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Agency of Administration

TO: **Joint Fiscal Committee**
Government Accountability Committee
House Committee on Government Operations
Senate Committee on Government Operations

FROM: **Maribeth Spellman, Commissioner**

DATE: **December 29, 2015**

SUBJECT: **Position Pilot Program**

In accordance with Act 179, Sec. E.100(d), Secretary of Administration Justin Johnson has approved the attached position pilot request from the Agency of Transportation (VTrans).

The written description required by Act 179, Sec. E.100(d)(4), including the method for evaluating the cost-effectiveness of the positions, as provided by VTrans, is attached for your information.

The Department of Human Resources fully supports this request and we believe the request is an appropriate use of the Position Pilot, and is consistent with the goal of maximizing resources to provide the greatest benefit to Vermont taxpayers.

VTrans is proposing 22 positions. Short and long term funding is available for these positions. VTrans will achieve cost savings by reducing consultant costs and hiring additional staff to perform those activities and otherwise support VTrans' vision of a safe, reliable and multimodal transportation system that promotes Vermont's quality of life and economic wellbeing. VTrans annually spends tens of millions on consultants, and many of these positions will contribute toward reducing those costs. Without these additional positions, VTrans would see increased consultant and overtime costs, especially in light of recent increases in federal funding Vermont will receive over the next five years due to the passage of federal transportation authorization - Fixing America's Surface Transportation, or FAST Act.

In addition to cost savings, and equally important, the new positions will assist VTrans with advancing their strategic plan goals, improving outcomes for the travelling public, and achieving efficiencies in the Agency.

Any questions should be directed to Molly Paulger at 828-3517.

c: Secretary Johnson
Secretary Cole
M. Paulger

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Justin Johnson, Secretary

MEMORANDUM

TO: Chris Cole, Secretary, Agency of Transportation
FROM: Justin Johnson, Secretary, Agency of Administration
DATE: December 15, 2015
RE: Position Pilot Request dated November 18, 2015

In accordance with Act 179, Sec. E.100(d), I am approving your position pilot request with the following modifications. You are authorized to create 22 positions. Given that your initial request was for 30 positions, please resubmit your request identifying the 22 positions to be created and providing a written description required by Act 179, Sec. E.100(d)(4), including the method for evaluating the cost-effectiveness of the positions. Upon receipt the Department of Human Resources will provide the appropriate notice to the Legislature.

VERMONT

VTRANS POSITION PILOT REQUEST

JUSTIFICATIONS FOR NEW POSITIONS

1. Cost Savings

The primary benefit of adding these new positions is to achieve cost savings by reducing our consultant costs. VTrans estimates that consultants cost 25% more than state employees for the same service, and we are confident that we can achieve savings in this area. Adding technical staff will help VTrans to manage its current workload more efficiently and effectively at a lower cost. Predicting the exact cost savings is difficult given that projects and consultant deployment changes from year to year.

2. Achievement of our Strategic Plan Goals

Collectively, this investment in new employees will help us to achieve the top goals of our strategic plan, as follows.

- Provide a safe and resilient transportation system - safety to the travelling public will be improved through additional Maintenance District staffing. In addition, depth of bench for overall emergency response and recovery will be improved.
- Preserve, maintain and operate the transportation system in a cost effective manner - reduction in consultant costs, improvement of oversight and better maintenance and operations on the highway system. Additional financial and administrative staff will help manage our money and business processes more effectively, and help to minimize the potential for costly audit findings.
- Cultivate and continually pursue innovation, excellence and quality customer service - greater opportunities for innovation, and better customer service from people employed, trained and inculcated in VTrans missions, values and goals.
- Develop a work force to meet the strategic needs of the Agency - Succession Planning. - 18% of our workforce will be eligible for retirement at the end of 2015 and by 2023 that grows to 45%. New staff allows for better transfer of

information, skills and knowledge. In each of the areas of new staff investment, we anticipate staff turn-over that must be managed proactively. VTrans lost numerous key staff to the retirement incentive. Not filling some of these key positions jeopardizes our ability to fulfill our mission and obligation to the State. VTrans understands that evaluating cost effectiveness is a requirement for the position pilot program. It is difficult to evaluate some specific positions' cost effectiveness. VTrans considers all of these pilot positions as mission critical, and thus cost effectiveness must be considered in the context of the entire Agency – not position by position. While engineering positions may be the easiest positions to cost justify on the basis of consultant cost comparisons, the Agency needs more than just engineers to fulfill our mission. Thus this pilot request includes several non-technical titles. Not filling all of the position titles in this pilot position request would require a significant increase in the use of consultants to perform the work of the Agency. It likely would require the use of consultants in areas that traditionally have not utilized consultants – finance for example. This too would result in increased cost to the Agency, and increased costs inevitably result in fewer improvements to the transportation system, where the rubber hits the road.

3. Financial Savings and Efficiency

- Oversight of consultants. The overhead to procure, execute, administer, issue work orders, process payments, validate work completed, and close out contracts adds both time and money. The amount of money is estimated to be in the tens of thousands of dollars annually. Further analysis of savings will be performed during the pilot with tracking tools being implemented along the way.
- More efficient processes mean greater capacity to get more work done with the same number of people. Industry standards estimate a 20 - 25 percent reduction in staff costs by engaging in process improvement activities. Early estimates in the Right of Way Process improvements indicate the potential of savings over a million dollars in staff costs in 3 years.
- Reduced overtime.

4. Increased federal funds

   - Agency-wide: The passage of the FAST Act will result in an estimated 10 percent increase in Federal Highway and Transit funds for Vermont and VTrans continues to bring in additional funding in discretionary grants. VTrans needs to be staffed to support this increased funding and deliver the results efficiently and effectively for Vermonters.

5. Resilience - ability to respond to crises for less cost and without delaying planned projects

   - Highway – Tropical Storm Irene taught us how critically important it is for the Agency to be nimble and staffed at a capacity that allows a migration of available staff to deploy to an incident at a moment's notice. In order for the State of Vermont to remain resilient we need an adequately populated, trained, and experienced bench to pull from.

