



*Efficient Transportation Decision Making*

# Performance Management Program Practitioner's Guide



**Efficient Transportation Decision Making**  
*...While Protecting Florida's Environment*



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**etdm**  
**performance**  
**management**

**November 2008**

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## **Section 1 Introduction**

The Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU), adopted August 25, 2005 (23 USC), requires that performance measures be developed for transportation environmental review processes.

To meet SAFETEA-LU requirements for performance monitoring, the Efficient Transportation Decision Making (ETDM) Performance Management Program (PMP) was developed to monitor, evaluate and document the activities of the ETDM participants, and the ETDM process itself, in meeting the established performance goals. The performance goals and measures are used to evaluate the level of efficiency and effectiveness of the ETDM process activities undertaken by the Florida Department of Transportation (FDOT) and the participating agencies. In addition, the PMP helps identify deficiencies within the ETDM Process that can be modified to improve and further streamline environmental review of transportation projects, while enhancing both accountability and transparency.

The PMP helps provide a basis for:

- *Enhancing communication between FDOT and Environmental Technical Advisory Team (ETAT) agencies on meeting Performance targets*
- *Identifying performance quality issues*
- *Continuously monitoring program performance*
- *Identifying performance issues and developing efficient and effective solutions*
- *Improving overall program performance*
- *Recognizing and promoting the successes of the ETDM Process*
- *Investment decisions made in funding the ETDM process*

The ETDM PMP brings together a combination of data collection tools, monitoring reports, means of communication, and information sources. The activities of the ETDM PMP are guided by the operation procedures established in the Planning, Programming and Project Development chapters of the ETDM Manual, part of the Project Development and Environment (PD&E) Manual allotted to environmental documents, and the ETDM Agency Operating Agreements and Funding Agreements. The ETDM PMP monitors and documents the activities of the Planning, Programming, and Project Development Phases and their level of effectiveness and efficiency.

The three main goals for the ETDM Process are as follows:

- *Improve interagency coordination and dispute resolution*
- *Integrate project delivery*
- *Develop environmental stewardship through environmental resources*

Assessing progress toward the achievement of these goals was the impetus for the development of the ETDM PMP. The ETDM PMP assesses the performance of the 19 agencies, FDOT Districts, and the ETDM Process based on the specified performance measures, evaluation criteria, and the period of performance.

A goal of the PMP is to ensure, where possible, that data collected to calculate the performance results are derived from project information and review comments entered into the Environmental Screening Tool (EST) during normal project entry and review procedures. The primary source of data for the ETDM PMP is current project information entered in the EST. Annual surveys supplement this data.

The ETDM PMP communication tools include:

1. EST Reports
2. ETAT and District Surveys

3. Invoice Reports
4. Feedback Reports
5. Teleconferences
6. Face-to-face meetings
7. Survey Summary Reports
8. National Environmental Policy Act (NEPA) Report Tools in EST

These tools are used in a variety of ways to provide feedback on ETDM Process performance, and facilitate communication and interagency coordination between the FDOT and the participating agencies.

Two of the primary performance reports used in the ETDM PMP are the ETDM Scorecard and the Summary Performance Report. The ETDM Scorecard is a performance report which displays the grade for each agency with an ETDM Agreement, the FDOT Districts, and the ETDM Process. The Summary Performance Report uses the performance measures evaluation metrics where applicable (See Table 2). The Report also displays the summary results of each performance measure while providing access to those performance measures that have detailed reports available.

FDOT expects that as time passes and a performance history is collected, FDOT will be able to review the performance data to:

- Adjust program activities as necessary
- Identify problems and develop efficient and effective solutions
- Recognize and promote the success of the ETDM Process
- Evaluate the success of implemented and ongoing projects
- Provide a basis for communicating with decision-makers and the public about past, current, and expected future performance
- Provide a basis for investment decisions made in the transportation planning and project development process
- Implement new performance goals and measures as policy and legislation necessitate

This Practitioner's Guide is intended to document how the PMP operates. **Chapter 7** "Performance Management" of the **ETDM Planning and Programming Manual** describes the Performance Management process.

