

Action Step Number	Finding	Rec.	Status of Action Steps		Lead	Done	Projected date of completion with current budget	Budget Impact	Needs Legislation
			Construction Management/Highway Maintenance Performance Audit						
H1.1	1	1	This action is ongoing: The Department's Purchasing and Materials Management presented the results of the performance audit and the action plan to leadership in all WSDOT regions. The Materials Management Team set a 2008 performance objective of 25 training sessions for 250 system users. The team has a firm schedule of 10 classes in five different regions during the summer of 2008. An additional 4 classes are being coordinated. In 2007 the team conducted 28 training sessions for 203 users.		Bill Ford		Ongoing		
H1.2	1	1	This action is ongoing: WSDOT discussed its inventory systems and requirements with OFM, and participates in Roadmap meetings and activities in support of a statewide enterprise systems that will fulfill WSDOT business needs.		Bill Ford		Ongoing		
H1.3	1	1	A final evaluation of the fleet management system for possible short term consumable inventory use is due to be completed by June 2008. In reviewing the inventory management functions, we determined that the M4 fleet management system (or the replacement M5 system) would not be an acceptable consumable inventory platform. The critical flaws of M4 include: no interface to TRAINS (WSDOT's Accounting System); no unit conversion capabilities; and costly modifications to support commodity codes.		Bill Ford		June 2008		
H1.4	1	1	An evaluation of financing for a consumable inventory system is due to be completed by June 2008.		Bill Ford		June 2008		
H2.1	2	2	This action is ongoing. Current status is as follows: Certifications complete: 16 (8 in HQ; 8 in regions); Applications approved for testing: 4 (2 in HQ; 2 in regions); Applications in preparation: 5 (1 in HQ; 4 in regions); Expected new certifications in 2008: 9.		Bill Ford		Ongoing		
H2.2	2	2	Completed. All regions were surveyed, and the results have been compared to inventory data indicating which practices achieve the best results.		Bill Ford	Done			
H2.3	2	2	This action is ongoing: The Materials Management Team set a 2008 performance objective of 25 training sessions for 250 system users.		Bill Ford		Ongoing		
H2.4	2	2	Complete. Certification and training is being managed by the Purchasing and Materials Manager. All class attendance is logged into the department's Automated Training Management System.		Bill Ford	Done			
H3.1	3	3	WSDOT is implementing the action steps associated with recommendations 1 and 2, as committed in the formal response to the audit report.		Bill Ford	Done			
H3.2	3	3	WSDOT completed its implementation plan for appropriate orders, receipts, and issues of inventory to be entered into the consumable inventory system, March 2008.		Bill Ford	Done			
H3.3	3	3	Adding used inventory in serviceable condition to the inventory system is due to be completed by FY09.		Bill Ford		June 30, 2009		
H4.1	4	4	This action is an ongoing activity. WSDOT has worked with GA to review equipment requirements, engaged in training with GA staff on interagency agreement performance expectations, jointly met with contract suppliers, and reviewed critical contracts.		Bill Ford		Ongoing		
H4.2	4	4	WSDOT and GA established performance measures that are now reviewed with GA staff during quarterly meetings. Due to turnover in GA procurement positions, we are seeking clarification on responsibilities for meeting specific performance targets.		Bill Ford		Ongoing		
H5.1	5	5	Purchasing and Materials Management (PMMO) staff completed field visits to assess the processes being used to award 'Q' contracts. Our observations validate the performance audit findings. This action step is complete. Additionally, PMMO will develop and implement policy, procedure, training, and oversight measures to improve the 'Q' contracting process by October 31, 2008.		Bill Ford	Done			

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H5.2	5	5	WSDOT has budgeted for department-paid memberships in two professional organizations that provide supply management staff with access to continuing education and certification at reduced rates. In 2008, we anticipate nine additional purchasing and supply professional certifications to be earned. This action is complete.		Bill Ford	Done			
H5.3	5	5	This action is an ongoing activity: WSDOT has obtained the contracting templates used by GA and will incorporate their use in 'Q' contracts as appropriate.		Bill Ford	Done			
H5.4	5	5	The cost of materials purchased under "Q" contract authority will be included in the 2009-11 budget request.		Bill Ford		With 2009-11 Budget Request		
