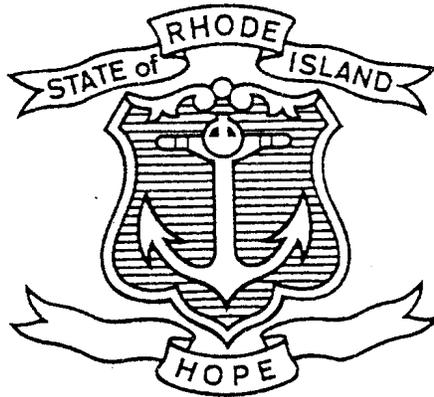


**FY 2000
PERFORMANCE PLAN**

**RHODE ISLAND DIVISION
FEDERAL HIGHWAY ADMINISTRATION**



Updated July 10, 2000

FHWA Vision:
Create the best transportation system in the world.

FHWA Mission:
**We continually improve the quality of our nation's
highway system & its intermodal connections.**

Introduction: This Performance Plan establishes our game plan for Fiscal Year 2000. It is structured around our 1998 FHWA National Strategic Plan identifying strategies towards assisting in achieving our five strategic goals – mobility, productivity, human & natural environment, safety, and natural security. In addition, the Corporate Management Strategy is addressed. It is fully recognized that this is a plan so is considered dynamic in nature. Changes will be made as needed. The status will be monitored on a monthly basis with the Goal Champions reporting on major activities during the regular staff meetings on a rotational basis. We will assess our program in August 2000 and make appropriate changes for our next plan regarding any aspect including the structure.

Table of Contents:

Mobility	page 1
Productivity	page 5
Human & Natural Environment	page 8
Safety	page 11
National Security	page 13
Corporate Management Strategies	page 14

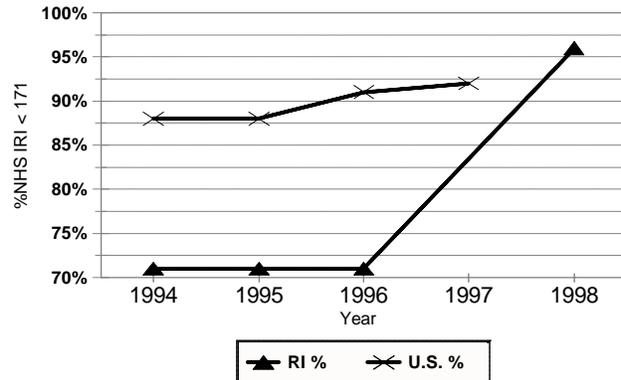
Mobility Strategic Goal: Continually improve the Public's Access to activities, goods, and services through preservation, improvement and expansion of the highway transportation system and enhancement of its operations, efficiency, and intermodal connections.

Goal Champions:
 Brian Egan
 Marc Savard

Strategic Objective M1 – Preserve and enhance the infrastructure of Federal-aid highways with emphasis on the National Highway System (NHS).

Performance Measure/Target M1.a:
 Increase the percentage of kilometers (miles) on the NHS that meet Owner-Agency managed pavement performance for acceptable ride quality to over 93% by 2008 – IRI # 2.68 m/km (170 in/mi).

Rhode Island NHS IRI < 171

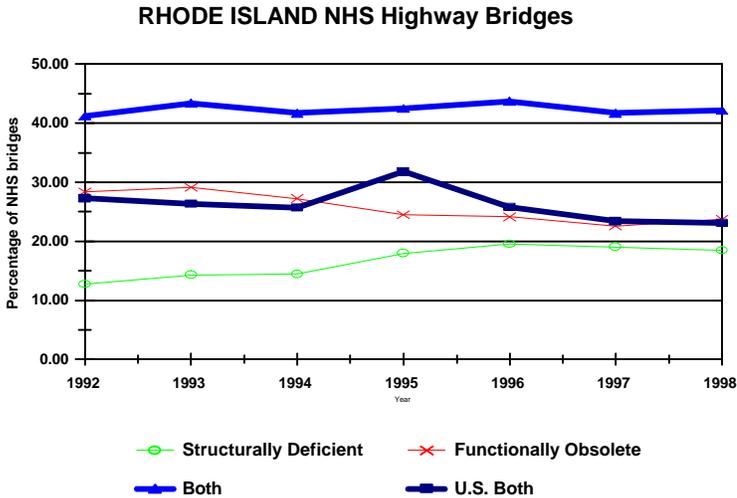


#	Strategies	Who does it	Due Date	Comp Date	Status/Activities
M1.1	Complete asphalt pvmt review & implement recommendation. (carry-over)	A2	Nov-99 Jul-00	Jan 00	(1) Field review completed Nov-99. Draft report was done and sent to RIDOT. Review Team mtg on Jan 12 & Feb 8. Final report submitted Feb 22 w/ presentation on Mar 17. Mgmt's draft response received Apr 27. Issues included: contractor QC, pay adjust, smoothness spec, cold weather & compaction issues. Signed agreement letter to RIDOT on May 24 requesting follow-up meeting to set Implementation Schedule. (2) Encouraged development of a sealed joint std drwg between PCCP & BCP during Dec 22 final inspection of CR 114. (3) On Mar 23, appr preventive maintenance program for statewide crack & surface sealing w/ project authorized on Apr 3. This goes with RIDOT mtg on overall preventative maintenance program on Feb 25. Approved 3 projects for Systems Preservation on May 1.
M1.2	Assess materials lab accreditation & personnel certification.	A2	Jun-00		In Feb 10 RIDOT letter, laboratory qualifications committed to. On May 4, appropriate tech and lab qualifications with 4 recommendations. (2) ~40 RIDOT field inspectors NETTCP certified as of Mar-00. FHWA Status Report sent to RIDOT May 4, 2000 approving certification.