POSITION DETAIL

DMV – Motor Vehicle Field Inspector

Field Investigators are civilian investigators that make up half of the non-supervisory personnel assigned to DMV's Criminal & Regulatory Investigations Unit within the Enforcement & Safety Division. The other half are sworn law enforcement officers. A Field Investigator's primary duties are to license, monitor and enforce the regulations pertaining to Vermont State Inspection Stations, New & Used Motor Vehicle, Boat, ATV, Motorcycle, Trailer, Transporter and Heavy Equipment Dealers. Each Field Investigator is responsible for supervising approximately 200 businesses that fall under the regulations. This position is geographically assigned. Field Investigators work from a home office and significant travel is required in order for them to perform their assigned duties. In addition to the duties affiliated with Inspection Stations and Dealers, Field Investigators also investigate total abstinence applicants for license reinstatement after multiple DUI convictions, credential new inspection mechanics through the OMV technical school credentialing program, assist with motor vehicle death investigations involving automotive equipment failure and provide assistance to members of the public, other

governmental entities and law enforcement personnel with matters pertaining to OMV documentation. The vacant position is located in Southeast Vermont (Brattleboro). There were over 500 incidents assigned to the last incumbent from January 1, 2013 to Sept 30, 2015.

There is a real need for a Field Investigator to conduct regulatory investigations in Southeast Vermont. At this time, investigators from other geographic areas are assuming the additional workload handled previously by the former incumbent. This is impacting caseloads for these investigators due to increased travel and case assignments. In some cases, half a workday can be spent on travel to Southeast Vermont from Northeastern and Central Vermont in order to interview witnesses, examine and collect evidence, conduct required audits and ancillary administrative duties. These additional demands will be difficult to sustain long term without a review of current services handled by investigators to determine whether some investigative or administrative duties can be dropped or curtailed. In the past few weeks since the incumbent for this position retired, investigators have been redirected from the Rutland and Springfield areas to conduct investigations; i.e. - to examine vehicles, interview witnesses and conduct mandated audits. Vehicle equipment examinations, as they relate to faulty inspections by inspection mechanics have come to the forefront of the unit. Recently, an inspection mechanic was indicted and charged with involuntary manslaughter and reckless endangerment for passing a vehicle during an inspection with faulty brake lines and a rotted frame. The death was a direct result of a faulty vehicle safety inspection. Last year, an illegal car dealer was charged with reckless endangerment for jury-rigging a vehicle's throttle with a coat hanger in an effort to sell a vehicle and affixed to the vehicle was a stolen inspection sticker. These types of investigations are of great importance to the motoring public and examinations by our Field Investigators are critical to this part of the mission.

With the retirement of the former incumbent, staff has frequently needed to be deployed to Southeast Vermont area to meet mission requirements. Staff workload in their assigned geographic areas meanwhile continues to increase as a result. There is a concern about accumulated strain on human resources and the need to utilize overtime which prior to the retirement was nearly nonexistent.

Central Garage – Financial Specialist I

VTrans Central Garage (CG) Financial Specialist I retired under the incentive program. The position is critical to the Central Garage's mission to "keep the trucks running". This is the sole dedicated accounts payable position in the organization, and one of only three financial positions in the Business Office of the CG.

This position processes virtually all of the parts purchases made by 45 Mechanics, Technicians, and Part Specialists throughout the state servicing the 650 vehicles that allow the Agency to manage and operate the transportation network, including more than 250 plow trucks and 30 DMV law-enforcement vehicles. Failure to promptly pay these invoices would quickly result in violation of the State's prompt payment requirements, which would limit our ability to buy, which would quickly result in down trucks and immediate impact to the Agency's highest profile activities.

Accounts payable is only one of the functions performed by the CG's Business Office. The other two staff are busy with other duties and in no way could absorb these full-time responsibilities. The CG is its own stand-alone business unit and therefore subject to its own audit requirements. The State's auditors have for several years recognized that the CG's small business unit is only marginally large enough to provide an adequate separation of duties. There is no means to make do with fewer.

Finance & Administration – Financial Director III

This position is needed because of the significant numbers of positions within Budget and Financial Operations (BFO) that retired or will soon retire. Six employees (14%+ of BFO staff) availed themselves of the retirement incentive. In other agencies, some of these positions would have been selected for refill. At VTrans, the top priority is identified as winter maintenance, and 14 of the 15 positions selected for refill were associated with winter maintenance. This priority made it impossible to refill additional positions needed to fulfill other strategic objectives at VTrans. This is one of several positions that will absorb the duties of the six retiring employees. Without this position, BFO will inevitably need to identify functions that can be contracted to local CPA firms - reconciliations of DMV revenue and STARS to VISION for example. Having

CPA firms perform such work will inevitably translate to greater costs than performing the work with in-house staff. Moreover, the work of CPA consultants will still have to be reviewed by existing staff. In addition, the lack of adequate staffing within BFO will likely lead to increased audit findings and other accounting related errors, which also result in increased costs to VTrans.

This position serves a strategic purpose also, particularly related to succession planning. The position will reside within the Budget Operations section at VTrans. One employee in the section took the retirement incentive, leaving the section with only four employees, plus the CFO. Three of the four employees are already eligible for retirement, and the other soon will be eligible. The section plays a critical role at VTrans and the position is considered strategically important. Some of duties that are overseen by Budget Operations are as follows:

Development, implementation, and monitoring of VTrans budget; Monitoring transportation revenues and researching observed anomalies and implementing corrections, liaison to Agency of Administration, Dept. of Finance and Management, other State agencies, VT Division FHWA and other federal partners;

Programming/obligating all FHWA funds to projects; creating all capital projects within STARS accounting system; and managing State and Federal cash flow.