H6.1	6	6	This action is an ongoing activity: Through May 14, 2008, there were 22 multi-year projects that contained the Asphalt Cost Price Adjustment provision. A total \$3,525 has been paid thus far on one project. There has been a marked increase in the asphalt costs. Additional pay adjustments are expected as paving gears up this spring and summer. The next annual update is due in November 2008.		Jerry Lenzi		Ongoing		
H7.1	7	7	This action is an ongoing activity: We continue to have discussions and to study the performance issues for Recycled Asphalt Pavement (RAP). Discussions with Texas DOT revealed that the trial listed in the audit as upcoming, with estimated savings, did not take place. We continue to monitor research on higher levels of use of RAP and the Department's Materials Lab is coordinating with the Local Programs Division to help educate the local agencies on the use of RAP.		Jerry Lenzi		Ongoing		
H8.1	8	8	This action is ongoing: The State Materials Engineer continues to participate in a national Technical Working Group and has been asked to join the steering committee for an international WMA conference to take place November 11-13, 2008. The experimental placement of Warm Mix Asphalt on the North Central Region Project is scheduled for July 7, 2008. WSDOT is reviewing possible test projects west of the Cascades for 2008 or 2009.		Jerry Lenzi		Ongoing	Yes	
H9.1	9	9	This action is an ongoing activity: WSDOT has seen a general increase in competition in the last year. In rural areas with less competition, WSDOT attempts to establish material sources to attract competition. Bid prices are reviewed routinely as bids are opened to check for irregularities.		Jerry Lenzi		Ongoing		
H10.1	10	10	The Safety Rest Area strategic plan is due to be completed in early summer 2008. The anticipated due date of March 2008 was not met due to extended SRA Advisory Team efforts to obtain additional information and evaluate potential future SRA locations, ten year rest area funding needs, and program organizational structure		Jerry Lenzi		Early Summer 2008 (original date: March)		
H10.2	10	10	We have been using water data now since 2005 to calculate visitors and plan on using this information to justify the need for funding and other suggestions from the audit on why funding is needed for the program.		Jerry Lenzi		Annually		
H11.1	11	11	The Safety Rest Area strategic plan is due to be completed in early summer 2008. The anticipated due date of March 2008 was not met due to extended SRA Advisory Team efforts to obtain additional information and evaluate potential future SRA locations, ten year rest area funding needs, and program organizational structure		Jerry Lenzi		Early Summer 2008 (original date: March)		
H11.2	11	11	SRA Operations has developed a clear understanding of the three contracts' language and requirements, and all vendor contracts (three) are now handled by one office, which will provide ongoing assistance and oversight of state rest area contracts		Jerry Lenzi		Ongoing		
H12.1	12	12	The Computer Maintenance Management Systems is due to be implemented statewide by December 2009.		Jerry Lenzi		December 2009	Possible	
H12.2	12	12	The Capital Improvement and Preservation Program Plan that shows the request for funding for the SRA program is due to be completed by September 1, 2008.		Jerry Lenzi		Ongoing	Possible	

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H13.1	13	13	An evaluation of career paths and training opportunities within the maintenance field is due to be completed by August 31, 2009.		Jerry Lenzi, Bill Ford		Begin by July 1, 2008 and conclude by August 31, 2009	Possible	
H14.1	14	14	Strategies to identify essential maintenance backlogs are due to be completed by December 2008.		Jerry Lenzi		December 2008 (original date: 6/19/08)	Yes	
H14.2	14	14	An estimate of operations and maintenance costs needed to support the highway expansion underway as a result of the 2003 and 2005 funding packages is due to be completed as part of the preparation for the 2009-11 budget development process.		Jerry Lenzi		2009-11 Budget Request	Yes	
H15.1	15	15	A strategy to measure a maintenance backlog is being developed as part of the preparation for the 2009-11 budget development process. The maintenance backlog for some activities has been identified as part of the 2009-11 budget development		Jerry Lenzi		December 2008 (original date: 6/19/08)	Yes	
H15.2	15	15	Documenting the consequences of not funding maintenance activities is being worked on as part of the preparation for the 2009-11 budget development process.		Jerry Lenzi		2009-11 Budget Request	Yes	