## **Section 2 Performance Management Plan**

The FDOT has made the development of the ETDM Performance Management Program a priority. Performance Management was first addressed during the development of the ETDM process. At this time, a Performance Management Plan was formed to outline a series of goals to create an effective Performance Management Program. Some of these goals include:

- Establishing a Performance Measures Task Work Group
- Researching best practices for Environmental Streamlining
- Researching best practices for performance measures and funded positions
- Development of data collection techniques and tools to track and monitor ETDM performance
- Enhancing the EST to monitor program performance

In addition to these goals, the Performance Management Plan formed the Performance Management Task Team (Task Team). The Task Team was established to provide an ongoing group that would focus on maintaining a consistently effective Performance Management Plan. The primary duties of the Task Team are



to guide future development of the ETDM Performance Management Program and provide input regarding data collection techniques, tools, system operations, and ETDM evaluation reports. The Performance Management Plan is an evolving document that will be updated as the ETDM PMP matures.

The Performance Management Task Team consists of the following individuals:

Participant	Company/Agency
Gwen Pipkin	Florida Department of Transportation – District One
Donald Dankert	Florida Department of Transportation – District Two
Peggy Kelley	Florida Department of Transportation – District Three
Richard Young	Florida Department of Transportation – District Four
Richard Fowler	Florida Department of Transportation – District Five
Xavier Pagan	Florida Department of Transportation – District Six
Steve Love	Florida Department of Transportation – District Seven
Imran Ghani	Florida Turnpike Enterprise
George Hadley	Federal Highway Administration
Cathy Kendall	
Peter McGilvray	Florida Department of Transportation – Environmental Management Office
Buddy Cunill	
Mary Harger	
Thu Clark	
Drew Dietrich	URS Corporation
Ruth Roaza	

## Section 3 Performance Goals and Measures

Table 1 summarizes goals, measures and indicators established by the ETDM Performance Management Team for monitoring program performance.

**Table 1 ETDM Performance Goals, Measures and Indicators**

Goal 1	Improve interagency coordination and dispute resolution		
ID	Performance Measure	Performance Indicator	Evaluation Criteria
1.1	ETAT review for Planning and Programming Screens within the review period (45 days, or 60 days if ETAT member requests a time extension)	Green	100-85 percent of reviews completed within review period (45 days, or 60 days if ETAT members request a time extension)
		Yellow	84-75 percent of reviews completed within review period (45 days, or 60 days if ETAT member requests a time extension)

		Red	Less than 75 percent of reviews completed within review period (45 days, or 60 days if ETAT member requests a time extension)
ID	Performance Measure	Performance Indicator	Evaluation Criteria
1.2	Florida Department of Transportation response to comments, inquiries, and requests for information within 30 calendar days (exclusive of responses provided to ETATs through the summary reports)	Green	100-85 percent of responses provided within 30 days
		Yellow	84-75 percent of responses provided within 30 days
		Red	Less than 75 percent of responses provided within 30 days
1.3	Number of projects in Formal Dispute Resolution	N/A*	N/A*
1.4	Percentage of Dispute Resolutions completed within 120 days (120 days includes Formal Dispute Resolution)	Green	100-85 percent of dispute resolutions completed within 120 days
		Yellow	84-75 percent of dispute resolutions completed within 120 days
		Red	Less than 75 percent of dispute resolutions completed within 120 days
1.5	Review of all environmental documents, technical reports, and permit pre-applications within 30 or 45 calendar days, as appropriate (allowing 45 days for review of Draft Environmental Impact Statements [DEIS] and 30 days for all others).	Green	100-85 percent of reviews completed within 30 days
		Yellow	84-75 percent of reviews completed within 30 days
		Red	Less than 75 percent of reviews completed within 30 days
1.6	Percentage of projects for which ETAT review time extensions are requested.	Green	An extension was requested for 0-10% of projects reviewed.
		Yellow	An extension was requested for 11-15% of projects reviewed.
		Red	An extension was requested for greater than 15% of projects reviewed.
1.7	Assess quality of Agency coordination	Green	Agency coordination is Very Good or Excellent
		Yellow	Agency coordination is Good or Fair
		Red	Agency coordination is Poor
1.8	Assess quality of District coordination	Green	District coordination is Very Good or Excellent
		Yellow	District coordination is Good or Fair
		Red	District coordination is Poor