Finance & Administration – Financial Specialist II

This position is needed because of the significant numbers of positions within Budget and Financial Operations (BFO) that retired or will soon retire. Six employees (14%+ of BFO staff) availed themselves of the retirement incentive. In other agencies, some of these positions would have been selected for refill. At VTrans, the top priority is identified as winter maintenance, and 14 of the 15 positions selected for refill were associated with winter maintenance. This priority made it impossible to refill additional positions needed to fulfill other strategic objectives at VTrans. This is one of several positions that will absorb the duties of the six retiring employees. Without this position, BFO will inevitably need to identify functions that can be contracted to local CPA firms - reconciliations of OMV revenue and STARS to VISION for example. Having CPA firms perform such work will inevitably translate to greater costs than performing the work with in-house staff. Moreover, the work of CPA consultants will still have to be reviewed by existing staff. In addition, the lack of adequate staffing within BFO will likely lead to increased

audit findings and other accounting related errors, which also result in increased costs to VTrans. This position is deemed mission critical with the BFO. Several of the duties are listed below:

DMV Revenue reconciliation to include all research and corrections; work with external auditors on DMV revenue; process transfer request from all agency business offices; month end VISION Purchase Order & Requisition reports as well as year-end monitoring for the close out process; annually reviewing and submitting of DMV petty cash to State Finance; work with DMV closely each year to ensure accuracy and compliance with rules; serves as backup for the monthly expenditure/revenue reconciliation between STARS, Interface File, and VISION; assist other units with transfers, STARS questions etc.

Finance & Administration – Administrative Services Coordinator IV

This position is needed because of the significant numbers of positions within Budget and Financial · Operations (BFO) that retired or will soon retire. Six employees (14%+ of BFO staff) availed themselves of the retirement incentive. In other agencies, some of these positions would have been selected for refill. At VTrans, the top priority is identified as winter maintenance, and 14 of the 15 positions selected for refill were associated with winter maintenance. This priority made it impossible to refill additional positions needed to fulfill other strategic objectives at VTrans. This is one of several positions that will absorb the duties of the six retiring employees. Without this position, BFO will inevitably need to identify functions that can be contracted to local CPA firms - reconciliations of DMV revenue and STARS to VISION for example. Having CPA firms perform such work will inevitably translate to greater costs than performing the work with in-house staff. Moreover, the work of CPA consultants will still have to be reviewed by existing staff. In addition, the lack of adequate staffing within BFO will likely lead to increased audit findings and other accounting related errors, which also result in increased costs to VTrans. This position is deemed mission critical with the BFO. Several of the duties are listed below: This position will supervise/manage two positions: VTrans Purchasing and Inventory Coordinator - Position number: 860001 PG 20 and a Records Management Technician III - Position number: 860471 PG 18. Incumbent is expected to serve as backup for both positions.

Security: This position is responsible for coordinating and maintaining all security clearances for all employees in the Agency. Examples include approval, assigning clearance levels, dismissals plus maintaining the database daily with security officials at National Life. On the statewide level this position also requires the acquisition of access and state employee

identification for all employees and contractors for the Agency. Coordination is also required with National Life officials and/or State security pertaining to the parking permits required both on campus and statewide. The Secretary of Transportation has also designated this position as the sole designated authority to sign for the Agency in these matters.

Telecommunications: This position is responsible for handling all Agency telecommunications connectivity throughout the state. This includes Agency divisions, sections, regional offices and all district offices and garages statewide (50+). This requires training on DII's telecommunication software called "COMPCO" and this position is the VTrans primary user of the Compco Software. This job includes coordinating and managing the telecommunications installation, moves, service calls, and supplies as well as preliminary testing to a jack before requesting service either by doing oneself or overseeing the task.

Pagers/Cell Phones/iPads: This position manages the distribution, replacement, inventory, and tracking of all tablets, pagers, basic and smart phones for Finance and Administration and Policy and Planning. This position must ensure the billings are accurate, the most cost effective plans are in place by reviewing usage and billings reports and ensuring all lines are assigned the most cost effective plans but still meeting the needs of our staff, resolve any issues with vendors and/or staff, and track the cell phone numbers and assignees in the asset database.

Agency Facility Liaison: All communications between the tenant (VTrans) and the landlord (National Life, BGS or private owners) is handled by this position. This includes but is not limited to telecommunication network requests, security request and their associated clearance levels, work space configurations, cubical moves, data requests, building related issues (plumbing, HVAC, custodial, maintenance), the coordination of events, attending weekly, monthly and quarterly meetings to insure a safe and efficient work place. Training is also required in the use of the "Footprints" software used in these processes. As an extension of the facility liaison function, this position is responsible for the coordination of all facility leases for the Agency statewide. This may include meeting with division directors and managers to coordinate the needs and requirements. Once the needs and requirements have been realized an extensive interaction between various Agencies and Departments and possibly private vendors is required to achieve the goals of the Agency. This position also oversees the facility maintenance agreements on leased properties.

Account Manager: This position serves as the account manager for a host of vendors who supply commodities to the Agency. It requires extensive interaction between the Agency's Divisions as well as the liaison with vendor representatives. It also includes the verification of invoices regarding the goods and services received by the Agency.

Office Equipment Inventory and Maintenance (copiers, printers, scanners): This position will coordinate all Agency copiers leased or purchased thru BGS, ensure that they are maintained and updated when leases expire, and makes recommendations for upgrades as needed. This involves extensive interaction with state purchasing agents on a routine basis related to the requisition process through VISION. In the past the Agency has been asked to assist BGS Purchasing in interviewing vendors related to their goods and services related to the contract process. This position will continue the collaborative effort. So in a nutshell, track machines within VTrans, verify accuracy of billing, request service/supplies as needed, recommend replacements, and track service contracts.

Surplus Property: As the Agency's assets become unusable or obsolete it becomes necessary to dispose of them. This position is tasked with overseeing the coordination and compliance with state guidelines related to their disposal. This is accomplished through both BGS Surplus Property and private vendors. Particular attention needs to be given to the surplus IT equipment that could contain sensitive infrastructure design or financial information. This position is also designated as the Agency contact for the purchase of federal surplus property which is periodically acquired by the State. The position is also the sole designated authority to receive and sign for Federal surplus by the Secretary of Transportation.

Destruction of Electronics: This position coordinates the destruction of computer hard drives, iPhones, blackberries and other electronic memory storing devices as well a documents, blueprints, and records. Extensive interaction is required between the Imaging section of the Agency, Information Technology section and the contracted vendor. A clear understanding of state and federal mandates for the destruction of sensitive materials is necessary to accomplish this task.