H16.1	16	16	Budget impacts of unfunded mandates are due to be estimated by June 30, 2008.		Jerry Lenzi		June 30, 2008		
H17.1	17	17	Alternative uses of safety rest areas will be recommended as part of the SRA Strategic Plan, which will be completed by June 2008.		Jerry Lenzi		June 2008 (original date: March)	Yes	
H18.1	18	18	This is an ongoing activity: SRA Operations meets annually with WSP personnel and local law enforcement as appropriate to identify and curtail inappropriate and illegal behaviors.		Jerry Lenzi		2009-11 Budget Request		
H19.1	19	19	Annual MAP surveys will begin in June 2008. The effectiveness of this change (from bi-annual surveys) will be evaluated in the fall of 2008.		Jerry Lenzi		Fall 2008		
H20.1	20	20	A narrative summary is included in the <i>Gray Notebook</i> for 2007 MAP reporting. Narrative summaries have also been included in reporting 2007 MAP results during the 2008 legislative session.		Jerry Lenzi		Ongoing		
H21.1	21	21	Policy statements and procedures to coordinate consistent and timely PMRS application are being implemented from May through July 2008.		Jerry Lenzi		July 2008 (original date: January 2008)		
H21.2	21	21	Executive Order 1032.00 for project management is now scheduled to be enacted in July 2008, not January as originally anticipated. The implementation will be timed to coincide with the deployment of new software in July 2008.		Jerry Lenzi		July 2008 (original date: February 2008)		
H21.3	21	21	This is an ongoing activity as part of SPMG. Key milestones include: implementation of the Enterprise Content Management System by Summer of 2008, Primavera Project Manager by Spring of 2009, Primavera Contract Manager by Fall of 2009, with the integration completed by Spring of 2010. Business Managers will be integrated into WSDOT project offices as needed to support delivery of the program.		Jerry Lenzi		Ongoing as part of SPMG effort		
H21.4	21	21	This is an ongoing activity: CEVP® is a very active part of our project development program, and is refined during the life of a project. It usually is updated on an annual basis or as major milestones or decisions are achieved on a project.		Jerry Lenzi		Ongoing		
H21.5	21	21	The latest round of Region Design and Construction Conferences (February 2008) all included a session regarding SPMG and PMRS expectations and timelines for implementation. In addition, this will be a component of the Statewide PE meeting.		Jerry Lenzi		Ongoing		
H22.1	22	22	Addressing recommendation 21 as described above. Additional action is ongoing regarding a lessons learned folio that was developed and presented at the Region and Statewide Design and Construction Conferences. Lessons learned are now available on the Department's website. Currently, each Region has a different method of capturing lessons learned. WSDOT is developing a plan to support a more systematic approach to this process.		Jerry Lenzi		See Dates Above for Recommendation 21; Beginning February 2008 & Ongoing		

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H22.2	22	22	Progress of the lessons learned effort and the schedule for developing improvements on the website is due to be completed by February 2009.		Jerry Lenzi		February 2009		
H23.1	23	23	This is an ongoing activity: WSDOT continues to use performance contracting and best value selection as appropriate		Jerry Lenzi		Ongoing		
H24.1	24	24	The special provisions for primavera 3 schedule requirements have already been developed with Industry input through our AGC Admin team. They are currently beign applied as applicaple.		Jerry Lenzi		Ongoing as part of SPMG effort		
H25.1	25	25	A cross functional team to evaluate existing informal processes and procedures that support trend analysis met in May. Next steps will be to meet in June and review sample data. That meeting will focus on developing a process for reviewing trends, assigning tasks and following up on a regular basis.		Jerry Lenzi		July 2008		
H26.1	26	26	See 27.2; we support our existing bid award process, but will continue to work with Regions and industry for improvements as PMRS tools and training are deployed. This will also be tied to the Trend analysis action step 25.1		Jerry Lenzi		Ongoing as part of SPMG effort		
H26.2	26	26	This action is due to be completed as part of the preparation for the 2009-11 budget development process. .		Jerry Lenzi		2009-11 Budget Request		
H27.1	27	27	Initial investigation of electronic bidding opportunities was completed December 2007.		Jerry Lenzi	Done			
H27.2	27	27	An electronic bidding implementation plan is due to be completed by December 2008.		Jerry Lenzi		December 2008 (original date: August 2008)		