#	Strategies	Who does it	Due Date	Comp Date	Status/Activities
M1.3	Assist RIDOT in further implementation of SUPERPAVE mix design -- 1 pilot project.	A2	Aug-00	Nov-99	(1) ~600 tons placed on Gano Street on Nov 17. Plan to develop a specification and purchase a field gyratory compactor is under discussion. No date has been established. (2) RIDOT to experiment w/ SBS and CRM binder modifiers in a Post Road resurfacing project in N. Kingstown 1R this summer (is underway).

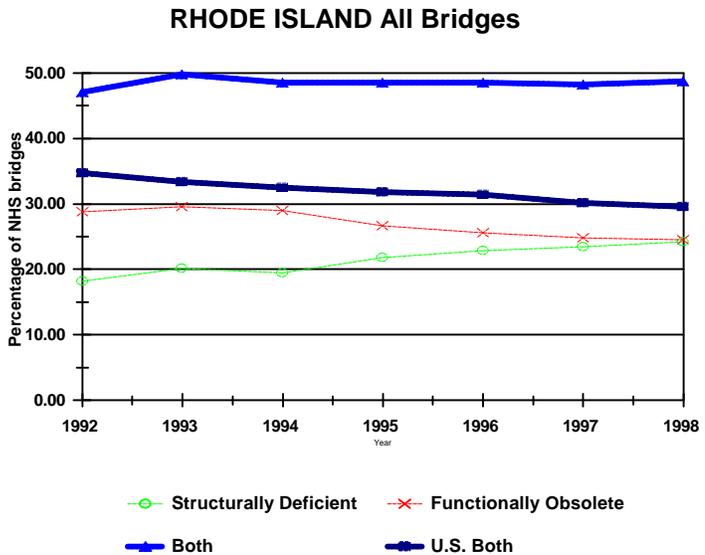
Performance Measure/Target

M1.b: Improve the condition of NHS bridges so that less than 20% are classified as deficient by 2008.



Performance Measure/Target M1.c:

Improve the condition of all bridges so that less than 25% are classified as deficient by 2008.



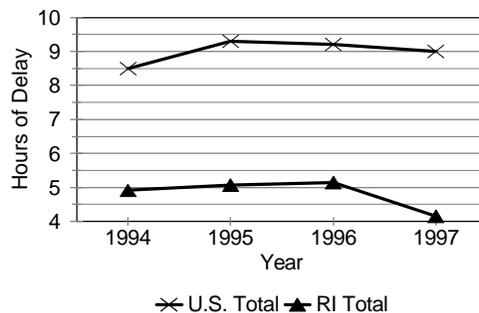
#	Strategies	Who does it	Due Date	Comp Date	Status/Activities
M1.4	Promote the use of HPC and HPS – 2 pilot projects.	BR	Sep-00		(1) Using HPC on ~10 projects in design – 6 on Route 403 and others are off the NHS System. 90% plans reviewed on Apr 14 and comment sent to RIDOT. (2) On Dec 7, recommended use of pre-cast piers w/ post-tensioning (Rt 403 Br) along w/ offer of short seminar. Typed studies approved on Apr 28. (3) On Rt 10 Br, providing a spliced br w/ use of post-tensioned bulb T as well as drilled shafts. (4) Recommended using HPS on Route 403. (5) On Dec. 22, appr FRIP bridge plans which include many innovative features.
M1.5	Assist in project development (design & ROW) for I-95/195 I/C.	A2 RW BR	on-going		(1) Working w/ RIDOT to establish final project schedule. Letter written on Apr 17, providing comments on schedule VE modification letter sent (4/17) to RIDOT approving change. (2) Meeting bimonthly ROW status. Phase 1 parcels to be completed this FY by consultant. (3) 30% comments provided on Contract 3 on Dec 2. Type study approved for Section 3 on Dec 6 – expect use of post-tensioned pre-cast piers. (4) Hazardous waste requirement agreement signed Apr 13. (5) I-195 Business Relocation Pilot -- see item P2.1. (6) Egan attended Basic Design W/S on Jan 25-27. (7) On Approval 4/6 wrote letter approving emergency repairs for detours.
M1.6	Address seismic design for the Washington Bridge on I-195.	BR	Nov-99		On Dec 2, met w/ RIDOT & consultants to go over all seismic work done to date along w/ results. On Dec 21, tele-conf w/ ERC, HQ, RIDOT & consultant to go over results & obtain approval to proceed w/ final design. On Jan 20, mtg held on final soil analysis & data w/ ERC present. On Feb 2, discussed loading and stress calculations in arches to determine if major repairs are needed, simplified models for seismic analysis, & static incremental loading to failure for ductile capacity. On Mar 31, appr design ROC's for seismic review. Mtg scheduled for Jun 27 w/FHWA ERC & HQ to update on analysis.
M1.7	Assist RIDOT in the development of cost effective mean of removing lead based paint -- specification developed & 1 pilot project.	BR	Mar-00		Presentation of executive summary by Carl Highsmith on Mar 15. Marc met with Wendy Flanders on May 2 and scheduled follow-up mtg for the week of May 8. Letter to RIDOT on May 23 requesting mtg. Mtg held on June 20 th . Nickelson of RIDOT will submit plan to FHWA.
M1.8	Determine/coordinate implementation of PONTIS.	BR	Aug-00		Mtg date with RIDOT Bridge to be established. Also related to CM-R3. Letter to RIDOT on May 23 requesting meeting on deficient bridges. On June 14 th , mtg with RIDOT, Parker to come-up with a plan for RIDOT.

Strategic Objective M2 – Improve the operation of the highway systems & intermodal linkages to increase transportation access for all people & commodities.

Performance Measure/Target M2.a: Increase in user satisfaction with the Nation’s highway systems to meet their needs.

Daily Hours of Delay

Per 1000 VMT



Performance Measure/Target M2.b: Reduce delays on Federal-aid highways by 20% by 2008 – hours of delay / 1610 vehicles kilometers (1000 vehicle-miles traveled).

