interview process and encourage employees to complete exit interviews.
- HR&S will conduct in person exit interview as requested and monitor result of exit interview.

Retention

- Build a learning culture tailored in-training plans will give the employee the opportunity to become an internal learner who is constantly developing to be ready for the next opportunity.
- Provide opportunities for job rotation and cross training when possible.
- Provide employees with pre-established career ladders in various WSDOT classifications in order to help them increase their knowledge, skills, abilities and responsibilities within a structured classification and compensation system.
- Identify staff that are eligible to retire and who have knowledge, skill sets or expertise that is in critical need of being transferred. Look at opportunities (job sharing,

mentorship, special project work) to retain and transfer this expertise to the future generation of employees and leaders.

- Ensure hiring activities follow HR process to ensure fair and equitable treatment in hiring practices.
- Performance evaluation for each employee ensuring positions description are accurate and feedback given to employee.

Training

- Meet agency participation goals for Valuing Diversity, Sexual Harassment, and Disability Awareness Training.
- Continue to offer training and provide resources to hiring managers in hiring and retaining a diverse workforce.
- Provide interviewing resources and techniques to employees who conduct employment selection interviews.
- Ensure all supervisor attend “Leading Others” training offered by Department of Enterprise Services.
- Encourage employee engagement in diversity event and activities to enhance cross-cultural knowledge and foster an inclusive work environment.

Reasonable Accommodation

- All managers and supervisor will work closely with OHR&S EEO Manager to ensure appropriate and timely response to reasonable accommodation request.
- Managers and supervisor are expected to be familiar with Chapter 25 of the HR&S Desk Manual concerning procedures for handling reasonable accommodations.

Job Structure and Upward Mobility

By ensuring current job classification and position review, Finance & Administrative will be able to ensure appropriate job structure and mobility. Through annual performance evaluations, manager will assist employees in identifying the next steps in their respective careers.

- Review position descriptions annually at the time of performance evaluation to ensure they are accurate and unbiased.
- Performance evaluations will be completed on time. Finance & Administrative will evaluate manager and supervisor on accurate and effective job performance as well as on individual efforts to practice and promote equal opportunity and affirmative action with their work units.
- Performance objectives will be set for the proceeding year and employees will be encouraged to meeting performance goals that foster education and career advancement.

Periodic Review and Audit

This Affirmative Action Plan will be discussed and reviewed regularly with managers and supervisor, and updated as appropriate. All managers and supervisor are expected to be familiar with agency policies and procedures as set for in Secretary's Executive Order 1014.04 as well as the HR&S Desk Manual, Chapter 29, in regards to Equal Opportunity in the Workplace.

- In partnership with OHR&S workforce utilization will be reviewed quarterly and will continue to make every good faith effort toward increase utilization under-represented groups.
- To ensure effective strategies, the division will review this plan at least annually.

Closing Comments and Conclusion

Finance & Administrative encourages and supports diversity, and is committed to ensuring diversity in its workforce. The division understands that success as a governmental entity is enhanced by a diverse workforce. All managers and supervisor are committed to achieve this through participation in the WSODT Affirmative Action Plan.

Equal Employment Opportunity and Affirmative Action Program Multimodal Development & Delivery 2018-2023



**Washington State
Department of Transportation**

**310 Maple Park Avenue SE
Olympia, WA 98504**

Multimodal Development & Delivery Equal Employment Opportunity and Affirmative Action Program

Equal Employment Opportunity and Affirmative Action Commitment

The Assistant Secretary of Multimodal Development & Delivery and all managers within the division are fully committed to ensuring diversity through equal employment opportunities. All executives, managers, and employees will make a good faith effort in taking those affirmative action steps which will ensure equitable participation in all business and employment practices without regard to race, color, religion, sex, national origin, age disability, veteran status, marital status or sexual orientation. As part of reflective of Washington State communities through fair and effective implementation of the Affirmative Action Plan.

An Affirmative Action (AA) Plan is part of the Washington State Department of Transportation's Equal Employment Opportunity (EEO) Program, and is required by federal and state regulations¹. It exists to overcome the effects of past or present barriers and to assure that the workforce is reflective of available labor pools.

Responsibility for positive affirmative action in the discharge of EEO programs is expected of all management personnel. Managers and appointing authorities are responsible for implementing strategies that meet affirmative action goals in the areas of:

- Recruitment and Promotion
- Retention and Separations
- Job Structuring and Upward Mobility
- Responsibilities, Reviews, and Remedies
- Training

Offices Covered in this Report include:

- Planning
- Quality Assurance & System Safety
- Development
- Construction
- Traffic Operations
- Maintenance Operations
- Strategic Assessment & Performance Analysis
- Aviation
- Freight, Rail & Ports
- Public Transportation
- Active Transportation
- Local Programs

¹ Federal regulations (CFR 23 Part 230), State regulations (RCW 41.06.150 and WAC 357-25) and the Governor's Executive Order (93-07) requires WSDOT to prepare, submit and annually maintain a program promoting Affirmative Action and Equal

WSDOT Multimodal Development & Delivery Affirmative Action Plan

Identification of Problem Areas and Underutilization

During the reporting Period of July 1, 2016 to June 30, 2017, Multimodal Development & Delivery had one separate discrimination complaints.

Employees may file a complaint with the WSDOT Office of Human Resources & Safety if they believe they have been subjected to discrimination or harassment on the basis of their race, religion, color, creed, national original, age, marital status, sex, sexual, orientation, status as a disabled or Vietnam-era veteran, or the presence of any form of disability. Manager can also request formal inquiries and mediation services to prevent and correct discrimination harassment.

Discriminatory Barriers Identified

No discriminatory barriers have been identified within Multimodal Development & Delivery.

Underutilization of Females and Monitories Identified

Multimodal Development & Delivery acknowledges that it is underutilized in the following protected classes: African American, American Indian/Alaska Native, Asian/Pacific Islander, Hispanic, Female, Vietnam Era Veterans, Disable Veterans, and Persons with Disabilities.

Responsibilities and Remedies

Multimodal Development & Delivery is aware of the significant underutilization of the above listed protected classes. Executives and managers will continue to make a good faith effort in reaching and maintaining a diverse workforce as resources allow. Multimodal Development & Delivery will collaborate with the Office of Human Resources & Safety, Workforce Development – Diversity and Inclusion Office to prevent discriminatory barriers and to ensure compliance toward reaching Affirmative Action goals. Multimodal Development & Delivery will ensure that all job announcements, descriptions, interviews and selection criteria are job-related and unbiased. All employment opportunities, as well as training, education, advancement, and career counseling, will be extended to all employees, equally.

This Affirmative Action Plan will be discussed and reviewed regularly with managers and updated as appropriate. All managers and supervisors are expected to be familiar with agency's policies and procedures as set forth in Secretary Executive Order 1014.04 as well as the Human Resource Desk Manual, Chapter 29, in regard to Equal Opportunity in the Workplace.

Recruitment

Multimodal Development & Delivery will work closely with the OHR&S Recruitment Unit in researching and incorporating innovative recruiting techniques that target under-represented populations. Multimodal Development & Delivery will continue to promote diversity in interview

panels to ensure fair, equal, and unbiased interviews. For every job opening, Multimodal Development & Delivery

Outreach

- Social Media Diverse Professional Groups through LinkedIn and other social media platforms.
- Vocational/Technical Schools
- Diverse organization and groups such as but not limited to: The Society of Women Engineers, Professional Women in Construction, American Planning Association and Women Division, American Indian Science and Engineering and Society of Hispanic Professional Engineers,
- Veteran's transition programs and outreach events.
- Diverse Agencies and Commissions
- Ensure appropriate Human Resource policies and procedures are applied during recruiting/hiring process.
- Widely publicize employment opportunities and target underrepresented groups.
- Participate in diverse local community outreach events and career fairs as resources allows.
- Publications and trade journals that promote diversity.
- Others as appropriate

Promotions

- Establish flexible internal training programs that encourage career advancement and employee development.
- Employees interested in career changes will be encourage to participate in training and educational opportunities that not only increase knowledge in present positions, but also prepare the individual for future opportunities.

Separations

- Publicize online exit interview process and encourage employees to complete exit interviews.
- HR&S will conduct in person exit interview as requested and monitor result of exit interview.

Retention

- Build a learning culture tailored in-training plans will give the employee the opportunity to become an internal learner who is constantly developing to be ready for the next opportunity.
- Provide opportunities for job rotation and cross training when possible.
- Provide employees with pre-established career ladders in various WSDOT classifications in order to help them increase their knowledge, skills, abilities and responsibilities within a structured classification and compensation system.
- Identify staff that are eligible to retire and who have knowledge, skill sets or expertise that is in critical need of being transferred. Look at opportunities (job sharing,

mentorship, special project work) to retain and transfer this expertise to the future generation of employees and leaders.

- Ensure hiring activities follow HR process to ensure fair and equitable treatment in hiring practices.
- Performance evaluation for each employee ensuring positions description are accurate and feedback given to employee.

Training

- Meet agency participation goals for Valuing Diversity, Sexual Harassment, and Disability Awareness Training.
- Continue to offer training and provide resources to hiring managers in hiring and retaining a diverse workforce.
- Provide interviewing resources and techniques to employees who conduct employment selection interviews.
- Ensure all supervisor attend “Leading Others” training offered by Department of Enterprise Services.
- Encourage employee engagement in diversity event and activities to enhance cross-cultural knowledge and foster an inclusive work environment.

Reasonable Accommodation

- All managers and supervisor will work closely with OHR&S EEO Manager to ensure appropriate and timely response to reasonable accommodation request.
- Managers and supervisor are expected to be familiar with Chapter 25 of the HR&S Desk Manual concerning procedures for handling reasonable accommodations.

Job Structure and Upward Mobility

By ensuring current job classification and position review, Multimodal Development & Delivery will be able to ensure appropriate job structure and mobility. Through annual performance evaluations, manager will assist employees in identifying the next steps in their respective careers.

- Review position descriptions annually at the time of performance evaluation to ensure they are accurate and unbiased.
- Performance evaluations will be completed on time. Multimodal Development & Delivery will evaluate manager and supervisor on accurate and effective job performance as well as on individual efforts to practice and promote equal opportunity and affirmative action with their work units.
- Performance objectives will be set for the proceeding year and employees will be encouraged to meet performance goals that foster education and career advancement.

Periodic Review and Audit

This Affirmative Action Plan will be discussed and reviewed regularly with managers and supervisor, and updated as appropriate. All managers and supervisor are expected to be familiar with agency policies and procedures as set for in Secretary's Executive Order 1014.04 as well as the HR&S Desk Manual, Chapter 29, in regards to Equal Opportunity in the Workplace.

- In partnership with OHR&S workforce utilization will be reviewed quarterly and will continue to make every good faith effort toward increase utilization under-represented groups.
- To ensure effective strategies, the division will review this plan at least annually.

Closing Comments and Conclusion

Multimodal Development & Delivery encourages and supports diversity, and is committed to ensuring diversity in its workforce. The division understands that success as a governmental entity is enhanced by diverse workforce. All managers and supervisor are committed to achieve this through participation in the WSODT Affirmative Action Plan.

Equal Employment Opportunity and Affirmative Action Program Regional and Mega Programs 2018-2023



**Washington State
Department of Transportation**

**310 Maple Park Avenue SE
Olympia, WA 98504**

Regional and Mega Programs Equal Employment Opportunity and Affirmative Action Program

Equal Employment Opportunity and Affirmative Action Commitment

The Chief Engineer and all managers within Regional and Mega Programs are fully committed to ensuring diversity through equal employment opportunities. All executives, managers, and employees will make a good faith effort in taking those affirmative action steps which will ensure equitable participation in all business and employment practices without regard to race, color, religion, sex, national origin, age disability, veteran status, marital status or sexual orientation. As part of reflective of Washington State communities through fair and effective implementation of the Affirmative Action Plan.