Fire Safety: This position is the lead warden for all fire issues within the National Life campus. Responsibilities include developing written fire guidelines for divisional or section wardens and conducting their follow up training. Coordination with the landlord and local fire department is a

vital component to the success and safety of over 600 VTrans employees at the National Life campus. Incumbent must evaluate response times/drills, evaluate and recommend alternate fire evacuation plans, and evaluate OSHA compliance and respond to events.

Safety: This position is the Agency-wide safety warden. Responsibilities include developing training, written safety guidelines and evaluating safety response times/drills. Also to evaluate and recommend alternatives to the safety response plan, and evaluate OSHA compliance and respond to events.

Logistics: This position is responsible for maintaining and updating the Agency's OfficeSpace software. OfficeSpace is a comprehensive, intuitive space and move management system that helps us effectively manage everything from day-to-day employee relocations to large-scale organizational moves.

Continuity of Operations Plan (disasters/emergencies): This position serves as the Chief of the Operations Section and will oversee staff who verify that the alternate site has connectivity for various methods of media (Internet, Phones). This position will acquire supplies as needed and develop and maintain a 'go kit' for the section.

Finance & Administration – Configuration Analyst III

The Performance, Innovation & Excellence Section of Finance & Administration at VTrans is strategically transitioning VTrans to embrace organizational performance management. One aspect of this transition is the implementation of business process management to effectively target, plan and deliver better performing business processes. A prerequisite for this endeavor is to build sufficient capacity within the section. Presently, the Configuration Analyst position is the first full time resource to begin building that capacity. This position will enable VTrans to begin developing the in-house expertise to design and develop the process management applications which are foundational to the strategic effort and to transition away from vendor supported development professional services which have significantly higher labor costs.

Finance & Administration – Legal – Policy & Hearings Examiner

The only Policy & Hearings Examiner at VTrans (including the Department of Motor Vehicles)

is retiring under the incentive program and will leave State service at the end of February 2016. The requirement to provide administrative hearings derives from particular statutes and/or constitutional due process. Most VTrans/DMV hearing decisions are subject to "on the record" judicial review in Superior Court. (An exception is that disputes over 19 V.S.A. § 1111 highway access permits are subject to intermediate review by the Transportation Board, before moving on to judicial review.) To withstand judicial review, it is critical for VTrans/DMV hearing decisions to reflect development of a thorough administrative record, a fair hearing process, and clearly stated findings of fact and conclusions of law. Even for someone with legal training, there is a need to develop a solid working familiarity with DMV's venerable computer system and the arcane codes used in DMV

Here is a summary of the work performed by the position during calendar year 2014:

- *487* hearing requests received;
- *378* hearings actually held; and
- *250* hearing decisions issued

The duties include the following:

- Motor Vehicle Hearings: Under a general delegation of authority from the Commissioner of Motor Vehicles (see 23 V. S.A. §§ 105-107), conduct administrative hearings on variety of DMV issues; including: Operator license suspensions, recalls, and refusals; Commercial Driver License (CDL) disqualifications; "Total abstinence" reinstatements, after at least three years of total sobriety, for persons under lifetime suspension following conviction for drunk driving, third or subsequent offense; Restoration of lifetime suspensions for persons previously reinstated under "total abstinence" who are alleged to have violated the conditions of reinstatement; Ignition Interlock Device (IID) program compliance disputes; Operator re-examination orders (most of these involve elderly drivers whose capacity to continue driving is questioned by law enforcement, medical professionals, or family members); Physical disability suspensions; Licensing of new and used vehicle dealerships; Licensing of official Vermont inspection stations; Motor Vehicle Purchase & Use Tax disputes; and Fuel tax assessments.
- Minor Alteration Condemnation Hearings: Under delegations of authority from the Secretary of Transportation (see 19 V.S.A. § 7a), the position conducts condemnation hearings

for projects involving minor alterations to existing facilities (see 19 V.S.A. §§ 518 and 923). Use of the "minor alteration" procedure is critical to VTrans' timely acquisition of needed land and rights for bridge replacement and other projects involving less than 10 acres. Most contemporary VTrans projects are small enough to qualify for the "minor alteration" procedure.

- Access Disputes: Under a general delegation of authority from the Secretary of Transportation (see 19 V.S.A. § 7a), Richard conducts administrative hearings when landowners abutting state highways complain that VTrans has improperly denied their applications for 19 V.S.A. § 1111 access permits or attached burdensome conditions to such permits. Because abutting landowners along state highways (other than limited-access facilities) have a constitutional and statutory right to "reasonable access" with review by the Transportation Board and the judicial system, it's critical for VTrans to carefully consider all points of view before taking final administrative action in access disputes.

Highways – Maintenance and Operations – AOT Technician V

The newly formed Transportation Systems Management and Operations Section (TSMO) is in the process of expanding its role in the Agency, with the vision of "Getting you there - safely and on time". All hands on deck are needed as this new section is built and moves forward.

The Traffic Investigations unit is made up of four regional traffic investigators, and one pavement markings specialist. This particular position is the Traffic Investigator for the Northeast Region. The four Traffic Investigators are responsible for all signs on state highways within their region (there are approximately 70,000 state-owned signs maintained by VTrans). Each regional traffic investigator completes 40-50 traffic investigations per year (ranging from requests for school bus stop ahead signs and hidden drive signs to in-depth safety reviews at problem locations), reviews all project plans within their region (about 50 plan sets per region annually, including both Agency projects and developer plans for 19 V.S.A. Section 1111 permits), assists with the design for 30-40 miles of sign projects annually, and conducts engineering studies for speed limit requests and other Traffic Committee actions. Each regional traffic investigator works closely with the district staff in their region and provides essential technical assistance to municipal administrators and regional planning commissions.

Other options have been explored to determine if the work completed by this position can be distributed to others in TSMO, or given to consultants. It's been determined that others in the Traffic Investigations unit (or all of TSMO for that matter) cannot take on the additional tasks that this position requires. Given the regional organization structure of the traffic investigators (which dictates their work distribution), as well as the huge variety and type of work they complete, using consultant services to cover the northeast region would be extremely inefficient and would not be a cost effective way to get the needed work done in the northeast. Also, using consultant services, TSMO would no longer maintain the critical working relationships with partners in the northeast -these relationships are a very important part of the work, and having consistency and a single point of contact is a major benefit to having the investigators mirror the Agency's regional organization. And finally, a substantial amount of the traffic investigators' work requires a quick response -consultants can't provide this type of service on a day-to-day basis.