#	Strategies	Who does it	Due Date	Comp Date	Status/Activities
M2.1	Process map the consultant selection process.	A2	Jul-00		(1) Attend mtg on Program Management Manual (PMM). PMM lists steps in consultant selection Vol 5 however, not available yet. (2) On Mar 8, reviewed Feb 2 RIDOT policy on fixed fees. Not in conflict w/ our laws.
M2.2	Enhance TOC operation -- specific initiatives identified.	A1	May-00		(1) Factory Acceptance Test for Surveillance Cameras successfully completed Feb-00. Installation of operational equipment in TMC to follow. Field testing of individual camera sites underway by consultant. (2) Dec 29, sent FY00 Service Plan Targeted Funds request of \$47k to HQ – telecommunications & radio communication system, modal integration, & CVS. HQ appr \$9.4k for TMC integration bundle. (3) ITS Scanning Tour conducted in DC area on Mar 21-23 w/ RIDOT, RIPTA & FTA participating -- transit system integration major item learned. On Apr 25, follow-up mtg w/ FTA on proposed implementation items – to be presented to RIDOT & RIPTA. Letter to RIDOT May 25 to establish a meeting on May 31 with transit partners. Mtg held on May 31 w/ FTA & RIPTA. Follow-up mtg on Jul 12 to address ITS Strategic Deployment Plan. High Level meeting to follow on Jul 26.
M2.3	Complete CMS plan. (carryover)	A1	Jan-00		RIDOT CMS Team established in Jan-00 with Rizzo’s participation. See also E1.1.

M2.4	Continue development of regional ITS architecture - - specific initiatives identified. (carry over)	A1	Mar-00		(1) On Nov 24, sent statewide ITS architecture to ERC for comment. (2) On Dec 6, gave presentation on starting RI ITS American Chapter. Three W/G's formed in Jan-00 on bylaws, membership & programs. Subsequent mtgs held on Feb 4 & Mar 6 -- agreed on basic format of promotional brochure. Next mtg on Apr 10. (3) Jan 18 letter to RIDOT on procurement of ITS equipment. W/G on procurement alternatives met on Feb 14 & 18 to discuss options for implementation. Consultant for VMS project will draft contract language for review. Procurement W/G to reconvene to follow-up on previous efforts.
------	--	----	--------	--	--

Productivity Strategic Goal: Continuously improve the efficiency of the Nation's transportation system to enhance America's position in the global economy.

Goal Champions:
Ralph Rizzo
William Campos

Strategic Objective P1 – Improve the economic efficiency of highway transportation.

Performance Measure/Target P1: Reduce delays on Federal-aid highways by 20% by 2008. See Mobility Strategic Goal.

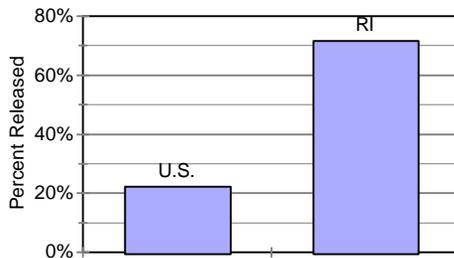
#	Strategies	Who does it	Due Date	Comp Date	Status/Activities
P1.1	Verify data review received from State to reduce number of discrepancies in HPMS – 5% reduction.	TP	Aug-00		(1) Attended W/S on HPMS 3.0 in Chicago on Mar 21-22. New software to be released soon by HQ. Met with RIDOT on Mar 31 to discuss highlights. Download new software to office. Anticipate submittal by June 15. New traffic will be included.
P1.2	Achieve a link between HPMS and GIS data.	TP	Jul-00		Met with RIDOT Mar 31. HPMS linked to HGIS coverage. FHWA May 4 approval letter for GPS/GIS equipment acquisition of Apr 24.
P1.3	Enhance Statewide Planning's traffic modeling capabilities.	TP	Mar-00		(1) Travel Demand Forecasting Course held Oct 25. (2) Installed & demonstrated HPMS software at SPP Dec 7. (3) Total model update will be accomplished as part of Sakonnet Bridge project since entire state encompassed. Consultant (VHB) on board.
P1.4	Assist RIDOT in developing & implementing an access management policy.	RW	May-00		RIDOT needs to brief Director. Mtg postponed by Director. Special Project for Barbara.
P1.5	Develop written criteria for gratis (fee simple) conveyances. (carry over)	RW	Jan-00	FY01	On Jan 13, mtg on revising the entire ROW property mgmt procedures which includes work already performed on gratis item. Mr. Letourneau is the contact at RIDOT – course book sent to him. Changed time frame since new ROW manual must be appr by Jan-01 which will include this item.

Strategic Objective P2 – Improve the return on investment of the highway system.

Performance Measure/Target P2: Reduce the life cycle costs per lane kilometer (lane mile) of new & reconstructed highways by 25% by 2008.

