
Interim Sustainability Plan

Executive Order 02-03

September 2003

Washington State Department of Transportation (WSDOT)

In the course of delivering our primary mission of efficiently and reliably moving people and goods, the Washington State Department of Transportation will continue to be a leader in contributing to the sustainability of Washington State. The purpose of this document is to describe how we will continue to achieve success in this area and how we will meet the intent of Governor Gary Locke's Executive Order 02-03. WSDOT will use this Interim Sustainability Plan, as a guide for actions until such time as our Long Range Sustainability Plan is developed in the forum of the Environmental Management System (EMS) The EMS is a tool for tracking information about projects and their relationship to environmental stewardship.

Washington State Sustainability Policy Statement

Sustainability – providing for current needs without sacrificing the needs of future generations - The Washington State Department of Transportation (WSDOT) concurs with the findings of Governor Gary Locke's Executive Order 02-03 that:

- The State is committed to the mutually compatible goals of economic vitality, a healthy environment, and strong communities;
- Sustainable practices require decisions based on systematic evaluation of the long-term impacts of an activity or product on health, safety, communities, the environment, and the economy of Washington;
- Reversing the steady decline in the natural resources and ecosystems on which people and economic vitality depend is critical to our future;
- Regional and global implications of climate change, loss of biological diversity, and threats to resources such as clean water require us all to examine and change behaviors; and
- State government should model sustainable business practices that contribute to the long-term protection and enhancement of our environment, our economy and the health and quality of life of current and future generations.

About the Department of Transportation

The Department of Transportation is responsible for 7,000 center lane miles of highway and freeway. Our vehicle fleet is one of the largest in Washington state government. In addition, we own train sets, ferries and airports. The 6,500 employees are located statewide in six regional offices and in the Olympia headquarters to provide transportation services and facilities for a variety of modes. Our building facilities are operated to provide for diverse functions from snow shed supply storage to administrative services, including but not limited to transportation project design construction & management, environmental performance & compliance, right of way management, preservation and maintenance of the existing system, and operation of the Washington State Ferries.

Mission Statement

Our mission is to keep people and business moving by operating and improving the state's transportation systems vital to our taxpayers and communities.

Management Principles

Leadership

We are committed that WSDOT provide strategic vision and leadership for our state's transportation needs.

Delivery and Accountability

We shall manage the resources taxpayers and the legislature entrusted to us for the highest possible return on value. We shall be disciplined in our use of both time and money. We shall account for our achievements, our shortcomings and our challenges to citizens, to elected officials, and to other public agencies.

Business Practices

We shall encourage progressive business management practices in delivering cost effective and efficient transportation services. Our quest for short-term cost savings and business process improvement shall be balanced by the long term need to preserve and improve the state's transportation systems through sound fiscal planning and asset management.

Safety

Concern for the health and safety of the people who use and work on our transportation facilities shall be a paramount value in every area of our business.

Environmental Responsibility

Our work shall incorporate the principles of environmental protection and stewardship into the day-to-day operations of the Department as well as the on-going development of the state's transportation facilities.

WSDOT is keenly aware that by virtue of its mission, size, and the far reaching and diverse nature of its operations, that it has a significant impact on the state's natural resources and quality of life of its citizens. The Department is developing a formal Environmental Management System (EMS) to improve environmental performance and compliance. This is the tool we will use to measure our contributions to implementing sustainability practices. See page 5.

Excellence and Integrity

Our employees shall work in a culture of workplace excellence and diversity that encourages creativity and personal responsibility, values teamwork, and always respects the contributions of one another and of those with whom we do business. We shall adhere to the highest standards of courtesy, integrity and ethical conduct. We shall encourage and recognize our employees' professionalism and their career growth.

Communications.

We shall stress the importance of sharing clear, concise and timely information with WSDOT employees, elected officials, community leaders, businesses, citizens and taxpayers, others in the transportation community, with the press and other media. We shall strive for the effectiveness of all our employees in meeting WSDOT's communications standards.

Existing State Transportation Policy Supports Sustainability

The Washington State Transportation Commission and WSDOT are required to develop transportation planning policy and submit it to the state Legislature. This is done in part by the periodic development of a comprehensive statewide transportation plan. The state transportation plan contains three core areas that are the umbrella for seventeen policy goals.

- Vibrant Communities
- Vital Economy
- Sustainable Environment.

While each goal is important to the agency mission, five of them are especially relevant to supporting the foundation of our agency's sustainability plan

Congestion Relief

Corridors should operate with minimal delay and continual reduction in the societal, environmental, and economic costs of congestion for people and freight.