Goal 2			
Integrate ETDM into project delivery			
ID	Performance Measure	Performance Indicator	Evaluation Criteria
2.1	<p>Environmental Impact Statement (EIS) processing time between Notice of Intent (NOI) Date and Record of Decision (ROD) Date per District and Statewide</p> <ul style="list-style-type: none"> <li>Number of projects processed within 36 months</li> <li>Number of projects processed within 37-54 months</li> <li>Number of projects processed in more than 54 months</li> </ul>	Establish Baseline	Determine after two years worth of data
2.2	<p>Environmental Assessment (EA)/Finding of No Significant Impact (FONSI) processing time between Date initiated (Notice to Proceed Date, Project Development kick-off meeting, other date specified by District) and Location Design Concept Acceptance (LDCA)</p> <ul style="list-style-type: none"> <li>Number of projects processed within 30 months</li> <li>Number of projects processed within 31-36 months</li> <li>Number of projects processed in more than 36 months</li> </ul>	Establish Baseline	Determine after two years worth of data
2.3	<p>Type 2 Categorical Exclusion (CE) processing time between Date initiated (Notice to Proceed Date, Project Development kick-off meeting, other date specified by District) and LDCA</p> <ul style="list-style-type: none"> <li>Number of projects processed within 25 months</li> <li>Number of projects processed within 25-30 months</li> <li>Number of projects processed in more than 30 months</li> </ul>	Establish Baseline	Determine after two years worth of data

ID	Performance Measure	Performance Indicator	Evaluation Criteria
2.4	Percentage of ETDM projects that have completed the Project Development and Environment (PD&E) phase that meet proposed schedule	Establish Baseline	Determine after two years worth of data
2.5	Percentage of Planning Summary Reports published within 60 days	Green	100-85 percent of Planning Summary Reports published within 60 days
		Yellow	84-75 percent of Planning Summary Reports published within 60 days
		Red	Less than 75 percent of Planning Summary Reports published within 60 days
2.6	Percentage of Programming Summary Reports published within 60 days	Green	100-85 percent of Programming Summary Reports published within 60 days
		Yellow	84-75 percent of Programming Summary Reports published within 60 days
		Red	Less than 75 percent of Programming Summary Reports published within 60 days
<b>Goal 3</b>	<b>Develop environmental stewardship through protection of environmental resources</b>		
ID	Performance Measure	Performance Indicator	Evaluation Criteria
3.1	Number of Class of Actions (COAs) resulting in EIS per District and statewide	Actual Number	Not Applicable
3.2	Number of COAs resulting in EA/FONSI per District and statewide	Actual Number	Not Applicable
3.3	Number of COAs resulting in Type 2 CE per District and statewide	Actual Number	Not Applicable
3.4	Assess quality of ETDM Project Data	Green	ETDM Project Data are Very Useful or Useful
		Yellow	ETDM Project Data are Neutral or Somewhat Useful
		Red	ETDM Project Data are Not Useful
3.5	Assess quality of ETAT Comments	Green	ETAT Comments are Very Useful or Useful
		Yellow	ETAT Comments are Neutral or Somewhat Useful
		Red	ETAT Comments are Not Useful