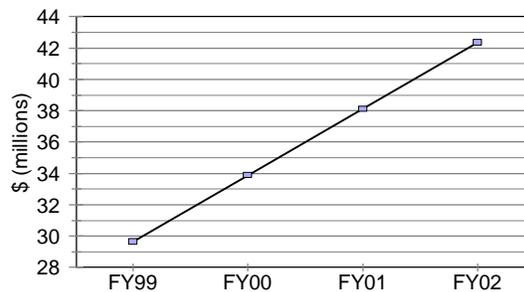
Unexpended Funds Released

Percent - 1999



VE Savings Target

to Maintain RI Current 3.9% Share



#	Strategies	Who does it	Due Date	Comp Date	Status/Activities
P2.1	Monitor property management to maximize return on ROW investment -- inventory system implemented for major routes.	RW	Sep-00		(1) On Dec 29, responded to RIDOT's Nov 9 request to purchase Ottaviano property. In response to RIDOT's Jan 29 letter, appr req. on Feb 11. (2) RIDOT has developed a report for the last 3 yrs – RIDOT to send sample. (3) Processed 3 property conveyances on Jan 26. (4) RIDOT would like a T&E project for addressing the limit of \$10K for business displaces – discussed at the Dec-99 NE ROW Conf. On Dec 20, endorsed RIDOT's Dec 10 request for a pilot project. Mtg held on Jan 19 w/ HQ - draft proposal developed. On Mar 16, sent in RIDOT specific request for I-195 -- appr by HQ on Mar 30. Approval sent to RIDOT on Apr 7. On Jun 5, all hands mtg w/HQ and consultant principles.
P2.2	Train staff and RIDOT on FMIS 4.0 – 10 people.	FM	Sep-00	FY01	Most likely Jan 2001 implementation.
P2.3	Promote use SIB funding for construction projects & evaluate effectiveness – 1 project.	FM	Apr-00		(1) RIDOT has indicated SIB project will be selected for FY00. (Payback with regular FAAP). (2) RIDOT plans to hire expert to assist in this activity as indicated in Feb – focus on innovative finance & use of Tea-21 SIB. (3) Attended AASHTO Financial Management Conference w/ RIDOT.

#	Strategies	Who does it	Due Date	Comp Date	Status/Activities
P2.4	In conjunction with RIDOT, perform QFMI on project closeout -- 75 projects.	FM	Jun-00		QFMI mtg held on Jan 12. Process for streamlining modified project agreements developed. Presentation given on May 18. Draft report underway. Final Report next STP 7/30.
P2.5	Implement Electronic Signature including RIDOT inputting 37 data -- 50 transactions.	FM	Jul-00		Submitted electronic package to RIDOT in Jan-00. Next step to acquire ID's. 9/00
P2.6	Reduce number of inactive projects by 25%.	FM FA	Sep-00		37 projects processed in FMIS to date and 27 at FHWA for closing.
P2.7	Implement the A-87 indirect cost allocation provision. (carry over)	FM	Jul-00		RIDOT looking @ travel & vehicles. Cost accounts have been established. Financial summit meeting Apr 18 & 19 (Alton Jones). Next step is RIDOT to submit an indirect Cost Allocation proposal. To be submitted 1 st quarter.
P2.8	Work with the RIDOT to develop & implement a sound Financial Management System -- new PR20 bill system.	FM	Jun-00		Began configuration of the Oracle Assets and Oracle Inventory applications modules; following the configuration of the core financials application modules and the Grants Management/Projects module began testing transactions through the system; began a series of iterations to fine tune the configurations to meet any requirements uncovered by the system testing purpose as expressed above; continued to look at RIDOT business functions to ensure completeness of the system; assessing of data conversion requirements and interfaces with external systems commenced.
P2.9	Continue assistance to RIDOT in implementing Project Tracking System - - FHWA issues addressed.	A2	Aug-00		RIDOT presentation given on Dec 20. PMM manual under review by RIDOT. Copy given to Division.
P2.10	Work with RIDOT on the development of the Tech. Center @ URI.	ADA	Sep-00		On Nov 9, met w/ URI representatives to discuss issues. Brought to attention of JToole for assistance in resolution. On Dec 8, had conf call between FHWA, RSPA, Governor's Ofc & RIDOT – understanding reached on structure flexibility & strategic plng revisions (documented in Dec 15 fax). On Dec 16, state agencies met w/ URI – agreement reached on structure of Tech Center. FHWA to serve as an advisor on the Board. Job announcement for Executive Director posted Apr 2. Met with Dan Urish on May 5. Policy Level Committee mtg held on May 24 w/ 2 action items along w/ agreement to staff all 4 subcommittees.

Human & Natural Environment Strategic Goal: Protect and enhance the natural environment and communities affected by highway transportation.

Goal Champions:
Barbara Braswell

Strategic Objective E1 – Enhance community & social benefits of highway transportation.

Performance Measure/Target E1: Increase public satisfaction with highway systems & highway projects as a beneficial part of their community – to be measured through surveys.

#	Strategies	Who does it	Due Date	Comp Date	Status/Activities
E1.1	Preserve function of facility through appropriate land use control -- 2 corridor studies.	TP	May-00		(1) Talked to Shawver on Jan 5 to setup a workgroup on congestion mgmt corridors.
E1.2	Assist RIDOT in the use of a consultant to manage and develop enhancement projects -- 20% increase in number of projects.	TP	Feb-00		(1) Division approved 3 authorizations in Jan-00. RIDOT processing projects using MOU's. (2) Met with RIDOT on Feb 11 to discuss consultant - agreed on purchase order approach. (3) Related to M2.3. (4) Met with RIDOT Enhancement staff on Apr 26 to discuss programmatic 106.
E1.3	Obtain approval & monitor/ review first year DBE plan.	ADA SEC1	Sep-00	.	(1) RIDOT submitted revised DBE Plan on Dec 3. Sent to FHWA Team on Dec 10. On Dec 14, met w/ construction representative to discuss prompt payment provisions – agreement reached on days & retainage. On Jan 10, received OST & DBE Team combined comments -- goal adjustments & prompt payment. On Feb 9, notified RIDOT of Jan 10 operational status memo. On Mar 1, submitted revised plan to HQ. On Mar 15, HQ concurrence given and DO appr DBE program on Mar 29. (2) Jobs Opportunity Fair held on Mar 27 w/ new DBE Plan discussed. (3) Second quarter DBE report to HQ on May 2. (4) Attended National Civil Rights Conference May 14 -17. (5) On May 10, appr DBE Trac mobile resource center.
E1.4	Participate in Civil Rights contract compliance review.	SEC1	Jun-00	FY01	Most likely moved to 2001 implementation (Yvette on maternity leave).
E1.5	Investigate status of the Title VI Plan.	SEC1	May-00		(1) On Nov 23, arranged for Mohamad Dumbuya (VA division) to put on Title VI trng. Held Feb 16 & 17 for entire ofc & RIDOT. (2) On Dec 16, appr draft RFP for SS of the OJT Program. On Apr 6 discuss plan with Marie McGlynn RIDOT.