Maintain Air Quality

Transportation services and facilities help maintain air quality by meeting air quality health standards.

Meet Water Quality Standards

Transportation services and facilities help to maintain water quality by meeting water quality standards.

Maintain Habitat & Watershed Quality & Connectivity

Transportation services and facilities help to maintain the quality of and contribute to the recovery of the ecological functions of watersheds and habitats.

Reuse and Recycle Resource Materials

Transportation services and facilities prudently use, reuse, and recycle resource materials.

Existing Accountability Tool Measures Performance

The document titled “Measures, Markers and Mileposts” is a tool that the Department uses to communicate information to the Washington State Transportation Commission. It is a quarterly report that tracks a variety of performance and accountability measures for routine review by the Commission and others. The goal of Measures, Markers and Mileposts is to keep WSDOT accountable to the Transportation Commission and the public. Also referred to as “[The Gray Notebook](#)” ([pdf](#), 2.9mb) because of its gray cover. In this document many functions within the department are measured, analyzed and reported. A significant number of topics directly relate to the stewardship of the environment and its sustainability. The current and past issues of the reports are available online at: <http://www.wsdot.wa.gov/accountability/default.htm>

Section

2

Long Range Environmental Management System Goals

The Department will focus the initial implementation on three core areas to incorporate Executive Order 03-02 Goals into WSDOT operations.

1. Finalizing the environmental management system structure,
2. Increasing employee awareness & identifying training opportunities, and,
3. Collaborating internally to collect baseline data & prioritize success factors.

These seven building blocks focused on a particular line of business or activity, comprise the heart of the EMS:

1. Legal and Written Requirements
2. Written procedures
3. Training
4. Roles and Duties
5. Inspection/Monitoring/Corrective Action
6. Record Keeping
7. Performance Measure

How is WSDOT developing its EMS?

WSDOT is assembling the seven fundamental blocks in relation to highway construction, maintenance and operations, the materials lab and modal programs such as the Washington State Ferries, aviation and rail. These areas already have in place systems to ensure safety and compliance with environmental laws.

The EMS approach builds on these strengths and uses the seven blocks to create Environmental Management Programs that fill in any gaps and integrates the environmental activities into day-to-day operations, training programs, and regular performance reports. This puts a structure around our existing environmental activities that organizes, enhances and creates feedback loops to management that ensure continued improvement.

Finalizing the Environmental Management System Structure

WSDOT's compliance with environmental laws and permits is the primary intent for the development of the EMS. As such WSDOT has concentrated on developing a compliance assurance program.

In March 2003, WSDOT instructional letters were issued outlining employee procedures for ensuring compliance and reporting non-compliance events for three areas:

1. Construction,
2. Maintenance, and
3. Ferries

Next Steps

Of the 1,200 regional staff involved 850 have been trained on the new compliance assurance procedures. Compliance events are tracked by hand as of summer 2003. The goal is to have an on-line system operational as soon as possible. The Department is collaborating with resource agencies to develop auditing procedures using an interagency agreement.

The next major step is to complete the Environmental Management Programs (EMPs) for the major delivery areas of construction and maintenance. These programs are the components of the System. Washington State Ferries will continue its efforts to integrate EMP into its Safety Management System through the next biennium. (05-07).

Once this Interim Sustainability Plan is shared internally statewide it will assist in reinforcing the intent of the executive order. Because it serves as the basis for future updates and plans getting the word out to employees becomes very important. As the EMS is implemented it may become apparent that expansion or additions to the System should be completed as employees participate in the process. For now the EMS will have the following three focus or objective areas:

1. Tracking Sustainability Using the Environmental Management System

Continue implementing the EMS and measuring the performance of the agency. Continue with full implementation of the Interim Sustainability Plan, and prepare the Final Plan for the next two years. Reference it and continue to report information that implements it in the Gray Notebook.

Continue to use the department web pages both internally and externally to share information about how sustainability practices are being used. The WSDOT is making a specific effort avoid conducting a paper generating processes or printing multiple copies of documents to implement the executive order. We prefer to focus our limited resources on our existing web outreach and information sharing in addition to our existing performance measure practices as our primary means of communication.

2. Increasing Employee Awareness & Identifying Training Opportunities

Explore opportunities for sending WSDOT staff to basic sustainability training courses provided to all state employees. Develop recommendations for methods to increase employee awareness of sustainability in general and specifically related to their work duties.

3. Collaborating Internally to Collect Baseline Data & Prioritize Success Factors.

Evaluate all of the preliminary information collected in the preparation of this Interim Sustainability Plan to determine how it may be incorporated into the EMS.