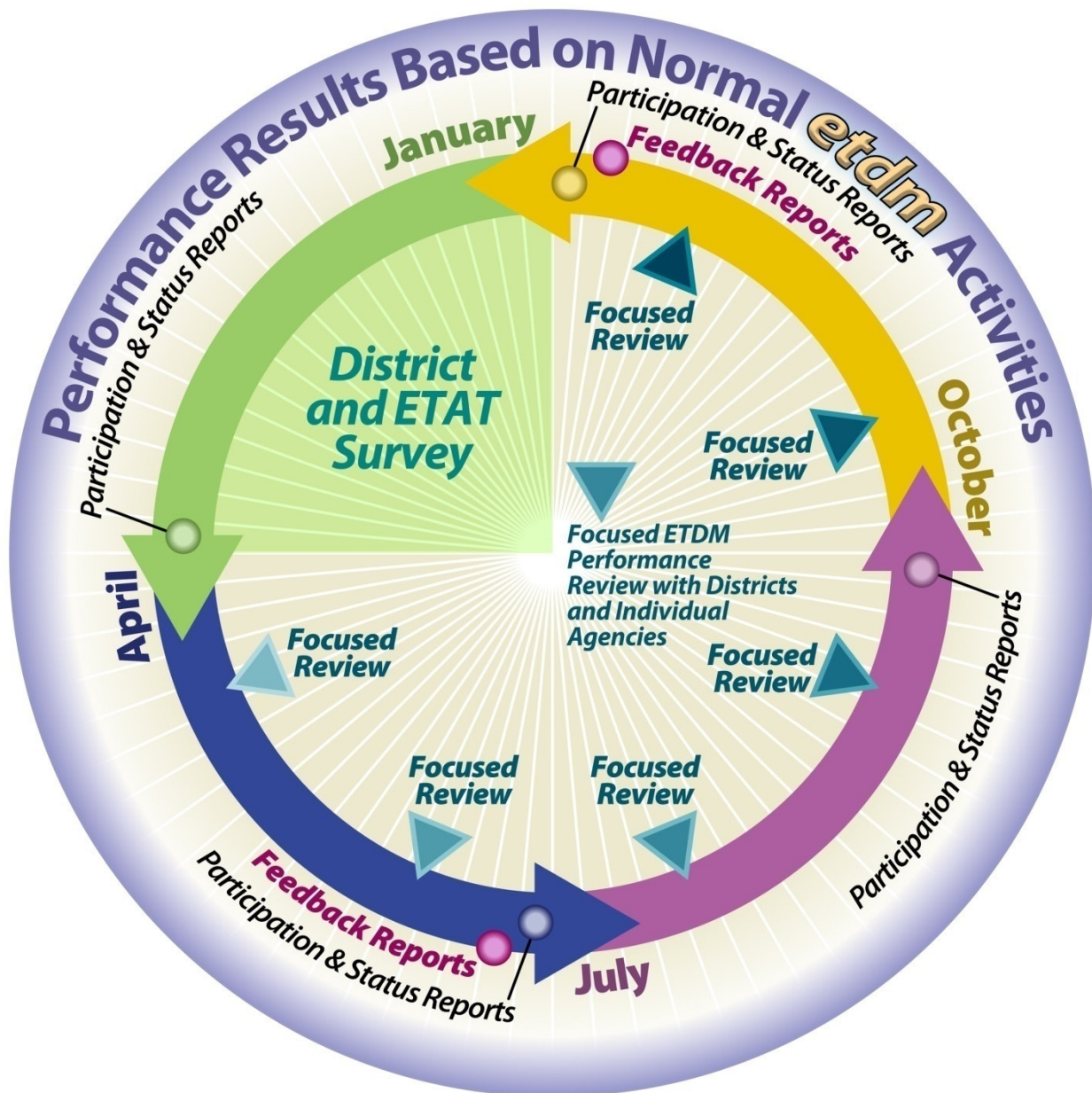
**\*Note: N/A** refers to those Performance Measures that lack sufficient baseline data to produce a performance indicator. These will be tracked for two years and then re-evaluated for appropriate criteria.



## Section 4 Performance Monitoring

As part of the Performance Management Program, monitoring the performance of the ETDM process consists of two major elements. The first element is a series of Periodic Performance Reviews that are conducted throughout the year at regular intervals. The second element consists of an Adaptive Monitoring process that takes into account regular business communication and immediate communication needs. These processes, illustrated in Figure 1, help construct the Performance Monitoring element of the Performance Management Program.

Figure 1 ETDM Performance Monitoring Process



### 4.1 Periodic Performance Reviews

A series of reviews are conducted to assess the performance of agencies, FDOT, and the ETDM process as a whole. These periodic reviews consist of regularly scheduled reports and communication about performance management results

#### *Quarterly Progress Notifications*

Each quarter, the following reports are generated and emailed directly to ETDM personnel within FDOT and the ETAT agencies to provide status updates on their performance in the ETDM Planning and Programming Screens. This allows for corrective action if poor performance occurs.

- **Quarterly ETAT Participation Report** – Provides a summary of information describing an individual agency's participation in the ETDM Planning and Programming Screens.
- **Quarterly Summary Report Status** – Monitors performance of the District ETDM Coordinators by providing information on how many summary reports were published or republished, as well as how many are not published within 60 days.

#### *Semi-Annual Feedback*

CEMO ETDM Program support personnel prepare semi-annual feedback reports which incorporate feedback on ETDM Screens as well as other activities. This activity incorporates the following tools and reports:

- **Semi-Annual Agency Feedback Report** – Provides individual agencies with semi-annual performance information regarding the ETDM activities. These reports summarize performance measures and results. The report includes performance results for participation in ETDM Screens; statistics about participation in other related activities; as well as, the status of issues and action items from the annual reports and invoices.
- **Issue Tracking System** – On-line database used when an issue relating to ETDM cannot be resolved quickly. The issue is recorded and assigned to the appropriate personnel for action. ETDM support personnel maintain the status of the action items in the database. The status of action items is included in the Semi-Annual Agency Feedback Report for the agency that reported the problem.