An Affirmative Action (AA) Plan is part of the Washington State Department of Transportation's Equal Employment Opportunity (EEO) Program, and is required by federal and state regulations¹. It exists to overcome the effects of past or present barriers and to assure that the workforce is reflective of available labor pools.

Responsibility for positive affirmative action in the discharge of EEO programs is expected of all management personnel. Managers and appointing authorities are responsible for implementing strategies that meet affirmative action goals in the areas of:

- Recruitment and Promotion
- Retention and Separations
- Job Structuring and Upward Mobility
- Responsibilities, Reviews, and Remedies
- Training

Offices Covered in this Report include:

- Chief Engineer's Office
- Mega Projects
- Alaskan Way Viaduct Programs
- SR 520 Program
- I-405 Program
- Puget Sound Gateway SR 167/ SR 509

WSDOT Regional and Mega Programs Affirmative Action Plan

Identification of Problem Areas and Underutilization

¹ Federal regulations (CFR 23 Part 230), State regulations (RCW 41.06.150 and WAC 357-25) and the Governor's Executive Order (93-07) requires WSDOT to prepare, submit and annually maintain a program promoting Affirmative Action and Equal Employment Opportunity. WSDOT Executive Order 1014.04 and Chapter 29 of the Human Resources Desk Manual indicates that each manager is establish and maintain and Affirmative Action Program within the organization it is responsible for.

During the reporting Period of July 1, 2016 to June 30, 2017, WSDOT Regional and Mega Projects Programs had one separate discrimination complaints. This case was a complaint of discrimination under disability, and currently waiting for further instructions from WA Human Rights Commission.

WSDOT regions also experience a number of complaints during the reporting period. The total for each region is as follows:

- Northwest Region 0 total complaints
- North Central Region 0 total complaints
- Eastern Region 1 total complaints
- South Central Region 1 total complaints
- Southwest Region 1 total complaints
- Olympic Region 2 total complaints

Employees may file a complaint with the WSDOT Office of Human Resources & Safety if they believe they have been subjected to discrimination or harassment on the basis of their race, religion, color, creed, national origin, age, marital status, sex, sexual orientation, status as a disabled or Vietnam-era veteran, or the presence of any form of disability. Manager can also request formal inquiries and mediation services to prevent and correct discrimination harassment.

Discriminatory Barriers Identified

No discriminatory barriers have been identified within Regional and Mega Projects Programs.

Underutilization of Females and Minorities Identified

Regional and Mega Programs acknowledges that it is underutilized in the following protected classes: African American, American Indian/Alaska Native, Asian/Pacific Islander, Hispanic, Female, Vietnam Era Veterans, Disable Veterans, and Persons with Disabilities.

Responsibilities and Remedies

Regional and Mega Programs is aware of the significant underutilization of the above listed protected classes. Executives and managers will continue to make a good faith effort in reaching and maintaining a diverse workforce as resources allow. Regional and Mega Programs will collaborate with the Office of Human Resources & Safety, Workforce Development – Diversity and Inclusion Office to prevent discriminatory barriers and to ensure compliance toward reaching Affirmative Action goals. Regional and Mega Programs will ensure that all job announcements, descriptions, interviews and selection criteria are job-related and unbiased. All employment opportunities, as well as training, education, advancement, and career counseling, will be extended to all employees, equally.

This Affirmative Action Plan will be discussed and reviewed regularly with managers and updated as appropriate. All managers and supervisors are expected to be familiar with agency's policies and procedures as set forth in Secretary Executive Order 1014.04 as well as the Human Resource Desk Manual, Chapter 29, in regard to Equal Opportunity in the Workplace.

Recruitment

Regional and Mega Programs will work closely with the OHR&S Recruitment Unit in researching and incorporating innovative recruiting techniques that target under-represented populations. Regional and Mega Programs will continue to promote diversity in interview panels to ensure fair, equal, and unbiased interviews. For every job opening, Regional and Mega Programs

Outreach

- Social Media Diverse Professional Groups through LinkedIn and other social media platforms.
- Vocational/Technical Schools
- Diverse organization and groups such as but not limited to: The Society of Women Engineers, Professional Women in Construction, American Planning Association and Women Division, American Indian Science and Engineering and Society of Hispanic Professional Engineers
- Veteran's transition programs and outreach events.
- Diverse Agencies and Commissions
- Ensure appropriate Human Resource policies and procedures are applied during recruiting/hiring process.
- Widely publicize employment opportunities and target underrepresented groups.
- Participate in diverse local community outreach events and career fairs as resources allows.
- Publications and trade journals that promote diversity.
- Others as appropriate

Promotions

- Establish flexible internal training programs that encourage career advancement and employee development.
- Employees interested in career changes will be encourage to participate in training and educational opportunities that not only increase knowledge in present positions, but also prepare the individual for future opportunities.

Separations

- Publicize online exit interview process and encourage employees to complete exit interviews.
- HR&S will conduct in person exit interview as requested and monitor result of exit interview.

Retention

- Build a learning culture tailored in-training plans will give the employee the opportunity to become an internal learner who is constantly developing to be ready for the next opportunity.
- Provide opportunities for job rotation and cross training when possible.

- Provide employees with pre-established career ladders in various WSDOT classifications in order to help them increase their knowledge, skills, abilities and responsibilities within a structured classification and compensation system.
- Identify staff that are eligible to retire and who have knowledge, skill sets or expertise that is in critical need of being transferred. Look at opportunities (job sharing, mentorship, special project work) to retain and transfer this expertise to the future generation of employees and leaders.
- Ensure hiring activities follow HR process to ensure fair and equitable treatment in hiring practices.
- Performance evaluation for each employee ensuring positions description are accurate and feedback given to employee.

Training

- Meet agency participation goals for Valuing Diversity, Sexual Harassment, and Disability Awareness Training.
- Continue to offer training and provide resources to hiring managers in hiring and retaining a diverse workforce.
- Provide interviewing resources and techniques to employees who conduct employment selection interviews.
- Ensure all supervisor attend “Leading Others” training offered by Department of Enterprise Services.
- Encourage employee engagement in diversity event and activities to enhance cross-cultural knowledge and foster an inclusive work environment.

Reasonable Accommodation

- All managers and supervisors will work closely with OHR&S EEO Manager to ensure appropriate and timely response to reasonable accommodation request.
- Managers and supervisors are expected to be familiar with Chapter 25 of the HR&S Desk Manual concerning procedures for handling reasonable accommodations.

Job Structure and Upward Mobility

By ensuring current job classification and position review, Regional and Mega Programs will be able to ensure appropriate job structure and mobility. Through annual performance evaluations, manager will assist employees in identifying the next steps in their respective careers.

- Review position descriptions annually at the time of performance evaluation to ensure they are accurate and unbiased.
- Performance evaluations will be completed on time. Regional and Mega Programs will evaluate managers and supervisors on accurate and effective job performance as well as on individual efforts to practice and promote equal opportunity and affirmative action with their work units.

- Performance objectives will be set for the proceeding year and employees will be encouraged to meet performance goals that foster education and career advancement.

Periodic Review and Audit

This Affirmative Action Plan will be discussed and reviewed regularly with managers and supervisor, and updated as appropriate. All managers and supervisor are expected to be familiar with agency policies and procedures as set for in Secretary's Executive Order 1014.04 as well as the HR&S Desk Manual, Chapter 29, in regards to Equal Opportunity in the Workplace.

- In partnership with OHR&S workforce utilization will be reviewed quarterly and will continue to make every good faith effort toward increase utilization under-represented groups.
- To ensure effective strategies, the division will review this plan at least annually.

Closing Comments and Conclusion

Regional and Mega Programs encourages and supports diversity, and is committed to ensuring diversity in its workforce. The division understand that success of a governmental entity is enhanced by diverse workforce. All managers and supervisor are committed to achieve this through participation in the WSODT Affirmative Action Plan.

Equal Employment Opportunity and Affirmative Action Program Urban Mobility & Access 2018-2023



Urban Mobility & Access Equal Employment Opportunity and Affirmative Action Program

Equal Employment Opportunity and Affirmative Action Commitment

The Assistant Secretary and all managers within Urban Mobility & Access are fully committed to ensuring diversity through equal employment opportunities. All executives, managers, and employees will make a good faith effort in taking those affirmative action steps which will ensure equitable participation in all business and employment practices without regard to race, color, religion, sex, national origin, age disability, veteran status, marital status or sexual orientation, gender expression and gender identity. As part of the plan our goal is to reflect Washington State communities through fair and effective implementation of the Affirmative Action Plan.

An Affirmative Action (AA) Plan is part of the Washington State Department of Transportation's Equal Employment Opportunity (EEO) Program, and is required by federal and state regulations¹. It exists to overcome the effects of past or present barriers and to assure that the workforce is reflective of available labor pools.

Responsibility for positive affirmative action in the discharge of EEO programs is expected of all management personnel. Managers and appointing authorities are responsible for implementing strategies that meet affirmative action goals in the areas of:

- Recruitment and Promotion
- Retention and Separations
- Job Structuring and Upward Mobility
- Responsibilities, Reviews, and Remedies
- Training

Offices Covered in this Report include:

- Regional Transit Coordination
- Management of Mobility
- Tolling

WSDOT Urban Mobility & Access Affirmative Action Plan

Identification of Problem Areas and Underutilization

During the reporting Period of July 1, 2016 to June 30, 2017, Urban Mobility & Access had no separate discrimination complaints.

Employees may file a complaint with the WSDOT Office of Human Resources & Safety if they believe they have been subjected to discrimination or harassment on the basis of their race,

¹ Federal regulations (CFR 23 Part 230), State regulations (RCW 41.06.150 and WAC 357-25) and the Governor's Executive Order (93-07) requires WSDOT to prepare, submit and annually maintain a program promoting Affirmative Action and Equal Employment Opportunity. WSDOT Executive Order 1014.04 and Chapter 29 of the Human Resources Desk Manual indicates that each manager is establish and maintain and Affirmative Action Program within the organization it is responsible for.

religion, color, creed, national origin, age, marital status, sex, sexual orientation, status as a disabled or Vietnam-era veteran, or the presence of any form of disability. Manager can also request formal inquiries and mediation services to prevent and correct discrimination harassment.

Discriminatory Barriers Identified

No discriminatory barriers have been identified within Urban Mobility & Access.

Underutilization of Females and Minorities Identified

Urban Mobility & Access acknowledges that it is underutilized in the following protected classes: African American, American Indian/Alaska Native, Asian/Pacific Islander, Hispanic, Female, Vietnam Era Veterans, Disabled Veterans, and Persons with Disabilities.

Responsibilities and Remedies

Urban Mobility & Access is aware of the significant underutilization of the above listed protected classes. Executives and managers will continue to make a good faith effort in reaching and maintaining a diverse workforce as resources allow. Urban Mobility & Access will collaborate with the Office of Human Resources & Safety, Workforce Development – Diversity and Inclusion Office to prevent discriminatory barriers and to ensure compliance toward reaching Affirmative Action goals. Urban Mobility & Access will ensure that all job announcements, descriptions, interviews and selection criteria are job-related and unbiased. All employment opportunities, as well as training, education, advancement, and career counseling, will be extended to all employees, equally.