Highways – Maintenance and Operations – AOT Technician VI

When the Transportation Systems Management and Operations Section (TSMO) was formed, it was determined that part of TSMO's mission is to maintain the mobility and safety of the travelling public through signalized intersections on Vermont State highways and multi-jurisdiction coordinated signal systems. TSMO currently has a Traffic Signal Operations Unit, staffed with one position (the Traffic Signal Operations Engineer) who, among other things, is solely responsible for the operation of 154 state owned traffic signals. This is too much for only one position, and this unit is struggling. The major tasks the unit is responsible for includes the following:

- Daily monitoring major signalized corridors
- Responding to signal complaints
- Optimizing traffic signal timings
- Developing and updating a traffic signal inventory
- Developing and reporting traffic signal performance measures
- Completing traffic signal equipment maintenance and field operations tasks
- Performing traffic signal equipment final inspections.

Completing these major tasks requires a significant effort -an effort that's too great for only one position to handle.

In order to continue expanding TSMO's role in the Agency, and in order to bring success to traffic signal initiatives at VTrans, TSMO would like to allocate an AOT Technician VI pilot position to the Traffic Signal Operations Unit. This position would directly report to the Traffic Signal Operations Engineer, and would help with all of the major tasks listed above. Currently, of the tasks listed above, the Traffic Signal Operations Unit has only been able to, on a very limited basis, respond to signal complaints, improve the traffic signal inventory, and help with the signal timing optimization of a miniscule fraction of the 154 state owned traffic signals. An additional Technician VI position will expand the unit's ability to complete the much needed and very basic major tasks listed above. This Technician VI position will also provide depth in a highly technical unit that currently has none. Immediate, tangible benefits will be seen by the traveling public if this position is added to the TSMO team. For example, nationwide data indicates that traffic signal timing improvements yields a benefit/cost ratio of 60 to 1, meaning that for every dollar spent retiming signals, the savings in vehicle delay alone has a benefit of 60 times that for just the first year. Because Vermont's retiming initiatives have not gotten much attention over the years, Vermont's cost/benefit ratio will be even greater than this. This additional signal position would also be paramount in helping with the task of connecting Vermont's signals to the Traffic Operations Center (TOC). Signal connectivity, which the Agency currently doesn't have, is crucial for quick and effective responses from TSMO when signal issues arise or when planned and unplanned events occur affecting the highway system.

This position is essential for success in the Traffic Signal Operations Unit and its service to the public. TSMO has looked into other means of getting this work done, including using existing, already filled TSMO positions and cross training them, or utilizing consultant services. Because of the lack of excess capacity in other TSMO positions, the highly technical nature of the work, and the fact that the technology is rapidly advancing (on a monthly basis in some cases), it's not possible to cross train others within TSMO to backfill this need. Consultant services are also not a viable alternative to fill this void, for multiple reasons:

1. Ensuring efficiency in the operation of traffic signals is a daily job, requiring tremendous flexibility in staff s day to day schedules.
2. With traffic signals in Vermont achieving connectivity to the TOC, staff needs to physically be at the VTrans facility every day.
3. If consultants were used, they would have to be local in order to respond to issues at a moment's notice. Vermont's consultant community currently does not have the expertise to respond to operational traffic signal issues, or possess the know-how on the majority of the major tasks the Traffic Signal Operations Unit is responsible for.
4. It would be extremely inefficient and would not be cost effective to hire a consultant to learn the major tasks listed above, require them to work out of the VTrans facility, and then to retain flexibility to respond to operational traffic signal issues in short order.

The future of transportation in Vermont will not be a focus on new and wider roads. The future of transportation in Vermont lies within the existing transportation network, and the operational efficiency and safety of that network. Traffic signals, and how well they perform, are a vital link in Vermont's existing transportation system, and this position is critical in order for the Agency to serve the public and help get travelers to their destinations safely and efficiently.

Highways – Construction & Materials – AOT Manager II

The Soils & Foundations Engineer is the subject matter expert for VTrans and the manager of a large unit. The unit is comprised of the drillers, the geotechnical engineering team, the aggregate lab technicians and the geologist; a full time staff of twelve.

The duties of the position are as follows:

1. Manage the operation of the Soils and Foundations Section including provision of resources and leadership of personnel.
2. Manage the subsurface exploration planning for all Agency projects. Interact with other Agency divisions and consultant engineers. Delegate projects of appropriate complexity to subordinate staff. Review and occasionally prepare soils and foundations reports for all Agency projects.

3. Provide professional engineering expertise on geotechnical problems through evaluation and recommendation for foundation problems pertaining to the construction of new, rehabilitation of existing Agency facilities and emergent problems. Work may involve the evaluation of similar problems for towns, municipalities and other State and Federal agencies.
4. Keep updated on all appropriate standard procedures for field and laboratory testing of soils. Provide primary laboratory management supervision for labs reporting to the Soils and Foundations Engineer.
5. In cooperation with the Quality Engineer assure that laboratory accreditation criteria are fulfilled in a satisfactory manner. Identify emergent areas for quality improvement such as certification or qualification programs including NETTCP are considered by the Agency.

This position oversees the soils and foundation operations for VTrans; this is a mission critical function to support the design and construction program. Without such a position the three teams have no leadership from a supervisory and technical perspective. In addition, this position provides the quality control for all consultant derived foundation reports; this function alone saves the State an enormous amount of money with cost effective designs and solutions. There are no alternatives for this team to function and provide the services required without its leader.