#### *Annual and Bi-Annual Reporting*

At the beginning of each year, the District ETDM Coordinators and agency ETAT members complete a survey to assess the ETDM Program. These results are analyzed and reported each year. Throughout the year, focused performance review meetings are scheduled with agencies and districts to discuss the results and address any issues. During the early years of ETDM Process implementation, these meetings were held annually. Currently, six focused meetings are planned each year in order to complete meetings with all agencies within a 3-year cycle. After the meetings are held, the agency annual reports are updated, if needed. In addition, the ETDM Progress report is published on a bi-annual basis. The following monitoring tools and reports support these activities:

- **Agency Survey Results** – Report produced for each agency that presents the status of agency participation, as well as documenting actions taken to resolve issues presented by the individual agencies and Districts. This report serves as a communication tool between ETDM Management and participating agencies.
- **Agency Annual Survey** – Survey completed once annually by each agency in which the agency assesses both the performance of the FDOT Districts as well as the ETDM process itself.
- **District Annual Survey** – Survey submitted once a year by each FDOT District, in which it assesses the performance of participating agencies as well as the ETDM process itself.
- **District Survey Summary Report** – Report produced for each District that presents the status of District participation, as well as documenting actions taken to resolve issues presented by agencies and the District. This report serves as a communication tool between ETDM Management and the Districts.

- **ETDM Progress Report** – Provides a periodic update about the implementation of the ETDM Progress. The report documents major accomplishments and issues during that period. It also includes a discussion of the path forward for the ETDM Process in Florida.
- **ETDM Scorecard** – Displays a program scorecard chart for select performance measures showing a grade received by each agency. The grade is calculated based on the performance measure results for a user-defined reporting period.
- **Focused Performance Review Meetings** – Meetings held throughout the year between an individual agency and FDOT ETDM personnel to discuss accomplishments and issues that surface during the reporting period.
- **Performance Measures Summary Report** – Provides a summary of the performance measures used to assess FDOT's progress towards meeting the established goals. Currently, 19 performance measures are used to evaluate the ETDM Process and its participants. The report summarizes the performance of the agencies, FDOT Districts, and the ETDM Process based on the specified performance measures, evaluation criteria and period of performance.

## 4.2 Adaptive Monitoring

Adaptive Monitoring consists of an ongoing communication process that provides multiple opportunities for the performance of agencies, districts, and ETDM to be discussed via different channels of communication. These avenues are not restricted to the same schedule as those found in the Periodic Performance Reviews, and reflect a fluid form of monitoring. Regular Business Communication consists of those established meetings and reports that are expected within normal ETDM related business. In addition, the ETDM Process provides Immediate Communication Channels for participants to report and resolve issues as they occur.

### *Regular Business Communication*

- **District ETAT Meetings** – District-level Meetings scheduled to discuss up-coming ETDM projects, and where ETAT can discuss performance of the ETDM process.
- **Statewide ETAT Meetings** – Larger state-wide meetings where ETAT can discuss ETDM related activities and performance.
- **Invoice Submittals** – Performance Monitoring is aided by information found within submitted invoices.
- **Screening Reviews (EST)** – As ETAT members submit project reviews and ETDM Coordinators publish summary reports, data is automatically collected to measure performance.

### *Immediate Communication Channels*

- **Contact with ETDM Coordinator** – District ETDM coordinator can be contacted to answer any questions or concerns raised outside of regular business communication.
- **Contact with CEMO Liaison** – The CEMO liaison can be contacted to answer additional questions or concerns raised outside of regular business communication.
- **Contact with Help Desk** – Problems relating to the EST can be sent to the helpdesk for immediate response.
- **Contact with CEMO Project Management Team**

## **Section 5 Issue Tracking**

In order to effectively document and track ETDM issues reported by the participating agencies and Districts, the Central Environmental Management Office (CEMO) has developed the on-line Issue Tracking System (Issue Tracker) as part of the Environmental Screening Tool.