This Affirmative Action Plan will be discussed and reviewed regularly with managers and updated as appropriate. All managers and supervisors are expected to be familiar with the agency's policies and procedures as set forth in Secretary Executive Order 1014.04 as well as the Human Resource Desk Manual, Chapter 29, in regard to Equal Opportunity in the Workplace.

Recruitment

Urban Mobility & Access will work closely with the OHR&S Recruitment Unit in researching and incorporating innovative recruiting techniques that target under-represented populations. Urban Mobility & Access will continue to promote diversity in interview panels to ensure fair, equal, and unbiased interviews. For competitive job openings as appropriate, Urban Mobility & Access will do the following:

Outreach

- Social Media Diverse Professional Groups through LinkedIn and other social media platforms.
- Vocational/Technical Schools
- Diverse organizations and groups such as but not limited to: The Society of Women Engineers, Professional Women in Construction, American Planning Association and Women Division, American Public Transportation Association, American Indian Science and Engineering and Society of Hispanic Professional Engineers, Women in Transportation (WTS).
- Public Transportation and Transit organizations.

- Veteran's transition programs and outreach events.
- Diverse Agencies and Commissions
- Ensure appropriate Human Resource policies and procedures are applied during recruiting/hiring process.
- Widely publicize employment opportunities and target underrepresented groups.
- Participate in diverse local community outreach events and career fairs as resources allow.
- Publications and trade journals that promote diversity.
- Others as appropriate

Promotions

- Establish flexible internal training programs that encourage career advancement and employee development.
- Employees interested in career changes will be encouraged to participate in training and educational opportunities that not only increase knowledge in present positions, but also prepare the individual for future opportunities.

Separations

- Publicize online exit interview process and encourage employees to complete exit interviews.
- Human Resources will conduct in person exit interviews as requested and monitor results of exit interview.

Retention

- Build a learning culture that includes tailored in-training plans will give the employee the opportunity to become an internal learner who is constantly developing to be ready for the next opportunity.
- Provide opportunities for job rotation and cross training when possible.
- Provide employees with opportunities to take on additional responsibilities in various WSDOT classifications in order to help them increase their knowledge, skills, abilities and responsibilities within a structured classification and compensation system.
- Use the temporary promotion process as appropriate
- Identify staff that are eligible to retire and who have knowledge, skill sets or expertise that is in critical need of being transferred. Look at opportunities (job sharing, mentorship, special project work) to retain and transfer this expertise to the future generation of employees and leaders.
- Ensure hiring activities follow HR process to ensure fair and equitable treatment in hiring practices.
- Performance evaluations for each employee ensuring positions description are accurate and feedback given to employee.
- Develop Individual Development Plans for employees
- Recognize and acknowledge employees for a job well done

Training

- Meet agency training goals for Valuing Diversity, Sexual Harassment Prevention, and Disability Awareness Training.
- Continue to offer training and provide resources to hiring managers in hiring and retaining a diverse workforce.
- Provide interviewing resources and techniques to employees who conduct employment selection interviews.
- Ensure all supervisors attend “Leading Others” training offered by Department of Enterprise Services.
- Encourage employee engagement in diversity events and activities to enhance cross-cultural knowledge and foster an inclusive work environment.

Reasonable Accommodation

- All managers and supervisors will work closely with Human Resources and State EEO Manager to ensure appropriate and timely response to reasonable accommodation requests.
- Managers and supervisors are expected to be familiar with Chapter 25 of the HR&S Desk Manual concerning procedures for handling reasonable accommodations.

Job Structure and Upward Mobility

By ensuring current job classification and position review, Urban Mobility & Access will be able to ensure appropriate job structure and mobility. Through annual performance evaluations, managers will assist employees in identifying the next steps in their respective careers.

- Review position descriptions annually at the time of performance evaluation to ensure they are accurate and unbiased.
- Performance evaluations will be completed on time. Urban Mobility & Access will evaluate managers and supervisors on accurate and effective job performance as well as on individual efforts to practice and promote equal opportunity and affirmative action with their work units.
- Performance objectives will be set for the upcoming year and employees will be encouraged to meeting performance goals that foster education and career advancement.

Periodic Review and Audit

This Affirmative Action Plan will be discussed and reviewed regularly with managers and supervisors, and updated as appropriate. All managers and supervisors are expected to be familiar with agency policies and procedures as set for in Secretary's Executive Order 1014.04 as well as the HR&S Desk Manual, Chapter 29, in regards to Equal Opportunity in the Workplace.

- In partnership with OHR&S workforce utilization will be reviewed quarterly and will continue to make every good faith effort toward increase utilization under-represented groups.
- To ensure effective strategies, the division will review this plan at least annually.

Closing Comments and Conclusion

Urban Mobility & Access encourages and supports diversity, and is committed to ensuring diversity in its workforce. The division understands that our success is enhanced by a diverse workforce. All managers and supervisors are committed to achieving this through participation in the WSODT Affirmative Action Plan.

Equal Employment Opportunity and Affirmative Action Program Northwest Region 2018-2023 Fiscal Years



**Washington State
Department of Transportation**

**Northwest Region
15700 Dayton Ave North
Shoreline, WA**

Northwest Region Equal Employment Opportunity and Affirmative Action Program

Equal Employment Opportunity and Affirmative Action Commitment

The Northwest Region is fully committed to ensuring diversity through equal employment opportunities. All executives, managers, and employees will make a good faith effort in taking those affirmative action steps, which will ensure equitable participation in all business and employment practices without regard to race, color, religion, sex, national origin, age, disability, veteran status, marital status, sexual orientation, gender expression and gender identity. As part of the plan our goal is to reflect Washington State communities through fair and effective implementation of the Affirmative Action Plan.

An Affirmative Action (AA) Plan is part of the Washington State Department of Transportation's Equal Employment Opportunity (EEO) Program, and required by federal and state regulations¹. It exists to overcome the effects of past or present barriers and to assure that the workforce is reflective of available labor pools.

Responsibility for positive affirmative action in the discharge of EEO programs is expected of all management personnel. Managers and appointing authorities are responsible for implementing strategies that meet affirmative action goals in the areas of:

- Recruitment and Promotion
- Retention and Separations
- Job Structuring and Upward Mobility
- Responsibilities, Reviews, and Remedies
- Training

Responsibilities and Remedies

Northwest Region focus area for 2018-2023 will be in recruitment and retention of a diverse workforce. We will work to outreach to females and minority communities and to work with our management to encourage a high level of diversity in our workforce. The Northwest Region goal is to prevent discriminatory barriers and to ensure compliance toward reaching Affirmative Action goals. We will ensure that all job announcements, descriptions, interviews and selection criteria are job-related and unbiased. All employment opportunities, as well as training, education, and advancement will be extended to all employees, equally.

This Affirmative Action Plan will be discussed and reviewed regularly with managers and updated as appropriate. All managers and supervisors are expected to be familiar with agency's policies and procedures as set forth in Secretary Executive Order 1014.04 as well as the Human Resource Desk Manual, Chapter 29, in regard to Equal Opportunity in the Workplace.

Recruitment

The Northwest Region will work closely with the OHR&S Recruitment Unit in researching and incorporating innovative recruiting techniques that target under-represented populations. The Northwest Region will continue to promote diversity in interview panels to ensure fair, equal, and unbiased interviews. For open competitive job openings, Northwest Region will do the following:

Outreach

- Social Media Diverse Professional Groups through LinkedIn and other social media platforms.
- Vocational/Technical Schools.
- Community and Technical Colleges.
- Diverse Engineering Groups/Organization such as but not limited to: The Society of Women Engineers, Professional Women in Construction, American Indian Science and Engineering and Society of Hispanic Professional Engineers and technical and support services associations for recruitment of maintenance and support positions..
- Support Construction Career Day for High School Students.
- Encourage subject matter experts in the field to participate in school and community outreach events whenever possible.
- Ensure appropriate Human Resource policies and procedures are applied during recruiting/hiring process.
- Widely publicize employment opportunities and target underrepresented groups.
- Develop marketing materials and advertise the benefits in working with WSDOT to include translation in different languages.
- Participate in diverse local community outreach events and career fairs as resources allows.
- Publications and trade journals that promote diversity.
- Others as appropriate.

Promotions

- Establish flexible internal training programs that encourage career advancement and employee development.
- Employees interested in career changes will be encourage to participate in training and educational opportunities that not only increase knowledge in present positions, but also prepare the individual for future opportunities.

Separations

- Publicize online exit interview process and encourage employees to complete exit interviews.
- Human Resources will conduct in person exit interviews as requested and monitor results of exit interviews.

Retention

- Build a learning culture that includes tailored in-training plans to give the employee the opportunity to become an internal learner who is constantly developing to be ready for the next opportunity.
- Provide opportunities for job rotation and cross training when possible.
- Provide employees with opportunities to take on additional responsibilities in various WSDOT classifications in order to help them increase their knowledge, skills, abilities and responsibilities within a structured classification and compensation system.
- Use the temporary promotion process as appropriate
- Identify staff that are eligible to retire and who have knowledge, skill sets or expertise that is in critical need of being transferred. Look at opportunities (job sharing, mentorship, special project work) to retain and transfer this expertise to the future generation of employees and leaders.
- Ensure hiring activities follow HR process to ensure fair and equitable treatment in hiring practices.
- Performance evaluation for each employee ensuring position descriptions are accurate and feedback given to employee.
- Develop Individual Development Plans for employees
- Recognize and acknowledge employees for a job well done.

Training

- Meet agency training goals for Valuing Diversity, Sexual Harassment Prevention, and Disability Awareness Training.
- Continue to offer training and provide resources to hiring managers in hiring and retaining a diverse workforce.
- Provide interviewing resources and techniques to employees who conduct employment selection interviews.
- Provide employees with training and resources to develop interviewing/job search skills
- Ensure all supervisors attend “Leading Others” training offered by Department of Enterprise Services.

Reasonable Accommodation

- All managers and supervisor will work closely with Human Resources and state EEO Manager to ensure appropriate and timely response to reasonable accommodation requests.
- Managers and supervisors are expected to be familiar with Chapter 25 of the HR&S Desk Manual concerning procedures for handling reasonable accommodations.

Job Structure and Upward Mobility

By ensuring current job classification and position review, Northwest Region will be able to ensure appropriate job structure and mobility. Through annual performance evaluations, managers will assist employees in identifying the next steps in their respective careers.

- Review position descriptions annually at the time of performance evaluation to ensure they are accurate and unbiased.
- Performance evaluations will be completed on time. Northwest Region will evaluate managers and supervisors on accurate and effective job performance as well as on individual efforts to practice and promote equal opportunity and affirmative action with their work units.
- Performance objectives will be set for the upcoming year and employees will be encouraged to meeting performance goals that foster education and career advancement.

Periodic Review and Audit

This Affirmative Action Plan will be discussed and reviewed regularly with managers and supervisors and updated as appropriate. All managers and supervisors are expected to be familiar with agency policies and procedures as set for in Secretary's Executive Order 1014.04 as well as the HR&S Desk Manual, Chapter 29, in regards to Equal Opportunity in the Workplace.

- In partnership with OHR&S workforce utilization will be reviewed quarterly and NWR will continue to make every good faith effort toward increase utilization under-represented groups.
- To ensure effective strategies, the division will review this plan at least annually.

Closing Comments and Conclusion

Northwest Region encourages and supports diversity, and is committed to ensuring diversity in its workforce. The NW Region understands that our success is enhanced by a diverse workforce. All managers and supervisors are committed to achieving this through participation in the NW Region Affirmative Action Plan.