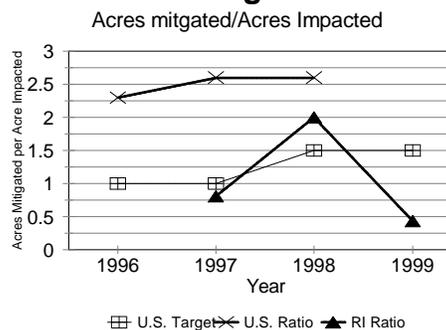
#	Strategies	Who does it	Due Date	Comp Date	Status/Activities
E1.6	Enhance relationship between RIDOT & Narragansett Indians.	RW ADA	Jan-00		<p>(1) On Dec 9, partnering session held w/ baseline established. Agreement reached on addressing compensation issue first @ next mtg in Jan-00. Met on Dec 10 to resolve issues on 3 current projects w/ resolution achieved. On Dec 20, minutes of Dec 9 session distributed to all participants as well as ACHP (their Nov 29 letter) w/ respect to the Southwest/Beavertail Ave Reconstruction Project. On Jan 13, letters went out establishing Feb 1 when compensation items to be discussed. Compensation meeting held – identified agreed and outstanding items along with next steps as documented in Feb 3 letter.</p> <p>(2) At request of Ankner on Dec 2, investigating awareness trng for all parties. Awareness trng held May 31-Jun 2 a total of 76 participants including 8 division employees. On Feb 29, met w/ RIDOT on agenda and instructions. Finalized trng on Apr 6. (3) On Jan 10, accepted Narragansett's Dec 13 proposal of coordinating w/ non-Federally recognized tribes – a mtg to be held to discuss w/ all interested parties. On Apr 7, notified other tribes of 106 mtg on Apr 25. Held meeting on Apr 25. Letter sent to Narragansett tribe on May 4 regarding legal issues. (4) On Jan 26, held mtg with NITHPO to discuss compensation and Jamestown. (5) On Dec 13, participated in FHWA conference call on dealing w/ Native Americans w/ respect to the new 106 regulations. (6) On Feb 11, requested legal interpretation from HQ on compensation requirements. On Mar 10, DA met w/ Governor's Office on Indian compensation. Mar 17 legal opinion supported guidance already given to RIDOT & Tribe. Guidance from legal opinion sent to RIDOT & Tribe on Apr 7 – compensation not required & only fund Federally recognized Tribes. (7) On Feb 8, draft Archaeology 2000 Summer Institute sent to RIDOT. Mtg held w/ RIDOT on Mar 28 for Summer Institute. RIDOT will submit funding request. Met with Rhode Island College regarding Summer Institute on Apr 28. Final draft submitted.</p>

Strategic Objective E2 – Improve the quality of the natural environment by reducing highway related pollution by protecting & enhancing ecosystems.

Performance Measure/Target E2.a: Reduce on-road mobile source emissions by 20% by 2008 – Rhode Island table under development.

Performance Measure/Target E2.b:
Increase net wetland hectare area (acreage) resulting from Federal-aid highway projects by 50% by 2008.

Wetland Mitigation Ratio



#	Strategies	Who does it	Due Date	Comp Date	Status/Activities
E2.1	Develop means of tracking mitigation thru project development to construction.	RW A2	Aug-00		Potential use of FHWA's pilot software.
E2.2	Conduct evaluation of pilot test on streamlined categorical exclusion procedures.	RW	Jun-00		(1) RIDOT submitted agreements, form and instructions on Jan 19 w/ our appr on Feb 9. Encouraged mini-trng on new form/process on Mar 9. (2) On Dec 14 & 15, Berman participated in New England Streamling workshop in Boston. Participating in the "better definition in 106 process" sub group. Action plans for the 5 problem statements were presented Mar 7 in Boston. Final Action plans were submitted on Mar 31. Final Action Plans transmitted on Apr 24. (3) On Mar 2, sent agency's action plan on environmental streamlining to RIDOT for comment by Mar 24.
E2.3	Assess the environmental impacts associate with the Sakonnet River Bridge.	A2	May-00		Bimonthly mtg held on Dec 10. Final SOW (Scope of Work) approved on Dec 28. At Feb 4 mtg, consultant intro & DEIS outlined discussed. On Jan 5, appr 90% plans for interim repairs proj. Mtg held on Mar 10 to finalize draft purpose & need section w/ consultant. MMI MOU signed & sent to FTA on Apr 4. Mtg held on April 7 on status of DEIS. MMI signed and letter sent to RIDOT on Apr 17.

#	Strategies	Who does it	Due Date	Comp Date	Status/Activities
E2.4	Develop streamlined procedures to maximize the benefits of the Native Wildlife Flower Program.	RW A2	Jan-00		Kick-off mtg at RIDOT on Jan 12 with agreement reached on an annual program including the waiver. RIDOT to submit letter by Jan 31. In Feb 7 letter, RIDOT indicated their compliance w/ our Aug 18 memo on invasive species. Mar 14 letter to RIDOT appr waiver. On May 2 FHWA approved RIDOT's Tulip contract.
E2.5	Develop property management procedures for addressing ACHP regulations.	RW	Dec-99	Feb-00	Mtg held Dec 13 to discuss issue. Ltr to RIDOT Dec 17 on process development. On Dec 29, responded to RIDOT Nov 26 request to take over this activity – no at this time until other issues resolved. On Jan 12, meet w/ RIDOT – clarification on ROW activities meeting the terms of an undertaking will be investigated, programmatic approval of primary consulting parties, design will process ROW environmental actions, & revised 106 process needed. On Jan 25, asked C. Burbank about applicability of NEPA and 106 for activities that FHWA is not approving. On Feb 29, informed RIDOT property mgmt activities for locations not related to Interstate – NEPA & 106 do not apply.