H28.1	28	28	Addressing recommendation 21 as described above.		Jerry Lenzi		See Dates Above for Recommendation 21		
H28.2	28	28	This was completed in the 2008 session. WSDOT is required, via proviso, to report PMRS scope, schedule and budget to the Legislature and to OFM on a quarterly basis. WSDOT has used our DIS/ISB reports for this purpose to avoid extra effort and inconsistencies in our external reporting. We also provided an update to the SPMG Strategic Plan in the Fall of 2007.		Jerry Lenzi	Done			
H29.1	29	29	Addressing recommendation 21 as described above.		Jerry Lenzi	Done			
H30.1	30	30	Integrating business managers to WSDOT project offices and providing cost tracking and estimating software is due to be completed in November 2008.		Jerry Lenzi		Ongoing, review at end of 2008 construction season (November)		
H30.2	30	30	Based on results of projects reviewed, WSDOT will take actions as appropriate to improve cost estimation		Jerry Lenzi		Ongoing		
H31.1	31	31	Integrating business managers to WSDOT project offices and providing cost tracking and estimating software is due to be completed in November 2008.		Jerry Lenzi		Ongoing, review at end of 2008 construction season (November)		
H32.1	32	32	The new system for categorizing change orders has been deployed. We will monitor and improve the system as the users provide feedback. This will also be tied to the Trend analysis action step 25.1.		Jerry Lenzi	Done			
H33.1	33	33	This is an ongoing action: training has been developed and has provided in two regions to 101 people. We will continue to address and deploy on an ongoing basis.		Jerry Lenzi		Ongoing		
H34.1	34	34	This is an ongoing action: WSDOT continues to track and evaluate performance measures as reported in the <i>Gray Notebook</i> and GMAP.		Jerry Lenzi		Ongoing		
Highway Project Management and Maintenance Audit Recommendations									

Action Step Number	Finding	Rec.	Status of Action Steps Construction Management/Highway Maintenance Performance Audit	Lead	Done	Projected date of completion with current budget	Budget Impact	Needs Legislation
Recommendation #1:	We recommend WSDOT:							
			pursue the development of an integrated purchasing-inventory management system linked to the Department's accounting system.					
			consider the use of M4 as a short-term solution.					
Recommendation #2:	We recommend WSDOT assure inventory is managed only by appropriately trained personnel.							
Recommendation #3:	We recommend WSDOT:							
Recommendation #4:	We recommend WSDOT work directly with GA to:							
			obtain detailed information identifying timeliness of service.					
			establish reasonable benchmarks.					
Recommendation #5:	We recommend WSDOT:							
			increase department-level oversight of regional "Q" contract practices to promote more efficient bidding and contract administration.					
			continue and expand its training and certification program for procurement and inventory management personnel.					
			revise the WSDOT Purchasing Manual to provide specific guidance price adjustments during the term of a contract and at the time of contract renewal.					
Recommendation #6:	We recommend WSDOT pursue the use of price adjustment clauses for HMA to include all future HMA-related contracts.							
Recommendation #7:	We recommend WSDOT:							
			encourage local governments to allow the use of RAP consistent with WSDOT practices.					
			explore increasing allowable RAP levels in non-critical mixes.					
Recommendation #8:	We recommend WSDOT continue to monitor WMA research and current U.S. evaluations							
Recommendation #9:	We recommend WSDOT and other public entities monitor HMA competition and service levels.							
Recommendation #10:	We recommend WSDOT:							
			undertake a comprehensive strategic and operational review of the SRA Program.					
			maintain historical records and develop a trending log to assist in determining budgetary requirements.					
Recommendation #11:	We recommend WSDOT:							
			conduct a comprehensive organizational review of its SRA Program.					
			establish milestones and key performance indicators.					
Recommendation #12:	We recommend WSDOT:							
			pursue statutory changes to allow SRA revenues to be dedicated to SRA maintenance activities.					
			prioritize preservation of the SRA System and fund appropriately.					
Recommendation #13:	We recommend WSDOT:							
			determine the types of skills by timeframe that the M&O program will need to replace as experienced personnel retire.					
			determine what types of work schedules - project, part-time, job-sharing, job rotation -could be offered in order to retain persons eligible to retire or nearing retirement eligibility.					