Equal Employment Opportunity and Affirmative Action Program Olympic Region 2018-2023 Fiscal Years



**Washington State
Department of Transportation**

**Olympic Region
5720 Capitol Blvd.
Tumwater, WA 98501**

Olympic Region Equal Employment Opportunity and Affirmative Action Program

Equal Employment Opportunity and Affirmative Action Commitment

The Olympic Region is fully committed to ensuring diversity through equal employment opportunities. All executives, managers, and employees will make a good faith effort in taking those affirmative action steps, which will ensure equitable participation in all business and employment practices without regard to race, color, religion, sex, national origin, age, disability, veteran status, marital status and/or sexual orientation through fair and effective implementation of the Affirmative Action Plan.

An Affirmative Action (AA) Plan is part of the Washington State Department of Transportation's Equal Employment Opportunity (EEO) Program, and is required by federal and state regulations¹. It exists to overcome the effects of past or present barriers and to assure that the workforce is reflective of available labor pools.

Responsibility for positive affirmative action in the discharge of the EEO program is expected of all management personnel. Managers and appointing authorities are responsible for implementing strategies that meet affirmative action goals in the areas of:

- Recruitment and Promotion
- Retention and Separation
- Job Structuring and Upward Mobility
- Responsibilities, Reviews, and Remedies
- Training

Recruitment

The Olympic Region will work closely with the Office of Human Resources and Safety (OHR&S) Recruitment Unit in researching and incorporating innovative recruiting techniques that target under-represented populations. The Olympic Region will continue to promote diversity in interview panels to ensure fair, equal, and unbiased interviews. For open competitive job openings when appropriate, Olympic Region will do the following outreach:

- Widely publicize employment opportunities and target underrepresented groups to include but not limited to:
 - Diverse Engineering Groups/Organization such as the Society of Women Engineers, Professional Women in Construction, American Indian Science and Engineering and/or Society of Hispanic Professional Engineers.
 - Social media diverse professional groups through LinkedIn and other social media platforms.
 - Vocational/Technical Schools and Community Colleges.
 - Publications and trade journals that promote diversity.

¹ Federal regulations (CFR 23 Part 230), State regulations (RCW 41.06.150 and WAC 357-25) and the Governor's Executive Order (93-07) requires WSDOT to prepare, submit and annually maintain a program promoting Affirmative Action and Equal Employment Opportunity. WSDOT Executive Order 1014.04 and Chapter 29 of the Human Resources Desk Manual indicates that each manager is to establish and maintain an Affirmative Action Program within the organization it is responsible for.

- Ensure appropriate Human Resource policies and procedures are applied during recruiting/hiring process.
- Develop marketing materials and advertise the benefits in working with WSDOT to include translation in different languages.
- Participate in diverse local community outreach events and career fairs as resources allows.
- Others as appropriate.

Promotion

- Establish flexible internal training programs that encourage career advancement and employee development.
- Employees interested in career changes will be encourage to participate in training and educational opportunities that not only increase knowledge in present positions, but also prepare the individual for future opportunities.

Retention

- Build a learning culture to include tailored in-training plans that will give employees the opportunity to become internal learners who are constantly developing to be ready for the next opportunity.
- Provide opportunities for job rotation and cross training when possible.
- Provide employees with pre-established career ladders in various WSDOT classifications in order to help them increase their knowledge, skills, abilities and responsibilities within a structured classification and compensation system.
- Identify staff that are eligible to retire and who have knowledge, skill sets or expertise that is in critical need of being transferred. Look at opportunities (job sharing, mentorship, special project work) to retain and transfer this expertise to the future generation of employees and leaders.

Separation

- Publicize an online exit interview process and encourage employees to complete exit interviews.
- OHR&S will conduct in person exit interviews as requested and monitor results of exit interviews.

Job Structuring and Upward Mobility

By ensuring current job classification and position review, Olympic Region will be able to ensure appropriate job structure and mobility. Through annual performance evaluations, managers will assist employees in identifying the next steps in their respective careers.

- Review position descriptions annually at the time of performance evaluation to ensure they are accurate and unbiased.
- Performance evaluations will be completed on time. Olympic Region will evaluate managers and supervisors on accurate and effective job performance as well as on individual efforts to practice and promote equal opportunity and affirmative action with their work units.

- Performance objectives will be set for the proceeding year and employees will be encouraged to meeting performance goals that foster education and career advancement.

Responsibilities and Remedies

- Olympic Region will work to outreach to females and minority communities and to work with management to encourage a high level of diversity in our workforce. The Olympic Region will collaborate with the OHR&S, Workforce Development – Diversity and Inclusion Unit to prevent discriminatory barriers and to ensure compliance toward reaching Affirmative Action goals. We will ensure that all job announcements, job descriptions, interviews and selection criteria are job-related and unbiased. All employment opportunities, as well as training, education and advancement will be extended to all employees, equally.
- This Affirmative Action Plan will be discussed and reviewed regularly with managers and updated as appropriate. All managers and supervisors are expected to be familiar with agency policies and procedures as set forth in Secretary Executive Order 1014.04 as well as the Human Resource Desk Manual, Chapter 29, in regard to Equal Opportunity in the Workplace.

Training

- Meet agency participation goals for Valuing Diversity, Sexual Harassment, and Disability Awareness Training.
- Continue to offer training and provide resources to hiring managers in hiring and retaining a diverse workforce.
- Provide interviewing resources and techniques to employees who conduct employment selection interviews.
- Ensure all new supervisors attend “Leading Others” training offered by Department of Enterprise Services.
- Encourage employee engagement in diversity events and activities to enhance cross-cultural knowledge and foster an inclusive work environment.

Reasonable Accommodation

- All managers and supervisors will work closely with OHR&S' Internal EEO Manager to ensure appropriate and timely response to reasonable accommodation requests.
- Managers and supervisors are expected to be familiar with Chapter 25 of the OHR&S Desk Manual concerning procedures for handling reasonable accommodations.

Periodic Review and Audit

This Affirmative Action Plan will be discussed and reviewed regularly with managers and supervisors, and updated as appropriate. All managers and supervisors are expected to be familiar with agency policies and procedures as set for in Secretary's Executive Order 1014.04 as well as the HR Desk Manual, Chapter 29, in regards to Equal Opportunity in the Workplace.

- In partnership with OHR&S, workforce utilization will be reviewed quarterly and will continue to make every good faith effort toward increasing utilization under-represented groups.
- To ensure effective strategies, Olympic Region will review this plan at least annually.

Closing Comments and Conclusion

Olympic Region encourages and supports diversity, and is committed to ensuring diversity in its workforce. The Region understands that success as a governmental entity is enhanced by a diverse workforce. All managers and supervisors are committed to achieve this through participation in the WSODT Affirmative Action Plan.

Equal Employment Opportunity and Affirmative Action Program Southwest Region 2018-2023 Fiscal Years



**Washington State
Department of Transportation**

**Southwest Region
11018 NE 51st Circle
Vancouver, WA 98682-6686**

Southwest Region Equal Employment Opportunity and Affirmative Action Program

Equal Employment Opportunity and Affirmative Action Commitment

The Southwest Region is fully committed to ensuring diversity through equal employment opportunities. All executives, managers, and employees will make a good faith effort in taking those affirmative action steps, which will ensure equitable participation in all business and employment practices without regard to race, color, religion, sex, national origin, age disability, veteran status, marital status or sexual orientation. As part of reflective of Washington State communities through fair and effective implementation of the Affirmative Action Plan.

An Affirmative Action (AA) Plan is part of the Washington State Department of Transportation's Equal Employment Opportunity (EEO) Program, and is required by federal and state regulations¹. It exists to overcome the effects of past or present barriers and to assure that the workforce is reflective of available labor pools.

Responsibility for positive affirmative action in the discharge of EEO programs is expected of all management personnel. Managers and appointing authorities are responsible for implementing strategies that meet affirmative action goals in the areas of:

- Recruitment and Promotion
- Retention and Separations
- Job Structuring and Upward Mobility
- Responsibilities, Reviews, and Remedies
- Training

Responsibilities and Remedies

Southwest Region focus area for 2018-2023 will be in the maintenance and engineering area. We will work to outreach to females and minority communities and to work with our management to encourage a high level of diversity in our workforce. The Southwest Region will collaborate with the Office of Human Resources & Safety, Workforce Development – Diversity and Inclusion Office to prevent discriminatory barriers and to ensure compliance toward reaching Affirmative Action goals. We will ensure that all job announcements, descriptions, interviews and selection criteria are job-related and unbiased. All employment opportunities, as well as training, education and advancement will be extended to all employees, equally.

This Affirmative Action Plan will be discussed and reviewed regularly with managers and updated as appropriate. All managers and supervisors are expected to be familiar with agency's policies and procedures as set forth in Secretary Executive Order 1014.04 as well as the Human Resource Desk Manual, Chapter 29, in regard to Equal Opportunity in the Workplace.

¹ Federal regulations (CFR 23 Part 230), State regulations (RCW 41.06.150 and WAC 357-25) and the Governor's Executive Order (93-07) requires WSDOT to prepare, submit and annually maintain a program promoting Affirmative Action and Equal Employment Opportunity. WSDOT Executive Order 1014.04 and Chapter 29 of the Human Resources Desk Manual indicates that each manager is establish and maintain and Affirmative Action Program within the organization it is responsible for.

Recruitment

The Southwest Region will work closely with the OHR&S Recruitment Unit in researching and incorporating innovative recruiting techniques that target under-represented populations. The Southwest Region will continue to promote diversity in interview panels to ensure fair, equal, and unbiased interviews. For open competitive job openings when appropriate, Southwest Region will do the following:

Outreach

- Social Media Diverse Professional Groups through LinkedIn and other social media platforms.
- Vocational/Technical Schools.
- Community and Technical Colleges.
- Diverse Engineering Groups/Organization such as but not limited to: The Society of Women Engineers, Professional Women in Construction, American Indian Science and Engineering and Society of Hispanic Professional Engineers.
- Support Construction Career Day for High School Students.
- Encourage subject matter experts in the field to participate in school and community outreach events whenever possible.
- Ensure appropriate Human Resource policies and procedures are applied during recruiting/hiring process.
- Widely publicize employment opportunities and target underrepresented groups.
- Develop marketing materials and advertise the benefits in working with WSDOT to include translation in different languages.
- Participate in diverse local community outreach events and career fairs as resources allows.
- Publications and trade journals that promote diversity.
- Others as appropriate.

Promotions

- Establish flexible internal training programs that encourage career advancement and employee development.
- Employees interested in career changes will be encourage to participate in training and educational opportunities that not only increase knowledge in present positions, but also prepare the individual for future opportunities.

Separations

- Publicize online exit interview process and encourage employees to complete exit interviews.
- HR&S will conduct in person exit interview as requested and monitor result of exit interview.

Retention

- Build a learning culture tailored in-training plans will give the employee the opportunity to become an internal learner who is constantly developing to be ready for the next opportunity.
- Provide opportunities for job rotation and cross training when possible.
- For qualified positions provide pre-established career ladders in various WSDOT classifications in order to help increase knowledge, skills, abilities and responsibilities within a structured classification and compensation system.
- Identify staff that are eligible to retire and who have knowledge, skill sets or expertise that is in critical need of being transferred. Look at opportunities (job sharing, mentorship, special project work) to retain and transfer this expertise to the future generation of employees and leaders.
- Ensure hiring activities follow HR process to ensure fair and equitable treatment in hiring practices.
- Performance evaluation for each employee ensuring positions description are accurate and feedback given to employee.