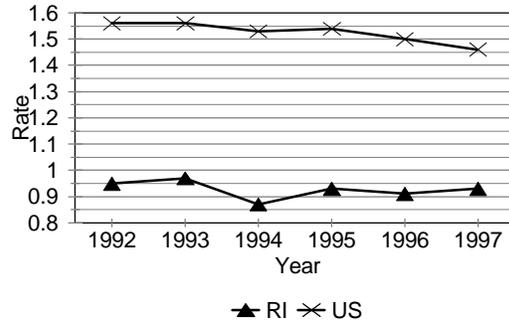
Safety Strategic Objective: Continually improve highway safety.

Goal Champions:
Gabriel Brazao
Robert Molla

Strategic Objective S1 – Reduce the number of highway-related fatalities and injuries.

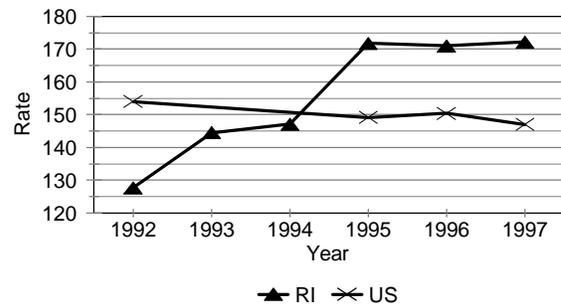
Performance Measure/Target S1.a: 20% reduction in the number of highway-related fatalities by 2008.

Highway Related Fatalities
Per 100 Million VMT



Performance Measure/Target S1.b: 20% reduction in the number of highway related serious injuries by 2008.

Highway Related Injuries
Per 100 Million VMT



#	Strategies	Who does it	Due Date	Comp Date	Status/Activities
S1.1	Develop statewide accident record system including analysis capabilities.	A1 OMC	Jun-00		ROC approved for BETA Engineer focus on electronic reporting format and integration. Ask for schedule from BETA in Jan-00. At Mar 16 mtg, approach to state system discussed. Mtg on Jun 14 to include demonstration of Electronic Accident Reporting System.

#	Strategies	Who does it	Due Date	Comp Date	Status/Activities
S1.2	Assist RIDOT in developing a game plan for pursuing 0.08 BAC legislation.	A1	Dec-99		(1) On Nov 22, sent RIDOT info on accomplishing this along w/ offering our assistance. (2) On Dec 23, authorized \$300K for Governor's Ofc on Hwy Safety – RISIP, Occupant Protection Pilot Program, DRE Conf, Department of Health, & Red Light Running. (3) RIDOT presented their safety campaign on Feb 9 -- primarily dealing w/ 0.08 BAC legislation. Rhode Island House approved .08 legislation week of Apr 24. (4) Guidelines letter on TEA-21 Transfers sent Apr 28. RA not in compliance w/ Repeat Intoxicated Driver Law.
S1.3	Assess effectiveness of Roadside Audits -- more than 70% of recommendations adopted.	A1	Mar-00		Met w/ Mike Bennett and Peter Healey on Jan 11 – requested more trng. FHWA pilot course tentatively scheduled for around Aug 20. Gabe plans on attending-not RIDOT-limited slots. Once formal course is available, it is intended to be held here.
S1.4	Implement use of paddles by flagpersons in construction work zones.	A1	Apr-00		(1) Feb 18 letter to CIRI advising of required use of paddles effective June 1, 2000. (2) Trng Session scheduled for Laborer's Union Trng Center in Connecticut on April 17&18. RIDOT personnel to attend. Contractors' supervisory personnel also invited. (3) Work Zone Trng of RIDOT Maintenance personnel on April 4 & 5. (4) On Mar 17, notified RIDOT of National Workzone Safety Week of Apr 3. On Apr 5, Ankner & Ridenour spoke @ WZ trng on topic – Stay Alert.
S1.5	Assist in the development of a sign policy on the Interstate.	A1	Apr-00	NA	Preliminary discussion with Capaldi & Parker. Discussed with James Capaldi on Feb 12 – RIDOT not interested at this time.
S1.6	Investigate the implementation of the TEA-21 provisions on pedestrians and bicycles during all phases proceeding construction.	A3	Feb-99		(1) Draft Nov-99 Pedestrian study performed by RIDOT. (2) FHWA Bicycle Safety Guidance issued to RIDOT in Feb-00. (3) Progress report submitted to HQ on Mar 31 -- major increase in bicycle mileage added.

Strategic Objective S2 – Reduce the number of fatalities involving large trucks.

Performance Measure/Target S2.a: Reduce the number of fatalities in motor vehicle crashes involving large trucks by 50% in 2009.

Performance Measure/Target S2.b: Reduce the number of injuries in motor vehicle crashes involving large trucks by 50% in 2009.

Performance Measure/Target S2.c: Reduce the number of injury crashes involving large trucks by 50% in 2009. Reduce the rate of crashes involving large trucks by 50% in 2009.

#	Strategies	Who does it	Due Date	Comp Date	Status/Activities
S2.1	Assist in implementation of Performance Registration Information Systems Management.	OMC A1	NA	NA	Kick-off mtg held Sep-99. Planning mtg held on Jan 13 &14.
S2.2	With partners, investigate adequacy of truck parking facilities.	A1 OMC	Nov-99 Jan-01	Nov-99	In Nov 3 memo, plan of action for organizing "Partners for Adequate Parking Facilities" due by Nov-99. On Nov 30, sent means of conducting this investigation to HQ – intend to do in-house in partnership w/ RIDOT & RITA. On Dec 27, sent letters to RIDOT & RITA to schedule the kick-off mtg. Will meet next w/ GIS section to review available aerial photographic data for potential site development. Mtg held on Feb 22 – list of Park & Ride facilities provided. Aerial photos of truck inspection areas to be provided by RIDOT for further review. HQ allocated \$1,100 allocated for this effort. Letter sent to RIDOT on May 5 w/ design comments for I-295 Rest Areas indicating more truck spaces must be provided. Meet next w/GIS section to review available data on Truck weigh stations. Field review of Park & Ride facilities.