The EMS staff of individuals should collaborate internally on a phased implementation approach that takes into consideration at a minimum:

- The Measurements already reported in the Gray Notebook
- Lessons learned and approaches used by other agencies as identified in their sustainability plans.
- Increasing the detail and relevance of that data collected for communicating logical and appropriate comparisons and improvements
- Success factors and recommend how to Prioritize future implementation steps.

Section

4

Additional Information About WSDOT

The Department's home page is an excellent source of information about agency operations. www.wsdot.wa.gov

We are like other state agencies in several respects. We own buildings, we use copy machines, we drive personal, rental and state vehicles and our employees consume paper products to deliver their core functions. We also have an in-house print shop. For more information about our agency refer to the annual Key Facts publication.

<http://www.wsdot.wa.gov/keyfacts/default.htm>

Section

5

Base Data Requested By OFM

Data is based upon equivalents to an 8 1/2 x 11 ream. WSDOT Paper Consumption For the period of 7/1/02 - 6/30/03 for WSDOT Internal Printing Services. Total quantity: 64,293 reams

Recycled Paper: 61,475 - 96%

Virgin Paper: 2818 reams - 4%

Total Dollars: \$203,290

Recycled Paper: \$188,140 - 93%

Virgin Paper: \$15,150 - 7%

Facilities

Facility Type	Count	Total Sq Ft.
Leased Buildings	134	650,900
Owned Buildings	843	2,542,137
Total	977	3,193,037

In addition to the Capitol Campus Headquarters Building on Maple Park Drive in Olympia, the Department owns satellite buildings to house several headquarter functions in Thurston County. For example: HQ Materials Lab, Transportation Data Office, and Mottman Bridge Condition Office.

Regional Headquarters Complexes

The hub of planning, design, construction and maintenance functions for each of the 6 designated transportation regions throughout the state. Location Project Engineer offices at various locales are also included in this category.

Area Maintenance Facilities

House the administrative, supervisory, and resource centers in support of the highway maintenance program in each of the 25 maintenance areas designated within the state. Also serve as occasional base of operations for transient Region-wide project engineering and special maintenance functions.

Section Maintenance Facilities

Provide the home base for daily roadway maintenance functions performed by state force crews. There are currently 108 section facilities strategically spaced along state highway routes.

Radio Communications Facilities

Include sites, utility infrastructure, buildings and towers statewide.

Pits, Quarries, and Stockpiles sites:

Generally used for storing road maintenance materials. Quarry sites are used for future construction projects as a source of material.

Vehicles Owned And Miles Driven By Employees

There are 25 classes of Transportation Equipment that could be referred to as vehicles or fuel consuming equipment. The following information denotes classes and shows fuel consumed and miles driven for the previous fiscal year. Each year WSDOT tracks this information.

FY 2003 Equipment Use - Use shown is Miles for Class 01 - 05. Reported Labor Hours for Class 06 and above.

Class	Current Number Units	Use in Miles /or Labor Hours	Fuel Used
01 -- Passenger Carrying Vehicles	557	6,634,506	268,619
02 -- Light Cargo Carrying Vehicles	218	2,277,388	196,044
03 -- Incident Response Vehicles	36	1,270,795	111,085
04 -- Light Vehicles w/Special Bodies	283	3,575,310	359,002
05 -- Pickup Trucks	1,042	13,535,890	844,607
06 -- Dump / Plow / Sander Trucks	454	231,172	661,876
07 -- Man lift & Digger / Derrick Trucks	95	87,791	160,933
08 -- Trucks w/Special Bodies;	220	122,307	256,445
09 -- Earth Drilling Equipment	24	15,533	14,349
11 -- Motor Graders	50	12,761	22,203
12 -- Cranes and Shovels	29	5,770	8,462
13 -- Front End Loaders	164	25,395	59,854
14 -- Rollers	39	4,438	823
15 -- Sweepers	64	26,338	43,984
17 -- Tractors	120	34,614	27,953
19 -- Asphalt Equipment	58	9,288	15,092
20 -- Other Self-Propelled Equipment	139	5,929	4,727
21 -- Other Non-Self-Propelled	451	21,299	7,730
22 -- Snow Blowers	23	1,850	14,995
25 -- Power Generation Equipment	205	603	14,642

Number Of Employees

This information is tracked in the quarterly Measures, Markers and Mileposts Report. From June 2002 to June 2003 the number of permanent full-time employees at WSDOT went from 6,181 to 6,171.

<http://www.wsdot.wa.gov/accountability/default.htm>