Training

- Meet agency participation goals for Valuing Diversity, Sexual Harassment, and Disability Awareness Training.
- Continue to offer training and provide resources to hiring managers in hiring and retaining a diverse workforce.
- Provide interviewing resources and techniques to employees who conduct employment selection interviews.
- Ensure all supervisor attend "Leading Others" training offered by Department of Enterprise Services.
- Encourage employee engagement in diversity event and activities to enhance cross-cultural knowledge and foster an inclusive work environment.

Reasonable Accommodation

- All managers and supervisor will work closely with OHR&S EEO Manager to ensure appropriate and timely response to reasonable accommodation request.
- Managers and supervisor are expected to be familiar with Chapter 25 of the HR&S Desk Manual concerning procedures for handling reasonable accommodations.

Job Structure and Upward Mobility

By ensuring current job classification and position review, Southwest Region will be able to ensure appropriate job structure and mobility. Through annual performance evaluations, manager will assist employees in identifying the next steps in their respective careers.

- Review position descriptions annually at the time of performance evaluation to ensure they are accurate and unbiased.
- Performance evaluations will be completed on time. Southwest Region will evaluate manager and supervisor on accurate and effective job performance as well

- as on individual efforts to practice and promote equal opportunity and affirmative action with their work units.
- Performance objectives will be set for the preceding year and employees will be encourage to meeting performance goals that foster education and career advancement.

Periodic Review and Audit

This Affirmative Action Plan will be discussed and reviewed regularly with managers and supervisor, and updated as appropriate. All managers and supervisor are expected to be familiar with agency policies and procedures as set for in Secretary's Executive Order 1014.04 as well as the HR&S Desk Manual, Chapter 29, in regards to Equal Opportunity in the Workplace.

- In partnership with OHR&S workforce utilization will be reviewed quarterly and will continue to make every good faith effort toward increase utilization under-represented groups.
- To ensure effective strategies, the division will review this plan at least annually.

Closing Comments and Conclusion

Southwest Region encourages and supports diversity, and is committed to ensuring diversity it its workforce. The division understand that success are a governmental entity is enhance by diverse workforce. All managers and supervisor are committed to achieve this through participation in the WSODT Affirmative Action Plan.

Equal Employment Opportunity and Affirmative Action Program South Central Region 2018-2023 Fiscal Years



**Washington State
Department of Transportation**

**South Central Region
2809 Rudkin Rd.
Union Gap, WA 98903-1648**

South Central Region Equal Employment Opportunity and Affirmative Action Program

Equal Employment Opportunity and Affirmative Action Commitment

The South Central Region is fully committed to ensuring diversity through equal employment opportunities. All executives, managers, and employees will make a good faith effort in taking those affirmative action steps, which will ensure equitable participation in all business and employment practices without regard to race, color, religion, sex, national origin, age disability, veteran status, marital status or sexual orientation. As part of reflective of Washington State communities through fair and effective implementation of the Affirmative Action Plan.

An Affirmative Action (AA) Plan is part of the Washington State Department of Transportation's Equal Employment Opportunity (EEO) Program, and is required by federal and state regulations¹. It exists to overcome the effects of past or present barriers and to assure that the workforce is reflective of available labor pools.

Responsibility for positive affirmative action in the discharge of EEO programs is expected of all management personnel. Managers and appointing authorities are responsible for implementing strategies that meet affirmative action goals in the areas of:

- Responsibilities, Reviews, and Remedies
- Recruitment
- Outreach
- Promotion
- Retention
- Training
- Job Structuring and Upward Mobility
- Separations

Responsibilities and Remedies

South Central Region focus area for 2018-2023 will be in the maintenance and engineering area. We will work to outreach females and minority communities and to work with our management to encourage an effort to achieve a workforce demographic that is similar to the communities we serve. The South Central Region will collaborate with the Office of Human Resources & Safety, Workforce Development – Diversity and Inclusion Office to prevent discriminatory barriers and to ensure compliance toward reaching Affirmative Action goals. We will ensure that all job announcements, descriptions, interviews and selection criteria are job-related and unbiased. All employment opportunities, as well as training, education and advancement will be extended to all employees, equally.

¹ Federal regulations (CFR 23 Part 230), State regulations (RCW 41.06.150 and WAC 357-25) and the Governor's Executive Order (93-07) requires WSDOT to prepare, submit and annually maintain a program promoting Affirmative Action and Equal Employment Opportunity. WSDOT Executive Order 1014.04 and Chapter 29 of the Human Resources Desk Manual indicates that each manager is establish and maintain and Affirmative Action Program within the organization it is responsible for.

This Affirmative Action Plan will be discussed and reviewed regularly with managers and updated as appropriate. All managers and supervisors are expected to be familiar with agency's policies and procedures as set forth in Secretary Executive Order 1014.05 as well as the Human Resource Desk Manual, Chapter 29, in regard to Equal Opportunity in the Workplace.

Recruitment

The South Central Region will work closely with the OHR&S Recruitment Unit in researching and incorporating innovative recruiting techniques that target under-represented populations. The South Central Region will continue to promote diversity in interview panels to ensure fair, equal, and unbiased interviews. For open competitive job openings when appropriate, South Central Region will do the following:

Outreach

- Use social media platforms such as Social Media Diverse Professional Groups through LinkedIn and other employment related media.
- Participate in diverse local community outreach events, career fairs at Community Colleges, Technical Colleges, and Universities as resources allows.
- Reach out to Diverse Engineering Groups/Organization such as but not limited to: The Society of Women Engineers, Professional Women in Construction, American Indian Science and Engineering and Society of Hispanic Professional Engineers.
- Encourage subject matter experts in the field to participate in school and community outreach events and support Construction Career Day for High School Students whenever possible.
- Ensure appropriate Human Resource policies and procedures are applied during recruiting/hiring process.
- Widely publicize employment opportunities and continue to encourage an effort to achieve a workforce demographic that is similar to the communities we live in.
- In conjunction the Office of Human Resources & Safety (OHR&S) Recruiters, develop marketing materials and advertise the benefits in working with WSDOT to include translation in different languages.
- Research and use publications and trade journals that promote diversity.
- Continue to be open to other outreach opportunities as appropriate.

Promotions

- Develop or use established internal training programs that encourage career advancement and employee development.
- Employees interested in career changes will be encouraged to participate in training and educational opportunities that not only increase knowledge in present positions, but also prepare the individual for future opportunities.

Retention

- Build a learning culture where tailored in-training plans will give the employee the opportunity to become an internal learner who is constantly developing to be ready for the next opportunity.
- Provide opportunities for job rotation and cross training when possible.
- When appropriate provide employees with pre-established career ladders in various WSDOT classifications in order to help them increase their knowledge, skills, abilities and responsibilities within a structured classification and compensation system.
- Attempt to identify staff that are eligible to retire and who have knowledge, skill sets or expertise that is in critical need of being transferred. Look at opportunities (job sharing, mentorship, special project work) to retain and transfer this expertise to the future generation of employees and leaders.
- Ensure hiring activities follow HR process to ensure fair and equitable treatment in hiring practices.
- Performance evaluation for each employee ensuring positions description are accurate and feedback given to employee.

Training

- Meet agency participation goals for Valuing Diversity, Sexual Harassment, and Disability Awareness Training.
- Continue to offer training and provide resources to hiring managers in hiring best practices.
- Provide interviewing resources and techniques to employees who conduct employment selection interviews.
- Continue our goal to ensure all supervisor attend "Leading Others" training offered by Department of Enterprise Services.

Job Structure and Upward Mobility

By ensuring current job classification and position review, South Central Region will be able to ensure appropriate job structure and mobility. Through annual performance evaluations, manager will assist employees in identifying the next steps in their respective careers.

- Review position descriptions annually at the time of performance evaluation to ensure they are accurate and unbiased.
- Performance evaluations will be completed on time. South Central Region will evaluate managers and supervisors on accurate and effective job performance as well as on individual efforts to practice and promote equal opportunity and affirmative action with their work units.
- Performance objectives will be set for the preceding year and employees will be encouraged to meet performance goals that foster education and career advancement.

Reasonable Accommodation

- All managers and supervisor will work closely with OHR&S EEO Manager to ensure appropriate and timely response to reasonable accommodation request.

- Managers and supervisor are expected to be familiar with Chapter 25 of the HR&S Desk Manual concerning procedures for handling reasonable accommodations.

Separations

- Continue to utilize the online exit interview process and encourage employees to have complete exit interviews.
- Human Resources & Safety will assist in conducting in person exit interview as requested by managers.
- Monitor result of exit interviews.

Periodic Review and Audit

This Affirmative Action Plan will be discussed and reviewed regularly with managers and supervisor, and updated as appropriate. All managers and supervisor are expected to be familiar with agency policies and procedures as set forth in Secretary's Executive Order 1014.05 as well as the HR&S Desk Manual, Chapter 29, in regards to Equal Opportunity in the Workplace.

- In partnership with OHR&S workforce utilization will be reviewed quarterly and will continue to make every good faith effort toward increase utilization under-represented groups.
- To ensure effective strategies, the division will review this plan at least annually.

Closing Comments and Conclusion

South Central Region encourages and supports diversity, and is committed to ensuring diversity in its workforce. The division understands that success of a governmental entity is enhanced by diverse workforce. All managers and supervisor are committed to achieve this through participation in the WSDOT Affirmative Action Plan.

Equal Employment Opportunity and Affirmative Action Program North Central Region 2018-2023 Fiscal Years



**Washington State
Department of Transportation**

**1551 N. Wenatchee Ave.
Wenatchee, WA 98801-1156**

North Central Region Equal Employment Opportunity and Affirmative Action Program

Equal Employment Opportunity and Affirmative Action Commitment

The North Central Region is fully committed to ensuring diversity through equal employment opportunities. All executives, managers, and employees will make a good faith effort in taking those affirmative action steps, which will ensure equitable participation in all business and employment practices without regard to race, color, religion, sex, national origin, age disability, veteran status, marital status or sexual orientation. The North Central Region desires to be a reflection of the diversity that exists within the North Central Washington community labor pool through fair and effective implementation of the Affirmative Action Plan.

An Affirmative Action (AA) Plan is part of the Washington State Department of Transportation's Equal Employment Opportunity (EEO) Program, and is required by federal and state regulations¹. It exists to overcome the effects of past or present barriers and to assure that the workforce is reflective of available labor pools.

Responsibility for positive affirmative action in the discharge of EEO programs is expected of all management personnel. Managers and appointing authorities are responsible for implementing strategies that meet affirmative action goals, as a minimum, in the following areas:

- Recruitment and Promotion
- Retention and Separations
- Job Structuring and Upward Mobility
- Responsibilities, Reviews, and Remedies
- Training

Responsibilities and Remedies

North Central Region focus area for 2018-2023 will be in the maintenance and engineering area. We will work to outreach to females and minority communities and to work with our management to encourage a high level of diversity in our workforce. The North Central Region will collaborate with the Office of Human Resources & Safety, Workforce Development – Diversity and Inclusion Office to prevent discriminatory barriers and to ensure compliance toward reaching Affirmative Action goals. We will ensure that all job announcements, descriptions, interviews and selection criteria are job-related and unbiased. All employment opportunities, as well as training, education and advancement will be extended to all employees, equally.