National Security Strategic Goal: Improve the Nation's national defense mobility.

Goal Champions:
Gabriel Brazao
Ralph Rizzo

Rhode Island Objective NS1 – Smooth transportation transition for the Y2K rollover.

Performance Measure/Target NS1: No major disruption of transportation services.

#	Strategies	Who does it	Due Date	Comp Date	Status/Activities
NS1	Provide support for the Y2K rollover week.	A1	Jan-00	Jan-00	On Oct 14, met w/ RIEMA to discuss handling Y2K rollover weekend. Completed Y2K rollover weekend on Jan 1 without any problems. Participated in National Exercise w/ RIEMA. Ridenour, Campos & Brazao are Y2K employees. No problems reported. Leap year rollover also uneventful. Letters of Recognition given to Molla, Brazao, Rizzo, Campos & Ridenour.

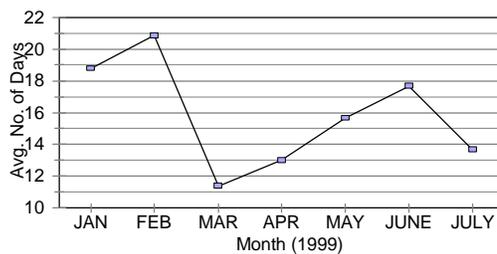
Corporate Management Strategy: Corporate Management Strategies are based on the seven Quality Cornerstones – Leadership, Strategic Planning, Human Resource Development & Management, Customer/ Partner Focus, Information & Analysis, Process Management, and Business Results (Metrics).

Goal Champions:
Melisa Ridenour
Daniel Berman

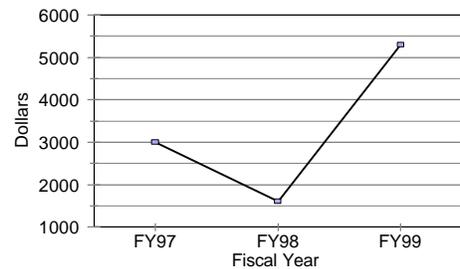
Rhode Island Objective – Provide exemplary customer/partner service through continually enhancement of our office operations.

Performance Measures/Targets: The following are some preliminary measures as detailed in the September 21, 1999 Business Results Report for customer focused and human resources. The financial performance and organizational effectiveness measures are provided in the strategic goals above.

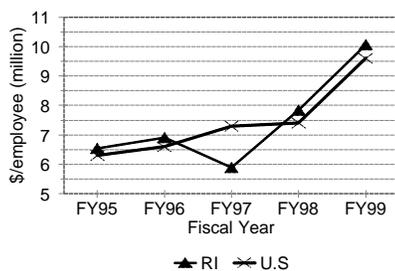
Average Days to Respond to St
Calendar Days (Monthly)



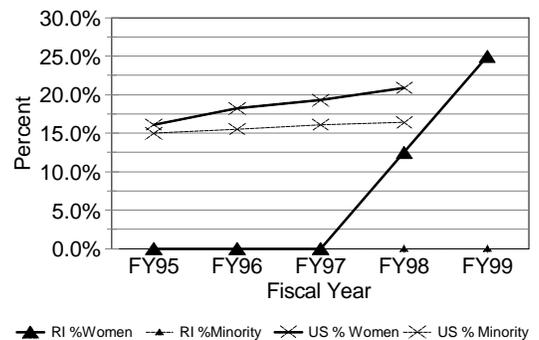
Division Training Expenditures



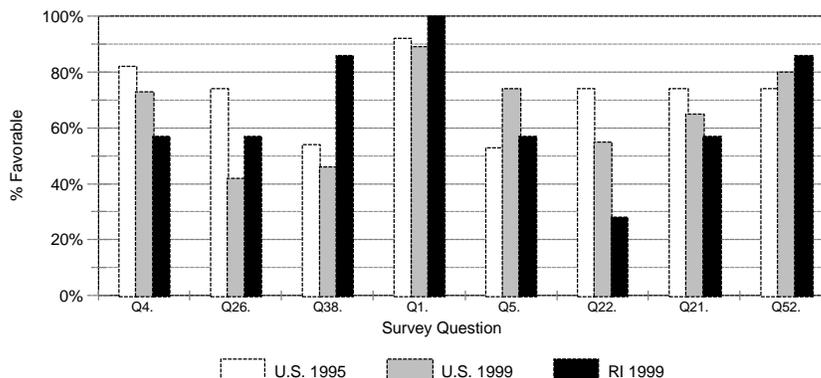
Total Program Funding Per Employee
\$ million



% Women and Minorities at Senior Level
Gs-13 or Above



Employee Satisfaction Survey Results
(% Favorable)



- Survey Questions:
 Q4 - Job Satisfaction
 Q26 - Career Development
 Q38 - Internal Communication
 Q1 - Know What is Expected
 Q5 - Applying Skills & Expertise
 Q22 - Rewards & Recognition
 Q21 - Sensitive to Employee Needs
 Q52 - Adequate Office Supplies/Equipment