Recommendation #14:	We recommend WSDOT:							
			determine from the respective maintenance management systems the current backlogs of essential maintenance and repair.					
			prepare a comprehensive listing of the backlogs of essential maintenance and repair and assess the risk that the backlogs may pose, if any.					
			include the backlogs of essential maintenance and repair as one element of the M&O budget justification.					
Recommendation #15:	We recommend WSDOT:							
			prioritize the development of a centralized maintenance management system.					
			annually calculate an estimate of the current replacement cost of the infrastructure.					
			establish an M&O minimum.					
			include each measurement in its performance measures program.					
Recommendation #16:	We recommend WSDOT:							
			research, document, and maintain summary information concerning past and future unfunded mandates.					
			record budget ramifications.					
Recommendation #17:	We recommend WSDOT:							
			consider creating direct communication links between the Traffic Management Centers and the state's Emergency Operation Centers.					
			identify SRA deficiencies in acreage, motor vehicle parking capacity, water supply and distribution, emergency power, and the means for disposing of sewage during the surge conditions of a major emergency.					
			seek federal funding to support safety rest area disaster preparedness upgrades and the construction of additional sites for the most likely risk scenarios.					
Recommendation #18:	We recommend WSDOT consider adding cameras and monitoring equipment to the broadband capabilities of current and future SRA installations.							

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Recommendation #19: We recommend WSDOT determine if information needs will permit the reduction of the size of the required random samples for the Maintenance Accountability Process								
Recommendation #20: We recommend WSDOT increase the detail of MAP organizational review level achievements to provide additional indication of accomplishments.								
Recommendation #21: We recommend WSDOT: ensure SPMG recommendations are followed and published management practices are implemented. follow up with activities to assure expected outcomes are realized.								
Recommendation #22: We recommend WSDOT: ensure all aspects of the Project Management On-Line Guide are applied consistently to each project. require consistent entry of "lessons learned" into the agency's centralized database.								
Recommendation #23: We recommend WSDOT pursue legislative authority to use a performance contracting strategy for applicable projects. We recommend the Washington State Legislature modify current contracting requirements to allow performance based contracting as appropriate.								
Recommendation #24: We recommend WSDOT:								
Recommendation #25: We recommend WSDOT continuously review cost changes and manage as appropriate.								
Recommendation #26: We recommend WSDOT incorporate actual costs and quantities into EBASE to develop cost benchmarks and cost metrics that can be used for estimating future projects and determining cost overrun trends.								
Recommendation #27: We recommend WSDOT continue investigating electronic bidding systems to streamline the process, increase competition among vendors and reduce paper use.								
Recommendation #28: We recommend WSDOT: standardize cost reporting practices for all project phases. utilize cost engineers or business managers who are responsible for projects on a collective or regional basis.								
Recommendation #29: We recommend WSDOT standardize Change Order Logs and integrate each into Project Cost Reports.								
Recommendation #30: We recommend WSDOT use, where appropriate, rate adjustments based upon a pro-rata of the bid contract unit rates to assure the optimization of the value of changes								
Recommendation #31: We recommend WSDOT hire, where appropriate, cost engineers or quantity surveyors to aggressively manage all change costs during construction, and maximize the cost-benefit of deployment through integrating activities such as cost report management and budget estimating.								
Recommendation #32: We recommend WSDOT use change source categories to provide a basis for understanding changes on all projects.								
Recommendation #33: We recommend WSDOT require greater price transparency from contractors for proposed change costs.								
Recommendation #34: We recommend WSDOT continue to develop and maintain project performance indicators that can be monitored at state and project levels.								