### **Sources of Issues**

The issues in the Issue Tracker come from a variety of sources, including:

- “Problems Encountered” section of the agency invoices
- Annual Reports
- Telephone conversations with the Districts and/or agencies
- ETDM meetings

### ***Issues to Track***

The issues that need to be tracked are those issues that affect ETDM Process activities related to technology, policy, procedure of an agency or District as it relates to ETDM. For example, an issue that needs to be reported is the resignation of one or more agencies representatives which would result in ETDM projects not being reviewed.

### ***How Issues are entered into the Issue Tacking System***

CEDO personnel, Invoice Reviewers, or the Invoice Administrator become aware of an issue from one of the above sources, and then forward the issue information to the Performance Management Coordinator. The Performance Management Coordinator inputs the issue into the Issue Tracker and assigns it to a particular category. Current issue categories include:

- Agency Agreements
- Technology
- Performance Management
- Contract Management
- District Issue

The Performance Management Coordinator then assigns the issue to a CEDO staff member using the Environmental Screening Tool and informs the CEDO Personnel via email or telephone of the issue and assignment.

### ***Issue Assignments***

CEDO personnel handle issues based upon their program area and ETDM role. Currently, issues are assigned as follow:

- Technology issues – Technology Resource Manager (Peter McGilvray)
- Programmatic issues – Environmental Program Development Administrator (Buddy Cunill)
- Agency Agreement and Invoicing issues – Invoice Administrator (Mary Harger)
- Performance Management issues – Environmental Program Manager (Thu-Huong Clark)
- District Issues - the District CEDO Liaison

### ***Follow-up Process***

Once an issue has been identified, the Performance Management staff member notifies the CEDO staff member about the issue via email or telephone. The CEDO staff member completes the assignment and informs the Performance Management Coordinator of the results via email or telephone. The Performance Management Coordinator updates the issue status in the Issue Tracker based upon the resolution.

### ***Issues that cannot be Resolved or Do Not Require an Action***

In the event that an issue cannot be resolved, the Performance Management Coordinator updates the issue status for the issue in the Issue Tracker to No Resolution and lists the reasons the issue could not be resolved. If the issue requires no action, the Performance Management Coordinator updates the issue status to No Action.

### ***Documenting Issue Resolutions and Actions***

Issue resolutions are documented in the Issue Tracking Summary and Detail Report by the Performance Management Coordinator and are reported in the semi-annual Agency Feedback Report.





## Section 6 Integration with FDOT Quality Assurance Program

It is the policy of FDOT to use a systematic but flexible approach to Quality Assurance (QA) and Quality Control (QC) to monitor work processes to implement laws, rules, procedures, policies and standards. Each year, the Environmental Management Office submits an Annual Quality Assurance Monitoring Plan which identifies key processes, customers and regulators' requirements, review teams, measures, performance targets and review schedules. Every three years, this plan addresses the ETDM Program, incorporating elements from the ETDM Performance Management Program. In 2008, the following Quality Measures were included in the plan:

- Percent of Planning Screen Summary Reports published within 60 days of comment deadline (Target – 85%)
- Percent of Preliminary Program Screen Summary Reports published within 60 days (Target – 85%)
- Percent of accurate and complete project information for decision making (Target – 80%)
- Percent of projects with completed summary of public comments (Target – 90%)
- Percent of project stakeholders notified for project review (Target – 90%)
- Percent of project stakeholders notified when summary reports are published (Target – 90%)
- Percent of projects with Class of Action determination obtained from the lead agency is consistent with summary report (Target – 90%)

## Section 7 ETDM Performance Management Publications

The following documents have been developed to describe and support the ETDM Performance Management Program.

**Table 2 ETDM Performance Management Publications**

Document	Description
2008/09 Quality Assurance Plan	As part of the FDOT Quality Assurance/Quality Control program, CEMO prepares an annual plan to address its core functional areas. Once every 3 years, this plan addresses the ETDM Program, incorporating elements from the ETDM Performance Management Program.
Agency Annual Reports	The Agency Annual Reports are extensive, published reports that are agency specific. They serve as a communication tool between ETDM Management and the agency by providing an annual progress report documenting the accomplishments and performance of the ETDM Process and its participants.
Agency Semi-Annual Feedback Reports	The Agency Semi-Annual Feedback Reports provide a bi-annual progress report on agency performance, as well as documenting actions taken by CEMO managers and support staff to resolve issues presented by the agencies. These reports summarize performance measures and results, and are based on same data as the Quarterly Report, while summarizing issues and action items from the annual reports, as well as what has been reported in invoices.
District Annual Survey	Survey conducted once annually by a specific FDOT District which assesses both the performance of a specific ETAT member as well as the ETDM process itself.
ETAT Annual Survey	Survey conducted once annually by an ETAT member which assesses both the performance of the FDOT Districts as well as the ETDM process itself.