#	Action Item	Who does it	Due Date	Comp Date	Status/Activities
CM1	Complete Baseline Assesment with enhancement initiatives incorporated into the Plan.	DA	Nov-99	Nov-99	"Advance" held on Oct 27. Summary of comments distributed on Nov 5. Initiatives included in Plan on Nov 24.
CM2	Implement Delphi (DAFIS replacement) System when it becomes available -- 3 people trained.	FM	Feb-00	FY01	Implementation deferred nationally until FY2001.
CM-L1	Leadership: Develop formal mechanism for obtaining feedback.	DA	Jun-00		
CM-L2	Leadership: Continue 1-on-1 discussions.	DA	on-going		On Apr 12, sent E-mail to staff for feedback and setup of discussions.
CM-L3	Leadership: Evaluate effectiveness of office plan.	ADA	Jul-00		Developed survey rating last year's performance plan. Analyzed results for input to FY 2001 plan.
CM-L4	Leadership: Raise conflicting priorities to management.	All	on-going		(1) On Jan 10, Savard discussed Washington Br & lead based paint removal.
CM-L5	Leadership: Clarify roles & responsibilities.	Team (ADA)	Mar-00		Draft outline under way.
CM-L6	Leadership: Revise delegation of authority.	ADA	Jan-00	Mar-00	Talked to staff in Dec-99. Revising delegations for approval circulated Jan 23. Draft completed on Jan 31. Revised delegation sent to RIDOT on Mar 3.
CM-L7	Leadership: Develop office policy on community outreach.	Team (SEC2)	Jan-00	Mar-00	(1) On Oct 5, Ridenour gave transportation presentation @ Tulsa grade school during the AASHTO Conf. (2) On Oct 6, Nunez, Braswell & Rizzo participated in Walk Your Child to School. (3) On Nov 18, hosted a class to attend a DOT rocket event w/ Nunez - 34 participating. (4) On Feb 2, Ground-hog Job Shadowing Day event held with 9 students. Recognition lunch and flowers on Feb 3. (5) Nunez is heading a team w/ Rizzo & Campos to develop our ofc policy on community outreach. Draft policy presented at Feb 8 staff mtg. Policy finalized at Mar staff mtg.
CM-S1	Strategic Planning: Establish written procedures for development of office performance plan.	ADA	Apr-00		Begin draft of procedures in Jan-00. Draft procedures given to staff. Revisions made and procedures on network.
CM-S2	Strategic Planning: Work w/ RIDOT in creation of their performance measures.	DA FM	TBD		On Dec 2, distributed RIDOT game plan on performance measures.

#	Action Item	Who does it	Due Date	Comp Date	Status/Activities
CM-S3	Strategic Planning: Develop a CMS assessment process.	DA	Apr-00		On Nov 5, questionnaire on ofc baseline assessment sent out. On Nov 17, results of questionnaire distributed.
CM-H1	Human Resources: Solicit employees' preference on type of award to receive.	DA	Dec-99	Jan-00	On Nov 29, solicited employees preference on award program w/ responses due by Dec 6. Last response received Dec 23. On Jan 11, distributed summary.
CM-H2	Human Resources: Develop IDP based upon core competence framework.	FM FA SEC2	Jan-00		IDP for Fiscal Clerk under review.
CM-H3	Human Resources: Disclose award distribution.	DA	Aug-00	Nov-99	On Nov 24, award allocation shared with office. Also related to CM-H1.
CM-H4	Human Resources: Plan & discuss video trng.	FM	on-going		To be done monthly on day of staff mtg. Will evaluate value. First session held on Feb 8.
CM-H5	Human Resources: Assess severe weather policy.	DA	Jan-00	Jan-00	On Dec 7, requested employees views on policy w/ responses due by Dec 13. Final policy distributed on Jan 31.
CM-H6	Human Resources: Pursue health facility in building.	FM	Feb-00	Feb-00	Discussion held w/ local area clubs (Golds & Sherwood) for Corporate membership. Not viable. No local clubs convenient for corp. membership, individual clubs approved.
CM-C1	Customer Focus: Establish customer data file.	SEC2	Feb-00		
CM-C2	Customer Focus: Develop response procedure.	Team (FM)	Mar-00		
CM-P1	Process Mgmt: Hold Continuous Process Mgmt trng.	FM	Feb-00	Apr-00	Arranged CPI training for Apr 11-12. Held w/ 28 participating – our entire office of 11 w/ remaining from RIDOT. COMPLETED
CM-P2	Process Mgmt: Arrange for marketing trng.	FM	Jun-00	FY01	ERC is developing media training as indicated at Nov DA/ADA mtg. Deferred to FY 2001 due to the numerous ofc trng.
CM-P3	Process Mgmt: Establish understanding w/ RIDOT on performance of program reviews.	DA	Feb-00	Jan-00	Discussed @ mtg w/ Bill on Dec 2. Jan 19 letter discussed operating as "true" teams.
CM-I1	Info & Analysis: Use data to support decisions/ recommendations.	All	on-going		

#	Action Item	Who does it	Due Date	Comp Date	Status/Activities
CM-I2	Info & Analysis: Establish performance measures for each program review.	All	on-going		(1) For RIDOT/Narragansett Indians/FHWA partnering session, baseline established.
CM-R1	Business Results: Include conference attendance data in trng measure.	FM	Mar-00		Conf. data tracked on subsidiary ledger for compilation on t.e. Report
CM-R2	Business Results: Include HQ data on top 75 urban areas in ITS measure.	A1	Mar-00		
CM-R3	Business Results: Establish bridge measure(s) for RI.	BR	Jun-00		On Dec 6, Savard met w/ RIDOT to discuss issues. Also discussed during Dec 2 mtg w/ Ankner. Coordinating mtg between design & maintenance to discuss issues to be held in Jan-00. Letter written on deficient bridges Feb 1 to RIDOT & requested mtg. Issue also brought up during FRIP mtg on Mar 15. Mtg date with RIDOT Bridge to be established. Also related to CM-R3. Letter to RIDOT. On May 23 requesting meeting on deficient bridges.
CM-R4	Business Results: Breakdown injury data.	A1	Apr-00		