Highways – Construction & Materials – AOT Technician II

The retirement of VTrans' Aggregate Lab Technician, and the inability to fill the position has created a significant problem. It is a requirement of our AASHTO AMRL accreditation to have a properly credentialed technician operating the laboratory. Without this person, we will not be accredited to perform aggregate testing. This lab performs all the aggregate testing for VTrans; this means that all aggregate samples generated by the boring crews will not be tested and classified, which in turns means that the boring logs can't be generated and without boring logs, the geotechnical engineers cannot prepare foundations report for structures projects or for reclaim projects. Essentially this can shut down a major portion of our operations. The two options (assuming there are no vacancies to be had) consist of stealing a staff member from the boring crew (one of the driller does have some of the credentials) or using private sector labs for the testing. The boring crews are down to a minimum number of employees and taking one

driller away cuts our production in half; we lose one of two crews if we re-purpose one position. The private sector labs charge by each individual test performed and the sheer volume of tests run on a daily basis make this a very expensive option. Failure to fill this position will have a significant financial impact on VTrans.

Highways – Construction & Materials – AOT Geologist

This position is a one of a kind position at VTrans; there was only one Geologist on staff and that person retired under the incentive program. The position is tasked with managing the Rockfall Hazard Mitigation Plan. The highway network in Vermont has many significant rock faces that pose tremendous risk to the traveling public. This position monitors these rock faces, prioritizes the necessary work, develops cost effective treatment options and is consulted throughout the construction phase to ensure success of the treatment and validate that the scope of the repairs is achieving the desired outcome.

The recent events with the Amtrak clearly illustrate the value of having a geologist work for the Agency managing the risk associated with roads and rock faces.

The position has several other important functions such as working with quarry owners that want to supply aggregates for slate and private projects. There are important features of aggregates such as the ability to retain its strength under load long term, or not be susceptible to Alkali Silica Reactivity (ASR) and the geologist is the person at VTrans to work with the owners to navigate the approval process.

The geologist also classifies rock samples for deep foundation required by the bridge designers to determine the loads that can be applied for cost effective bridge designs.

Highways – Construction & Materials – Civil Engineer II – three positions

This position is a Resident Engineer (RE) overseeing multiple heavy highway construction contracts. There are only 30 such employees in the Bureau that have advanced to the level of Resident Engineer and capable of administering complex construction contracts. Four of the thirty positions have taken the retirement incentive, or 13% of the staff. In any given year there

are approximately 100 active contracts with each RE carrying 3.33 projects; losing these vacancies will increase the workload for the remaining staff to a level of 3.85 contracts per RE. The Federal Highway Administration Code of Federal Regulations requires a State Highway Agency employee to be in charge of the contracts; this work cannot be outsourced. Over the last ten years the size of the construction program at VTrans has more than doubled, from $90 million in 2006 to $200 million in 2015. Over the same period of time the number of RE positions has remained essentially flat. The result has been a doubling of consultant inspectors hired to do the work, with payment to consultants in 2006 at $4.2 million and in 2015 a total of $9.0 million.

Consultants are no longer used to augment the workforce with the peak demands, but instead have become full time year round employees. The workload is simply more than the current staff can handle and consultants are retained year round to work in the field and then in the office during the off-season to final projects. Our analysis shows that 9 months of consultant salary is equivalent to what VTrans pays its staff over a 12-month period. With the costs almost exclusively charged to federally funded projects it is a sound investment to fill these positions. The replacement of the RE positions is not something that can occur overnight. It takes years of experience to reach the levels necessary to ensure compliance with the contract, safety for the traveling public and the workers, environmental compliance, quality materials, dispute resolution and be the face of the Agency for the community and the public. This business is highly complex and is based on experience and institutional knowledge; a good RE will save the State money by making good decisions and conversely reduce the Agency's exposure to risk. The RE positions are an investment in the future and losing these positions for short term gains is counter to our goals as an Agency.

Highways – Office of Highway Safety – Financial Manager II

On April 5, 2015, the Governor's Highway Safety Program (GHSP) transferred to the Agency of Transportation (VTrans) from the Department of Public Safety (DPS). The program brought with it a significant number of educational and enforcement grants, memorandum of understanding (MOU), letters of understanding (LOU) and contracts that GHSP staff is required to plan, program, review, monitor, and reimburse on an annual basis. Each year the National Highway Transportation Safety Administration (NHTSA) provides the GHSP with over 4 million dollars

in new funds. The GHSP currently has approximately 12 million in federal carry-forward funds that have built up over several years.

As a part of this transition, program level staff was transferred from DPS to VTrans, however, the financial management component of the program was not transferred. The GHSP was temporarily provided support through the Grants Unit, which consisted of a Financial Manager III (PG 27), Grants Specialist (PG 22) and a Grants Administrator (PG 21). As of November 2015, support for the GHSP is still supplied by the Grants Unit.

Although the GHSP recently hired a Grants Management Specialist (GMS), a Financial Manager would greatly improve the GHSP's ability to financially manage the approximate 300 grants, LOUs, MOUs and contracts currently associated with the program. It should be noted that NHTSA funding is not managed or run similarly to FHWA funds as it pertains to reporting, regulations, number of funding sources, training of sub-recipients, tracking requirements, monitoring and granting cycle. In fact, the process is much more rigorous. It is necessary for VTrans to have a Financial Manager assigned to the GHSP that is specifically trained and experienced in managing NHTSA funds.

Recently, we met with DPS to evaluate the resources they contributed to the program as well as some of the related programmatic shortfalls. This was done to ensure we learn from our past mistakes and take the appropriate steps to prevent repeating history. In addition, NHTSA had conducted the 2015 Management Review of the program and cited staffing as a Management Consideration. Now that the GHSP is at VTrans and we have had the opportunity to assess the staffing needs of the program, it is clear that the success of this program is contingent upon financial management.

Another consideration cited by the Management Review team was the need for the GHSP to increase liquidation among its grants and to better utilize the high carry-forward funds. The workload to accomplish this goal will significantly affect the GHSP staff time and their ability to effectively monitor grant recipients and oversee individual programs. This will substantially increase the amount of work for each program and financial staff member. GHSP staff already

faces a challenge to carry out their everyday finance and programmatic requirements, as evidenced by the high carry-forward amounts. NHTSA recently wrote on the subject of financial planning and obligation for the high amount of carryforward funds: "This has been a continual practice of the GHSP for the past several years and is indicative of poor planning and grants management."