This Affirmative Action Plan will be discussed and reviewed regularly with managers and updated as appropriate. All managers and supervisors are expected to be familiar with agency's policies and procedures as set forth in Secretary Executive Order 1014.04 as well as

¹ Federal regulations (CFR 23 Part 230), State regulations (RCW 41.06.150 and WAC 357-25) and the Governor's Executive Order (93-07) requires WSDOT to prepare, submit and annually maintain a program promoting Affirmative Action and Equal Employment Opportunity. WSDOT Executive Order 1014.04 and Chapter 29 of the Human Resources Desk Manual indicates that each manager is establish and maintain and Affirmative Action Program within the organization it is responsible for.

the Human Resource Desk Manual, Chapter 29, in regard to Equal Opportunity in the Workplace.

Recruitment

The North Central Region will work closely with the OHR&S Recruitment Unit in researching and incorporating innovative recruiting techniques that target under-represented populations. The North Central Region will continue to promote diversity in interview panels to ensure fair, equal, and unbiased interviews. For open competitive job openings when appropriate, North Central Region will do the following:

Outreach

- Social Media Diverse Professional Groups through LinkedIn and other social media platforms.
- Vocational/Technical Schools.
- Community and Technical Colleges.
- Diverse Engineering Groups/Organization such as but not limited to: The Society of Women Engineers, Professional Women in Construction, American Indian Science and Engineering and Society of Hispanic Professional Engineers.
- Support Construction Career Day for High School Students.
- Encourage subject matter experts in the field to participate in school and community outreach events whenever possible.
- Ensure appropriate Human Resource policies and procedures are applied during recruiting/hiring process.
- Widely publicize employment opportunities and target underrepresented groups.
- Develop marketing materials and advertise the benefits in working with WSDOT to include translation in different languages.
- Participate in diverse local community outreach events and career fairs as resources allows.
- Publications and trade journals that promote diversity.
- Others as appropriate.

Promotions

- Establish flexible internal training programs that encourage career advancement and employee development.
- Employees interested in career changes will be encouraged to participate in training and educational opportunities that not only increase knowledge in present positions, but also prepare the individual for future opportunities.

Separations

- Publicize online exit interview process and encourage employees to complete exit interviews.
- HR&S will conduct in person exit interview as requested and monitor result of exit interview.

Retention

- Will work to build a learning culture by tailoring individualized training plans to give the employee the opportunity to become a life long learner who is constantly developing to be ready for the next opportunity.
- Provide opportunities for job rotation and cross training when possible.
- Provide employees with pre-established career ladders in various WSDOT classifications in order to help them increase their knowledge, skills, abilities and responsibilities within a structured classification and compensation system.
- Identify staff that are eligible to retire and who have knowledge, skill sets or expertise that is in critical need of being transferred. Look at opportunities (job sharing, mentorship, special project work) to retain and transfer this expertise to the future generation of employees and leaders.
- Ensure hiring activities follow HR process to ensure fair and equitable treatment in hiring practices.
- Performance evaluations will be completed annually for each employee ensuring positions description are accurate and feedback is given to employee.
- Employees will be offered the opportunity to meet with management or HR staff to share their opinions about the work place culture and work environment at WSDOT and specifically within the Region.

Training

- Meet agency participation goals for Valuing Diversity, Sexual Harassment, and Disability Awareness Training.
- Continue to offer training and provide resources to hiring managers in hiring and retaining a diverse workforce.
- Provide interviewing resources and techniques to employees who conduct employment selection interviews.
- Ensure all supervisors attend "Leading Others" training offered by Department of Enterprise Services.
- Encourage employee engagement in diversity events and activities to enhance cross-cultural knowledge and foster an inclusive work environment.

Reasonable Accommodation

- All managers and supervisors will work closely with OHR&S EEO Manager to ensure appropriate and timely response to reasonable accommodation request.
- Managers and supervisors are expected to be familiar with Chapter 25 of the HR&S Desk Manual concerning procedures for handling reasonable accommodations.

Job Structure and Upward Mobility

By ensuring current job classification and position review, North Central Region will be able to ensure appropriate job structure and mobility. Through annual performance evaluations, managers will assist employees in identifying the next steps in their respective careers.

- Position descriptions will be reviewed annually at the time of performance evaluation to ensure they are accurate and unbiased.
- Performance evaluations will be completed on time. North Central Region will evaluate managers and supervisors on accurate and effective job performance as well as on individual efforts to practice and promote equal opportunity and affirmative action within their work units.
- Performance objectives will be discussed with each employee as part of the evaluation process for the immediately following year and employees will be encouraged to meet performance goals that foster education and career advancement.

Periodic Review and Audit

This Affirmative Action Plan will be discussed and reviewed regularly with managers and supervisors, and updated as appropriate. All managers and supervisors are expected to be familiar with agency policies and procedures as set for in Secretary's Executive Order 1014.04 as well as the HR&S Desk Manual, Chapter 29, in regards to Equal Opportunity in the Workplace.

- In partnership with OHR&S workforce utilization will be reviewed quarterly and the Region will continue to make every good faith effort toward increased utilization of under-represented groups.
- To ensure effective strategies, the division will review this plan at least annually.

Closing Comments and Conclusion

North Central Region encourages and supports diversity, and is committed to ensuring diversity in its workforce. The region understands that success as a governmental entity is enhanced by diverse workforce. All managers and supervisors are committed to achieve this through participation in the WSODT Affirmative Action Plan.

Equal Employment Opportunity and Affirmative Action Program Eastern Region 2018-2023 Fiscal Years



**Washington State
Department of Transportation**

**Eastern Region
2714 N. Mayfair Street
Spokane, WA 99207**

Eastern Region Equal Employment Opportunity and Affirmative Action Program

Equal Employment Opportunity and Affirmative Action Commitment

The Eastern Region is fully committed to ensuring diversity through equal employment opportunities. All executives, managers, and employees will commit to make a good faith effort to ensure equitable participation in all business and employment practices without regard to race, color, religion, sex, national origin, age disability, veteran status, marital status or sexual orientation. As part of reflective of Washington State communities through fair and effective implementation of the Affirmative Action Plan.

This commitment is part of the Washington State Department of Transportation's Equal Employment Opportunity (EEO) Program, and is required by federal and state regulations¹. It exists to overcome the effects of past or present barriers and to assure that the workforce is reflective of available labor pools.

Responsibility for the discharge of the EEO program is expected of all management personnel. Managers and appointing authorities are responsible for implementing strategies that fulfill equal opportunity in the areas of:

- Recruitment and Promotion
- Retention and Separations
- Job Structuring and Upward Mobility
- Responsibilities, Reviews, and Remedies
- Training

Responsibilities and Remedies

Eastern Region's focus area for 2018-2023 will be in the Maintenance and Engineering areas. We will work to ensure outreach to females and minority communities and to work with our management team to encourage a high level of diversity in our recruitment efforts that creates opportunity for increased diversity in our workforce. The Eastern Region will collaborate with the Office of Human Resources & Safety, Workforce Development – Diversity and Inclusion Office to prevent discriminatory barriers and to ensure compliance with equal opportunity efforts. . We will ensure that all job announcements, descriptions, interviews and selection criteria are job-related and unbiased. All employment opportunities, as well as training, education and advancement opportunities will be extended on an equal opportunity basis.

This Affirmative Action Plan will be discussed and reviewed regularly with managers and updated as appropriate. All managers and supervisors are expected to be familiar with the agency's policies and procedures as set forth in Secretary Executive Order 1014.04 as well as the Human Resource Desk Manual, Chapter 29, in regard to Equal Opportunity in the Workplace.

¹ Federal regulations (CFR 23 Part 230), State regulations (RCW 41.06.150 and WAC 357-25) and the Governor's Executive Order (93-07) requires WSDOT to prepare, submit and annually maintain a program promoting Affirmative Action and Equal Employment Opportunity. WSDOT Executive Order 1014.04 and Chapter 29 of the Human Resources Desk Manual indicates that each manager is establish and maintain and Affirmative Action Program within the organization it is responsible for.

Recruitment

The Eastern Region will work closely with the OHR&S Recruitment Unit in researching and incorporating innovative recruiting techniques that target under-represented populations and promote outreach within our communities. The Eastern Region will continue to promote diversity in interview panels to ensure fair, equal, and unbiased interviews. For open competitive job openings when appropriate, Eastern Region will do the following:

Outreach

- Utilize Social Media to connect with Diverse Professional Groups through LinkedIn and other social media platforms.
- Partner with Vocational/Technical Schools.
- Reach out to Community and Technical Colleges.
- Maintain relationships with local colleges to offer internship opportunities for students when possible.
- Encourage contact with Diverse Engineering Groups/Organization such as but not limited to: The Society of Women Engineers, Professional Women in Construction, American Indian Science and Engineering and Society of Hispanic Professional Engineers.
- Support Construction Career Day for High School Students.
- Participate with PACE Services in our Community to offer summer job readiness skills to students.
- Encourage subject matter experts in the field to participate in school and community outreach events whenever possible.
- Ensure appropriate Human Resource policies and procedures are applied during recruiting/hiring process.
- Widely publicize employment opportunities and target underrepresented groups.
- Develop marketing materials and advertise the benefits in working with WSDOT to include translation in different languages.
- Participate in diverse local community outreach events and career fairs as resources allow.
- Publications and trade journals that promote diversity.
- Include Human Resources Staff at outreach and networking events related to the North/South Corridor (NSC) in diverse communities.
- Others as appropriate.

Promotions

- Establish flexible internal training programs that encourage career advancement and employee development.
- Employees interested in career changes will be encourage to participate in training and educational opportunities that not only increase knowledge in present positions, but also prepare the individual for future opportunities.
- Encourage employees to seek out mentors in other career fields of interest.
- Encourage employees to participate in job shadowing.

Separations

- Publicize online exit interview process and encourage employees to complete exit interviews.
- HR&S will conduct in person exit interview as requested and monitor result of exit interview.

Retention

- Establish Regional Core Values that shape the culture of Eastern Region.
- Build a learning culture individual learning plans that will give the employee the opportunity to become an internal learner who is constantly developing to be ready for the next opportunity.
- Provide opportunities for job rotation and cross training when possible.
- Encourage opportunities for staff to participate on statewide committees that promote diversity of thought, such as the Diversity Advisory Group (DAG) and the Interagency Committee for State Employed Women (ICSEW).
- Provide training opportunities for all staff that facilitate communication and trust between employees at all levels within the organization, such as Four Lenses and Leading at the Speed of Trust.
- Provide employees with information about qualifications required of positions in their career field or others of interest in order to help them increase their knowledge, skills, and abilities to become more competitive for advancement opportunities.
- Identify staff that are eligible to retire and who have knowledge, skill sets or expertise that is in critical need of being transferred. Look at opportunities (job sharing, mentorship, special project work) to retain and transfer this expertise to the future generation of employees and leaders.
- Ensure hiring activities follow HR process to ensure fair and equitable treatment in hiring practices.
- Performance evaluation for each employee ensuring positions description are accurate and feedback given to employee.

Training

- Meet agency participation goals for Valuing Diversity, Sexual Harassment, and Disability Awareness Training.
- Continue to offer training and provide resources to hiring managers in hiring and retaining a diverse workforce.
- Provide interviewing resources and techniques to employees who conduct employment selection interviews.
- Ensure all supervisors attend "Leading Others" training offered by Department of Enterprise Services.
- Encourage employee engagement in diversity event and activities to enhance cross-cultural knowledge and foster an inclusive work environment.

Reasonable Accommodation

- All managers and supervisors will work closely with OHR&S EEO Manager to ensure appropriate and timely response to reasonable accommodation requests.
- Managers and supervisors are expected to be familiar with Chapter 25 of the HR&S Desk Manual concerning procedures for handling reasonable accommodations.