Highway Project Management and Maintenance Audit Findings								
Finding#1: WSDOT's Consumable Inventory Management System does not Support the use of Automated Business Processes Relying on Non-Automated, Burdensome Business Processes to Perform Routine Tasks								
Finding#2: Current Practices in Some WSDOT Regions have Prevented the Processing of Inventory and Accounting Transactions to Leverage its Inventory Management System								
Finding#3: WSDOT Inventory Records are Not Consistently Adjusted Creating Inaccuracies in the Consumable Inventory System and Impeding Efforts to More Effectively Manage Inventory								
Finding#4: WSDOT Procurement Through the Department of General Administration Exceed Federal Procurement Benchmarks and Limit Purchasing Power and Future Economies								
Finding#5: WSDOT Regional Purchasing Practices for Quantity "Q" Contracts May be Inconsistent Reducing Public Visibility, Requiring Additional Work for Bidders, Restricting Price Adjustment Provisions, and Inappropriately Using Liquidated Damage Clauses								

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Finding#6:	WSDOT Does Not Use Price Adjustment Clauses for All HMA Resulting in Increased Vendor Risk							
Finding#7:	WSDOT Can Educate and Encourage the Use of Reclaimed Asphalt Pavement Potentially Resulting in Cost Saving Opportunities							
Finding#8:	Potential Opportunities Exist to Use WMA Technology to Reduce the Cost of Installed Asphalt							
Finding#9:	Although WSDOT Does Not Own HMA Plants WSDOT, Direct Ownership May be Appropriate Given Specific Conditions							
Finding#10:	WSDOT Has Not Strategically Considered SRA Use and Operations nor Maintained Historical Records Regarding the Number of Travelers Served Annually							
Finding#11:	Unclear WSDOT SRA Roles and Responsibilities and No Single Program Level Leader With Full Accountability Have Resulted in Non-Collection of Contract Amounts, Capacity Issues, and Limited Planning.							
Finding#12:	Revenues: Essential WSDOT Maintenance and Repair of SRAs is not Consistently Prioritized or Adequately Funded Resulting in a Deteriorating Infrastructure							
Finding#13:	WSDOT is Facing an Engineer and Project Manger Labor Shortage Potentially Resulting in Increased costs and the Loss of Institutional Knowledge							
Finding#14:	WSDOT Does Not Compile Essential Facility Maintenance and Repair for all Activities Limiting the Ability to Estimate the Degree of Risk Concerning							
Finding#15:	WSDOT Maintenance and Operations Program Does Not Provide a Measure of the Effectiveness of Efforts Towards Determining Significant							
Finding#16:	WSDOT Does Not Maintain Summary Information Concerning Past and Future Unfunded Mandates Reducing the Ability to Determine Budget							
Finding#17:	WSDOT is Favorably Organized to Respond Regionally or Statewide to Emergencies or Disasters							
Finding#18:	WSDOT Can Improve SRA Safety to Help Deter Illegal Activities							
Finding#19:	WSDOT Sampling Plans Can Potentially be Reduced to Help Decrease Costs							
Finding#20:	WSDOT MAP Organizational Review Level Achievements Do Not Provide Detailed Indication of Accomplishments							
Finding#21:	WSDOT Implementation of SPMG Recommendations Will Eliminate Many Management and Reporting Inconsistencies							
Finding#22:	Many Sampled Projects Contained Planning Inconsistencies and Deficiencies Resulting in Project Inconsistencies							
Finding#23:	WSDOT's Current Procurement Strategies Limit Best Value, Increase Project Risk and Soft Costs, and Result in Longer Delays							
Finding#24:	WSDOT Has Minimal Consistency in Procedures and Schedules Limiting the Ability to Effectively Manage Projects							
Finding#25:	WSDOT Has Had Difficulty in Identifying Trends in High-Risk Quantity Growth Items Resulting in Unnecessary Costs.							
Finding#26:	WSDOT's Bid Evaluation and Award Approach Does Not Incorporate Actual Costs and Quantities Potentially Increasing Costs							
Finding#27:	WSDOT's Does Not Participate in an Electronic Bid Evaluation and Award Forum Potentially Limiting Perspective Vendors							
Finding#28:	Sampled WSDOT Projects Found No Consistency of Total Project Cost Forecasting Decreasing the Ability to Determine the Volume of Change Orders and Other Categories of Cost Growth							
Finding#29:	WSDOT Change Order Logs Varied Extensively in Format and Level of Detail Increasing Potential Project Claims							
Finding#30:	WSDOT Does Not Use Rate Adjustments Based Upon a Pro-Rata of Bid Contract Unit Rates Resulting in Increased Costs							
Finding#31:	WSDOT Does Not Aggressively Manage Change Orders Resulting in Increased Project Costs							
Finding#32:	WSDOT's Categorization of Change Costs Limits the Ability to Effectively Track and Manage							
Finding#33:	WSDOT's Independent Engineer's Estimates Do Not Optimize Value of Change Orders Limiting the Ability to Determine Fairness and							
Finding#34:	WSDOT's Current Performance Measures Could be Enhanced to Provided Additional Indicators of Performance							