With the current number of staff overseeing the high volume of GHSP grants, LOUs, MOUs and contracts, the Management Review team also cited other Management Considerations that were symptomatic of insufficient staffing. Those considerations included monitoring and tracking of equipment, providing an evaluation mechanism for sub-recipient applications, program monitoring and addressing low performing sub-recipients. The 2015 Management Review and assessing the programs history at DPS should be sufficient to support a Financial Management position in order to provide general administrative supervision and financial support.

Furthermore, The Governor's Highway Safety Association (GHSA) provides a list of model job descriptions for states to refer to as best practices. The VTrans position of Financial Manager II is representative of the GHSA's Financial Manager/Accountant.

As mentioned above, the GHSA's is new to VTrans. In the past six months the program has seen a great deal of change to include all new staff. The addition of a Financial Manager is an essential part in providing more effective financial support to the GHSA. This position will provide depth in funds and match requirement tracking and will provide added knowledge of state and federal regulations. Furthermore, this position will be an essential part of managing the approximate 12 million dollars in carryforward funds, as well as ensuring future funds are properly allocated. It is expected that this position will be self-supporting through its federal allocations, and will gain experience and knowledge becoming a great asset to the GHSP and the Highway Division within the Agency of Transportation.

Highways – Project Delivery Bureau – Right of Way Agent IV

This position is the lead in the Documents Unit. The Documents Unit is responsible for producing all legal documents to transfer property to the State via negotiations or condemnation.

This position is also the lead Relocation Officer and works with other less experienced relocation officers to administer the Federal Highway Administration funded relocation program, which helps individuals or businesses that are displaced from their property either permanently or temporarily due to a transportation improvement project.

The Documents Unit receives projects from six Plans and Title Agents and is currently working on several large high priority projects including: Cabot-Danville Route 2 reconstruction project, Waterbury Route 2/Main Street reconstruction project and Colchester Route 2A/7 reconstruction project to name a few. The Waterbury Main Street project alone has 118 impacted property owners. We haven't seen a single project impact that many property owners in decades. There are also countless smaller projects working their way through the Right of Way acquisition process and the Documents Unit. The Documents Unit is on the critical path to complete the right of way acquisition process and deliver transportation infrastructure projects. This position also works with and coordinates the condemnation process with the Attorney General's Office.

The majority of this position's work is supported with federal funds and works to deliver transportation infrastructure projects as well as support the management of Transportation property.

Highways – Project Delivery Bureau – Hydraulics – Civil Engineer VI

This position will work in the Hydraulics Unit and would come in as entry level and be trained to pick up the workload of hydraulics analysis that was formerly conducted by a retiree. The Hydraulics Unit is responsible for determining the size and foundation depth requirements for bridge and large culverts so they can pass and withstand floods and high water events safely. These calculations are also now very important in determining the impacts of our projects on floodplains and floodways as these are now permitted impacts. In addition, the Hydraulics Unit also provides services to municipalities for sizing culverts on local roads. Properly sized culverts are important local roads performance in storm events to resist being overtopped or lost due to erosion.

Climate change has led to increased concern about the resiliency preparedness. As part of the training of our in-house engineers they learn how the design and detail choice affects the

resilience of bridges to events, such as flooding, scour and seismic. It is important that we retain resilience considerations as a core competency in-house. Having a well-trained in-house engineer will improve our ability to also respond and recover from an event that damages the network improving our resilience.

Efficiencies: A big part of efficiency in the Structures Section is looking for standardization of process and details for what we do. It is important to find the right balance between innovation and standardization to get the best value for what we do. That balance is best achieved when we have employees who have the knowledge and core competency in the subject matter to determine when it is appropriate to innovate. Consultants are not well suited to help VTrans standardize. We need well trained in-house engineers to lead those efforts. As this pilot position is trained they will be working with others to develop standards that will make all projects more efficient. In addition, VTrans relies on a project development process that is defined for conventional projects. We need more VTrans engineers that understand the process so they can lead projects efficiently in the future.

Cost Savings: The pilot position is an entry level engineer that will be trained to do the hydraulic analysis for bridge projects as described above. Consultants can help fill the gap in the short term, but the costs of doing this work with consultants will result in increased project costs and may result in new costs to municipalities for the work that we now provide for free. It is anticipated that as the engineer's competence increases he/she will take on a larger role which will reduce our overall dependence on design consultants.

Highways – Project Delivery Bureau – Structures – Civil Engineer I

This position will work in the Accelerated Bridge Program (ABP) in-house design squad. The ABP is a very successful program that is identifying efficiencies in the delivery of bridge projects using innovation and accelerated bridge construction. We also use consultants for designing these projects but we have seen that innovation and ABC is best lead by VTrans engineers.

What we are doing at VTrans in the area of expediting project delivery and accelerating bridge construction is at the very cutting edge in the United States. We are spending time training consultants about what we want and losing a lot of efficiency and quality. This position will

allow us to train an entry level engineer on how we want things done.

Hiring entry level engineers is important for succession planning and to retain core competency in the specialized area of bridge engineering. The goal in Structures is to complete 50% of the project design in-house and maintaining the ABP squad at the current level is important to staying at that level. With the proper training and mentoring they will be able to fill the future need for bridge engineers as many in the work force at VTrans reach the retirement age.

Efficiencies: A big part of the ABP is looking for ways to standardize the design methods and details. Consultants are not well suited to help VTrans standardize. We need well trained in-house engineers to lead those efforts. As this position is trained they will be working with others to develop standards that will make all projects more efficient. In addition, VTrans relies on a project development process that is defined for conventional projects. The accelerated bridge program is looking for innovative ways to streamline the process to deliver projects more efficiently. We need more VTrans engineers that understand the process so they can lead projects efficiently in the future.

Increased State or Federal Funds: The ABP has been very successful in delivering projects that maximize the use of all available federal and state funds. The ABP is a model that can and has responded to emergency relief funds (ER projects). Having an additional in-house engineer in the ABP will improve our ability to deliver future ER projects. In addition, the ABP is striving to be innovative and this innovation has led to increased federal funding as allowed in MAP21. Innovation sometimes requires an upfront investment of time and it is best lead by in-house engineers, and as such we anticipate that this position will allow us to consider and implement more innovation in the future to increase federal participation on projects.