Job Structure and Upward Mobility

By ensuring current job classification and position review, Eastern Region will be able to ensure appropriate job structure and mobility. Through annual performance evaluations, manager will assist employees in identifying the next steps in their respective careers.

- Review position descriptions annually at the time of performance evaluation to ensure they are accurate and unbiased.
- Performance evaluations will be completed on time. Eastern Region will evaluate managers and supervisors on accurate and effective job performance as well as on individual efforts to practice and promote equal opportunity and affirmative action with their work units.
- Performance objectives will be set for the preceding year and employees will be encouraged to meet performance goals that foster education and career advancement.

Periodic Review and Audit

This Affirmative Action Plan will be discussed and reviewed regularly with managers and supervisors, and updated as appropriate. All managers and supervisors are expected to be familiar with agency policies and procedures as set for in Secretary's Executive Order 1014.04 as well as the HR&S Desk Manual, Chapter 29, in regards to Equal Opportunity in the Workplace.

- In partnership with OHR&S, workforce utilization will be reviewed quarterly and the region will continue to make every good faith effort toward increasing utilization in under-represented groups.
- To ensure effective strategies, the division will review this plan at least annually.

Closing Comments and Conclusion

The Eastern Region encourages and supports diversity, and is committed to ensuring diversity in its outreach and recruitment efforts to encourage diversity on our workforce. The division understands that our success as a governmental entity is enhanced by having a diverse workforce. All managers and supervisors are committed to achieve this through participation in the WSDOT Affirmative Action Plan.

Equal Employment Opportunity and Affirmative Action Program Washington State Ferries 2018-2023 Fiscal Years



**Washington State
Department of Transportation**

Washington State Ferries
2901 Third Avenue Suite 500
Seattle WA 98121-3014

Washington State Ferries Equal Employment Opportunity and Affirmative Action Program

Equal Employment Opportunity and Affirmative Action Commitment

The Washington State Ferries is fully committed to ensuring diversity through equal employment opportunities. All executives, managers, and employees will make a good faith effort in taking those affirmative action steps, which will ensure equitable participation in all business and employment practices without regard to race, color, religion, sex, national origin, age disability, veteran status, marital status or sexual orientation. As part of reflective of Washington State communities through fair and effective implementation of the Affirmative Action Plan.

An Affirmative Action (AA) Plan is part of the Washington State Department of Transportation's Equal Employment Opportunity (EEO) Program, and is required by federal and state regulations¹. It exists to overcome the effects of past or present barriers and to assure that the workforce is reflective of available labor pools.

Responsibility for positive affirmative action in the discharge of EEO programs is expected of all management personnel. Managers and appointing authorities are responsible for implementing strategies that meet affirmative action goals in the areas of:

- Recruitment and Promotion
- Retention and Separations
- Job Structuring and Upward Mobility
- Responsibilities, Reviews, and Remedies
- Training

Responsibilities and Remedies

Washington State Ferries focus area for 2018-2023 will be in the area of *terminal and deckhand*. We will work to outreach to females and minority communities and to work with our management to encourage a high level of diversity in our workforce. The Washington State Ferries will collaborate with the Office of Human Resources & Safety, Workforce Development – Diversity and Inclusion Office to prevent discriminatory barriers and to ensure compliance toward reaching Affirmative Action goals. We will ensure that all job announcements, descriptions, interviews and selection criteria are job-related and unbiased. All employment opportunities, as well as training, education and advancement will be extended to all employees, equally.

This Affirmative Action Plan will be discussed and reviewed regularly with managers and updated as appropriate. All managers and supervisors are expected to be familiar with agency's policies and procedures as set forth in Secretary Executive Order 1014.04 as well as the Human Resource Desk Manual, Chapter 29, in regard to Equal Opportunity in the Workplace.

¹ Federal regulations (CFR 23 Part 230), State regulations (RCW 41.06.150 and WAC 357-25) and the Governor's Executive Order (93-07) requires WSDOT to prepare, submit and annually maintain a program promoting Affirmative Action and Equal Employment Opportunity. WSDOT Executive Order 1014.04 and Chapter 29 of the Human Resources Desk Manual indicates that each manager is establish and maintain and Affirmative Action Program within the organization it is responsible for.

Recruitment

The Washington State Ferries will work closely with the OHR&S Recruitment Unit in researching and incorporating innovative recruiting techniques that target under-represented populations. The Washington State Ferries will continue to promote diversity in interview panels to ensure fair, equal, and unbiased interviews. For open competitive job openings when appropriate, Washington State Ferries will do the following:

Outreach

- Social Media Diverse Professional Groups through LinkedIn and other social media platforms.
- Maritime Associations/Seattle Maritime Academy
- Pacific Maritime Institute.
- Vocational/Technical Schools.
- Veteran's outreach programs.
- Encourage subject matter experts in the field to participate in school and community outreach events whenever possible.
- Ensure appropriate Human Resource policies and procedures are applied during recruiting/hiring process.
- Widely publicize employment opportunities and target underrepresented groups.
- Develop marketing materials and advertise the benefits in working with WSDOT to include translation in different languages.
- Participate in diverse local community outreach events and career fairs as resources allows.
- Publications and trade journals that promote diversity.
- Others as appropriate.

Promotions

- The majority of the positions at WSF is a part of a seniority based promotion system. However, competitive job opportunities will continued to be posted through the state applicant tracking system and careers.wa.gov.
- Employees interested in career changes will be encourage to participate in educational opportunities that not only increase knowledge in present positions, but also prepare the individual for future opportunities.

Separations

- Publicize online exit interview process and encourage employees to complete exit interviews.
- HR&S will conduct in person exit interview as requested and monitor result of exit interview.

Retention

- Ensure hiring activities follow HR process and/or follow appropriate collective bargaining agreements, to ensure fair and equitable treatment in hiring practices.
- Performance evaluation for each employee when applicable ensuring positions description are accurate and feedback given to employee.

Training

- Meet agency participation goals for Valuing Diversity, Sexual Harassment, and Disability Awareness Training.
- Continue to offer training and provide resources to hiring managers in hiring and retaining a diverse workforce.
- Provide interviewing resources and techniques to employees who conduct employment selection interviews.
- Ensure all supervisor attend “Leading Others” training offered by Department of Enterprise Services.
- Encourage employee engagement in diversity event and activities to enhance cross-cultural knowledge and foster an inclusive work environment.

Reasonable Accommodation

- All managers and supervisor will work closely with OHR&S EEO Manager to ensure appropriate and timely response to reasonable accommodation request.
- Managers and supervisor are expected to be familiar with Chapter 25 of the HR&S Desk Manual concerning procedures for handling reasonable accommodations.

Job Structure and Upward Mobility

By ensuring current job classification and position review, Washington State Ferries will be able to ensure appropriate job structure and mobility. Through annual performance evaluations, manager will assist employees in identifying the next steps in their respective careers.

- Review position descriptions annually at the time of performance evaluation to ensure they are accurate and unbiased.
- Performance evaluations will be completed on time. Washington State Ferries will evaluate managers and supervisors on accurate and effective job performance as well as on individual efforts to practice and promote equal opportunity and affirmative action with their work units.
- Performance objectives will be set for the preceding year and employees will be encouraged to meeting performance goals that foster education and career advancement.

Periodic Review and Audit

This Affirmative Action Plan will be discussed and reviewed regularly with managers and supervisor, and updated as appropriate. All managers and supervisor are expected to be familiar with agency policies and procedures as set for in Secretary's Executive Order 1014.04 as well as the HR&S Desk Manual, Chapter 29, in regards to Equal Opportunity in the Workplace.

- In partnership with OHR&S workforce utilization will be reviewed quarterly and will continue to make every good faith effort toward increase utilization under-represented groups.
- To ensure effective strategies, the division will review this plan at least annually.

Closing Comments and Conclusion

Washington State Ferries encourages and supports diversity, and is committed to ensuring diversity in its workforce. The division understands that success as a governmental entity is enhanced by a diverse workforce. All managers and supervisor are committed to achieve this through participation in the WSDOT Affirmative Action Plan.

Appendix

G

FEBRUARY BLACK HISTORY MONTH

OBSERVANCE DATES

- FEB. 1ST** **NATIONAL FREEDOM DAY**
Commemorates the signing of the 13th Amendment, which abolished slavery in 1865.
- FEB. 11TH** **TU B'SHVAT**
A day for environmental awareness and action.
- FEB. 14TH** **RACE RELATIONS DAY**
The national Council of Churches in recognition of the importance interracial relations and learning.
- FEB. 15TH** **SUSAN B. ANTHONY DAY**
Birthday of Susan B. Anthony (1820-1902), a pioneer in the Women's Rights Movement.
- FEB. 25TH** **MAHA SHIVARATRI**
The great Hindu festival of Shiva.
- FEB. 26TH** **AYYAM-I-HA OR INTERCALARY DAYS**
Days devoted to spiritual preparation for the fast, celebrating, hospitality, charity, and gift-giving.
- FEB. 28TH** **SHROVE TUESDAY**
A day of penitence as well as the last chance to feast before Lent begins. Also known as Mardi Gras.

LET'S CELEBRATE!



DR. MARTIN LUTHER KING JR.
1929-1968

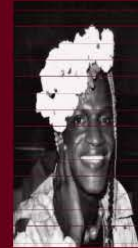
Martin Luther King Jr. was a Baptist minister and social activist, who led the Civil Rights Movement in the United States. His iconic "I Have a Dream" speech came to be regarded as one of the influential speeches in the history of American oratory. The March on Washington and King's speech helped put civil rights at the top of the agenda of reformers in the United States and facilitated passage of the Civil Rights Act of 1964.

ROSA PARKS
1913-2005

Rosa Parks was a civil rights activist and her refusal to surrender her seat to a white passenger on a Montgomery, Alabama bus sparked a citywide boycott. Because of her courage, the city of Montgomery had no choice but to lift the law requiring segregation on public buses.



MARSHA P. JOHNSON
1945-1992



Marsha P. Johnson was a transwoman who became the face of the black-LGBTQ community during the aftermath of the Civil Rights Movement. Though her lifestyle as a black transgendered woman was deemed unacceptable, Marsha P. Johnson was not afraid to fight through the violent Stonewall Riots for LGBTQ rights. Marsha founded the Street Transvestite (now Transgender) Action Revolutionaries (STAR) to help LGBTQ homeless youth out in the streets facing the struggles of an unaccepting society.

MARCH WOMEN'S HISTORY MONTH

OBSERVANCE DATES

- MAR. 1ST** **ASH WEDNESDAY**
The start of Lent in the Christian faith. As a display of atonement, ashes are marked on worshipers.
- MAR. 2ND** **NINETEEN-DAY FEAST**
Bahá'í individuals do not eat or drink from sunrise to sunset and set time aside for prayer.
- MAR. 8TH** **INTERNATIONAL WOMEN'S DAY**
Celebration of the economic, political, and social achievements of women worldwide.
- MAR. 13TH** **HOLLA MOHALLA**
The martial arts parade historically coinciding with Holi, the Hindu festival of colors.
- MAR. 17TH** **ST. PATRICK'S DAY**
Feast day of the patron saint of Ireland.
- MAR. 21ST** **ELIMINATE RACISM DAY**
Call to action to eliminate all forms of racial discrimination worldwide.
- MAR. 31ST** **CESAR CHAVEZ DAY**
Honors Mexican American farm worker, labor leader, and activist Cesar Chavez who was nationally respected union for social justice.

LET'S CELEBRATE!



DID YOU KNOW?

March is Women's History Month. Started in 1987, Women's History Month recognizes all women for their valuable contributions to society. March is also National Disabilities Awareness Month, which was established to increase awareness and understanding of issues affecting people with intellectual and developmental disabilities.