Document	Description
ETDM Performance Management Plan	Published in 2005, the ETDM Performance Management Plan describes the initial approach envisioned by the Performance Management Task Team for developing and monitoring performance of the ETDM process. It includes the data collection needs, collection techniques, performance measures, reporting systems, and other critical mechanisms necessary to evaluate the ETDM Process. The Plan also illustrates the benefits of collecting, monitoring, and reporting on performance measures, such as the ability to continuously monitor program area performance and promote successes.
ETDM Planning and Programming Manual – see Chapter 7 (DRAFT)	This manual provides direction for involvement of environmental and regulatory agencies and the affected community early in the transportation planning and project delivery process. Procedures for obtaining and documenting input from interested parties are described, as well as the methodology for documenting commitments and recommendations made by FDOT for proposed transportation projects. The manual provides transportation planners, project analysts, and project managers with information to plan and develop projects in compliance with all applicable federal and state environmental laws. The manual can be used throughout each phase of major transportation improvement project delivery: Planning, Programming, and Project Development. (Chapter 7, currently in draft, provides an overview of the ETDM Performance Management Program.)
ETDM Progress Report	The current progress report provides an update for Florida's ETDM Process covering the period from April 2002 through September 2006. The report documents major accomplishments and issues during that period. It also includes a discussion of the path forward for the ETDM Process in Florida.
Performance Management User's Guide	Sections of the Environmental Screening Tool Handbook which apply to performance management (In Progress)
Quarterly ETAT Participation Reports	Released Quarterly, the Agency Quarterly Feedback Reports are entirely computer generated, and are produced for the FDOT or a specific agency. The reports reflect responsiveness to ETAT review.
Quarterly Summary Report Status	Monitors performance of the District ETDM Coordinators by providing information on how many summary reports were published or republished, as well as how many are not published within 60 days.


## Appendix

The following Performance Management documents are available in the ETDM Library:

- 2008/09 CEMO Quality Assurance Plan
- ETDM Progress Report #3

### How to Find Documents in the ETDM Library

To find specific documents or documents related to a specific topic, select a category from the Category pull-down menu, and/or type in the document or topic name (or a portion of the name) in the Keywords field, then click "Search." Click  to sort the list of documents. Click the  button to view a PDF version of the list of ETDM Library documents, or click the  button to print the list.

ETDM Library		
Keywords: <input type="text"/>	Category: <span>-- All Categories --</span>	<input type="button" value="Search"/>
Library Documents		
Name 	Category	Publication Date
<a href="#">District 5 ETAT Meeting May 16-17, 2006 - Meeting Summary</a>	Meetings	June 9, 2006
<a href="#">Sociocultural Effects Handbook - Glossary</a>	Handbooks	Nov 2005
<a href="#">2005 FDOT Funded Positions Reference Manual</a>	Manuals	2005
<a href="#">2006 FDOT Funded Positions Reference Manual</a>	Manuals	January 2006
<a href="#">2006 Project Release Schedule</a>	Schedule	January 26, 2006
<a href="#">A1 Typical Roadway Sections</a>	Reports	August 2006
<a href="#">Accomplishing Cultural Resources Evaluations</a>	Reports	March 2004
<a href="#">Advance Pay Request Form</a>	Forms	

After reviewing the selected document, click the "Back" button to return to the list of documents.

To obtain the following documents, please contact Buddy Cunill by email [buddy.cunill@dot.state.fl.us](mailto:buddy.cunill@dot.state.fl.us), or by phone at (850) 414-5280.

- Sample Agency Annual Report
- Sample Agency Semi-Annual Feedback Report
- 2008 District Annual Survey
- 2008 ETAT Annual Survey
- ETDM Planning and Programming Manual – Chapter 7 (DRAFT)
- Sample Quarterly ETAT Participation Report for July 2008
- Quarterly Summary Report Status for July 2008