March is National Multiple Sclerosis Education and Awareness Month. It was established to raise public awareness of the autoimmune disease that affects the brain and spinal cord and assist those with multiple sclerosis in making informed decisions about their healthcare.



LUCY PARSONS
1853-1942

As described by the Chicago Police Department as "more dangerous than a thousand rioters", Lucy Parsons had become an anarchist organizer specifically involved in the labor movement in the late 19th century. She participated in revolutionary activism on behalf of political prisoners, people of color, the homeless, and women.

LILLY LEDBETTER
1898

After discovering she was getting paid significantly less than her male counterparts, Lilly Ledbetter filed a sex discrimination case against her longtime employer Goodyear. At first the U.S. Supreme Court ruled 5-4 against her, arguing that she should have had to file her complaint within 180 days after receiving her first discriminatory paycheck, which was 10 years previously. She fought on, which led her to victory when President Obama signed the Lilly Ledbetter Fair Pay Act into law, which loosens the time restrictions on filing discrimination cases allowing the 180-day clock to reset every time an individual experiences an act of discrimination.



LINDA SARSOUR
1980

Linda Sarsour is a Palestinian-American community activist and feminist, known for her efforts to shelter Muslim women stereotypes while embracing her culture. As the director of the Arab American Association of New York and a coordinator for the National Network for Arab American Communities, Sarsour was co-chair of the Women's March, fought to end surveillance of mosques in New York, and raised thousands of dollars for repairs of vandalism against minority religious cemeteries.

APRIL

CELEBRATE DIVERSITY MONTH

OBSERVANCE DATES

- APR. 2ND** **AUTISM AWARENESS DAY**
Created to spread awareness of the developmental disorder around the globe.
- RAM NAVANI**
Where Hindus worship and celebrate the seventh avatar of Vishnu. Devotees typically wear red and place extravagant flowers on the shrine of the God.
- APR. 5TH** **PASSOVER**
An eight-day festival in commemoration of the emancipation of the Israelites from slavery in ancient Egypt.
- APR. 11TH** **VAISAKHI**
The celebration dedicated to the founding of the Sikh community as the Khalsa and the birth of Khalsa.
- APR. 14TH** **EASTER**
A holiday celebrated by Christians to recognize Jesus's return from death after the crucifixion.
- APR. 16TH** **DAY OF SILENCE**
Where students take a daylong vow of silence to protest the actual silencing of lesbian, gay, bisexual, and transgender (LGBT) students and their straight allies due to bias and harassment.
- APR. 21ST** **LAILAT-AL-MIRAJ**
A Muslim holiday that commemorates the Prophet Muhammad's night time journey from Mecca to the "Farthest Mosque" in Jerusalem where he ascended to heaven, was purified, and given instruction for Muslim's to pray five times daily.
- APR. 22ND**

LET'S CELEBRATE!

CONVERSATION
MULTICULTURAL
AWARENESS
DAG
INCLUSION
CONVERSATION
AWARENESS
DAG
MULTICULTURAL
CONVERSATION

DID YOU KNOW?

April is Celebrate Diversity Month, started in 2004 to recognize and honor the diversity surrounding us all. By celebrating differences and similarities during this month, organizers hope that people will obtain a deeper understanding of each other.

April is also Autism Awareness Month, established to raise awareness about the developmental disorder that affects children's normal development of social and communication skills.

we are more

ALIKE

my friends,

than we are

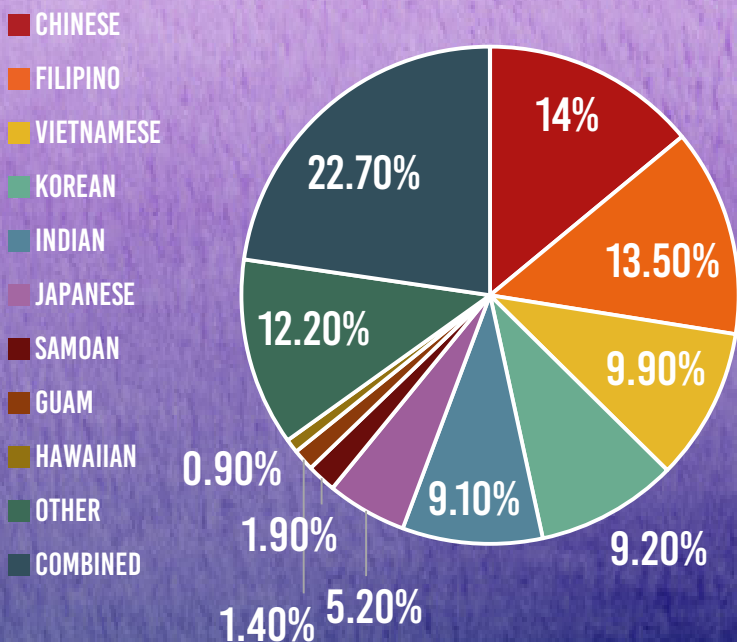
UNALIKE

Maya Angelou

ASIAN AMERICAN & PACIFIC ISLANDER HERITAGE MONTH

DURING THE MONTH OF MAY WE COME TOGETHER TO CELEBRATE THE HERITAGE OF ASIANS AND PACIFIC ISLANDERS IN THE UNITED STATES. A RATHER BROAD TERM, ASIAN-PACIFIC ENCOMPASSES ALL OF THE ASIAN CONTINENT AND THE PACIFIC ISLANDS OF MELANESIA, MICRONESIA, AND POLYNESIA.

WASHINGTON STATE AAPI ETHNIC POPULATION



674,573

OF WASHINGTON STATE
RESIDENTS ARE OF ASIAN
ORIGIN



WASHINGTON STATE HAS THE SEVENTH LARGEST ASIAN AMERICAN POPULATION AND THIRD LARGEST PACIFIC ISLANDER POPULATION IN THE NATION. WHILE NEARLY 88 PERCENT OF THE POPULATION LIVES IN THE GREATER PUGET SOUND AREA, SIGNIFICANT POPULATIONS RESIDE IN THE YAKIMA VALLEY AND CLARK, WHITMAN, AND SPOKANE COUNTIES.



LGBTQ+ PRIDE MONTH

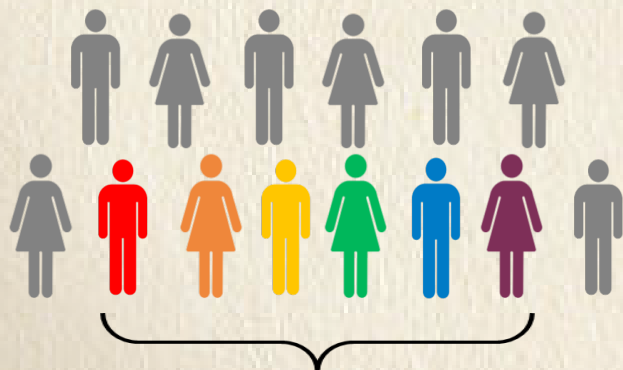


THE MONTH OF

JUNE

IN THE USA WAS CHOSEN FOR LGBTQ+ PRIDE MONTH TO COMMEMORATE THE **STONEWALL RIOTS**, WHICH OCCURRED AT THE END OF JUNE 1969.

THE STONEWALL RIOTS WERE A SERIES OF VIOLENT DEMONSTRATIONS BY MEMBERS OF THE GAY COMMUNITY AGAINST A POLICE RAID THAT TOOK PLACE ON JUNE 28TH, 1969 AT THE STONEWALL INN. THIS EVENT LEAD TO THE MODERN FIGHT FOR LGBTQ+ RIGHTS IN THE USA.



3.5%

MORE THAN 8 MILLION ADULTS IN THE USA ARE **LESBIAN, GAY, OR BISEXUAL**, COMPRISING 3.5% OF THE ADULT POPULATION.

9 MILLION AMERICANS - ROUGHLY THE POPULATION OF NEW JERSEY - IDENTIFY AS LGBTQ.





AMERICANS WITH DISABILITIES ACT



A CIVIL RIGHTS LAW SIGNED ON
JULY 26TH 1990
THAT PROHIBITED THE DISCRIMINATION
AGAINST INDIVIDUALS WITH DISABILITIES
IN ALL AREAS OF PUBLIC LIFE,
INCLUDING WORK.

THE AMERICANS WITH DISABILITIES ACT (ADA) FORBIDS EMPLOYERS FROM DISCRIMINATING AGAINST EMPLOYEES OR APPLICANTS WITH DISABILITIES IN ALL ASPECTS OF EMPLOYMENT INCLUDING HIRING, PAY, PROMOTION, FIRING, AND MORE.

WSDOT IS COMMITTED TO FOSTERING A DIVERSE WORKPLACE THAT REPRESENTS THE COMMUNITIES IT SERVES.

WSDOT SUPPORTS THIS COMMITMENT THROUGH:

- BUILDING PARTNERSHIPS AT ALL LEVELS OF WSDOT TO PROMOTE AND INCREASE DIVERSITY AWARENESS, INCLUSION, EQUAL OPPORTUNITY AND ACCESSIBILITY FOR PEOPLE WITH DISABILITIES

- IDENTIFYING OPPORTUNITIES TO ENHANCE A DIVERSE WORKFORCE THROUGH INNOVATIVE RETENTION AND RECRUITMENT STRATEGIES

- ENCOURAGING AGENCY DIALOGUE AND ACCOUNTABILITY FOR WSDOT'S DIVERSITY PROGRAMS THROUGH THE USE OF INTERNAL ADVISORY GROUPS AND PUBLIC STAKEHOLDER OUTREACH EFFORTS

WE ALL CAN DO IT!

THIS COMMUNICATION IS BROUGHT TO YOU BY
THE WSDOT DIVERSITY ADVISORY GROUP.
FOR MORE INFORMATION EMAIL:
DAGWSDOT@WSDOT.WA.GOV

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DEFACE THIS DOCUMENT**



WOMEN'S EQUALITY DAY AUG 26TH

Women's Equality Day celebrates the anniversary of the adoption of the 19th Amendment to the United States' Constitution on **August 26, 1920**. The amendment granted women the right to vote for the first time and was a result of the women's suffrage movement in the country.

SOURCE: <https://www.timeanddate.com/holidays/us/women-equality-day>

WSDOT DAG PRESENTS:

HISPANIC HERITAGE MONTH

LA HISTORIA

NATIONAL HISPANIC HERITAGE MONTH

began in 1988 by president Ronald Regan recognizing the contributions of Hispanic and Latino Americans in the United States.



INDEPENDENCE DAY FOR:



Costa Rica



El Salvador



Guatemala



Honduras



Nicaragua



INDEPENDENCE DAY FOR:



Mexico



INDEPENDENCE DAY FOR:



Chile

This communication is brought to you by the WSDOT Diversity Advisory Group. For more information, please email: DAGWSDOT@WSDOT.WA.GOV

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¿LATINO O HISPANO?



refers to a language



refers to geography

A **SPANIARD** speaks Spanish but is not from a Latin American country.



HISPANIC



LATINO

A **BRAZILIAN** is from a Latin American country but speaks Portuguese.



HISPANIC



LATINO

A **MEXICAN** is from a Latin American country and speaks Spanish.



HISPANIC



LATINO

1/2

of Hispanic adults have no preference for either term

2:1

who have a preference like Hispanic over Latino

SOURCES:

hispanicheritagemonth.gov, pbs.org, pewresearch.org, pewhispanic.org, Violeta Stauffer-Rodriguez (H&R Block)