Resilience Preparedness: All of the bridge replacement projects that we develop consider the effect on the resilience of the transportation network. As part of the training of our in-house engineers they learn how the design and detail choice affects the resilience of bridges to events, such as flooding, scour and seismic. It is important that we retain resilience considerations as a core competency in-house. Having a well-trained in-house bridge engineer will improve our ability to also respond and recover from an event that damages the network improving our

resilience.

Cost Savings: The pilot position will be an entry level engineer and will enter on the lower part of the learning curve for bridge design and detailing. It is anticipated that as the incumbent level of competence increases they will take a larger role in designing ABP projects in-house which will reduce overall our dependence on design consultants. The cost data on recent projects shows that on average it costs less to design ABP projects in-house rather than use consultants. Within 12 months it is anticipated that the Pilot position will be equivalent to a consultant designer and the additional capacity will allow more designs to be completed in house.

Highways – Director's Office – Civil Engineer I – two positions

The vast majority of engineers employed by the State of Vermont, are within the Agency of Transportation. Once an engineer joins the organization it is our intention to educate, train, and retain staff in the art of transportation engineering. We are fortunate to have had success and benefit from some very long-term employees. The challenge now, however, in the current highly competitive and compensated environment, is to attract and retain new engineers, from the onset. Several years ago a training platform within the Highway Division was designed with the intent of rotating newly hired engineers through several of the disciplines within the Agency, including the right of way process, design, structures, construction and more, all in an effort to expose the employee to different parts of the organization. The course criteria for the three-year commitment were reviewed and renewed in 2013, unfortunately, due to ever increasing demands utilization of the Rotational Engineer program remains stagnant.

These two new Civil Engineer I positions will reinstate the Rotational Engineer Program and help to prepare and provide junior staff as a resource to all sections within the Highway Division.

As staff resources dwindle over the next few years as a result of staffing cuts, reorganizations and attrition, we as an organization will be better positioned with trained staff to continue program continuity and succession planning.

We anticipate a significant increase in federal funding for highway infrastructure improvements over the next five-years, pursuant to the FAST Act of 2015. With the increase in funding comes additional workload to produce projects to expend these funds. These positions will reduce the

need to rely on consultants for this increased production need. In addition, the cost of utilizing in-house staff far outweighs the cost of using consultant staff.

Highways – Project Delivery Bureau - Highway Safety & Design – AOT Technician VI

The position will be housed within the Highway Safety & Design Section, with the primary work station in Montpelier, VT. In general terms an AOT Technician VI within the Agency of Transportation performs advanced administrative and consultative work with a high degree of independence. However, this does not adequately capture the complexity of their associated roles and responsibilities in delivering quality transportation projects. The following outlines four key job duties and corresponding expectations:

STANDARDS PREPARATION AND QUALITY CONTROL - VTrans currently maintains numerous Standard Drawings and among these Standard Drawings are the Traffic Standard Drawings which includes traffic and safety details pertinent to most of VTrans' construction projects. Due to these Standard Drawings not being consistently maintained over the years, many of them are now out of date or obsolete. These Standard Drawings, being out of date, in turn adds more work onto designers (to be aware of this and to account for it with additional details in the plans also possibly omitting pertinent information which is required by construction personnel). This position's duties consist of researching, drafting and reviewing these Standard Drawings to be submitted to the VTrans Standards Committee and continuously working on updating these Standard Drawings.

PROJECT REVIEW - Currently the Highway Safety and Design Section performs thorough review of their projects at each stage of a project's development. While there is dedicated staff for this duty, we are preparing to enter a time where Highway Safety & Design review needs will be increasing as projects are being prepared for the 2016 construction season. This position is responsible for completing thorough project reviews and providing input and feedback that contributes to a quality project and product.

PROJECT TRANSFERS - VTrans contracts with numerous consultants to produce the project plans, special provisions and estimates for many of their construction projects. The file sizes are of large enough size where standard submittal procedures are not applicable. VTrans utilizes an FTP server for these to files to be submitted. The FTP server is a secure site with limited access

to ensure the files are not altered. This position's duties consist of processing these files including downloading, virus scanning, reviewing for proper naming, and transferring into write protected folders for future use by VTrans. Proper file organization is integral in allowing users easy access to the documents.

PROJECT DESIGN - This position also provides design support and plan development functions. While this position is not specifically tied to a design team, they are required to participate in these duties as project or production needs arise. This is a benefit to the Section as a whole, and also to the specific functions of the Technical Development Unit.

This position directly participates in the delivery of transportation related projects (ensuring quality and consistency), which are defined to improve the safety and mobility of roadway users and improve and/or preserve infrastructure and asset condition. These responsibilities directly contribute to our Agency's success in meeting our strategic goals.

Projects identified and defined by Highway Safety & Design have a defined need and primarily serve to improve deficiencies associated with safety, geometrics, mobility/capacity, and asset/infrastructure. Furthermore, these projects are designed to comply with current standards and practices, and are designed considering resiliency (such as culvert replacement, slope stabilization, access considerations, etc.). These projects also complete an environmental assessment, and all necessary environmental permits are obtained. This position is responsible for developing and maintaining Standard Drawings that are utilized in these project designs, participating in project reviews which intend to ensure a quality project and estimate, and also to complete design tasks on these projects as Section needs require.

The Highway Safety & Design Section advertises approximately forty to fifty projects annually, for construction. These projects, in combination with additional projects under development, expend approximately $160 million per fiscal year (preliminary engineering, right-of-way, and construction expenditures). This workload and level of investment is significant, and is critical to meeting the Agency's mission, vision, strategic goals, as well as our customer's expectations. The AOT Technician VI position can be defined as a production quality driven position, and is important to the successful delivery (specifically quality and consistency) of the Highway Safety

& Design programs.

Failure to fill this position would likely result in a mid to long term impact of our ability to deliver to our customers. It is important to have an individual in this position long term, who is entrenched in VTrans processes and procedures, and can grow and adapt to any changes within our organization. Consultant usage on the whole has increased in recent years, and it is critical for VTrans to maintain core competency to have a trained staff with the ability to perform the work, manage consultants, adapt to retirements and turnover, and perform proper asset management.

VT Agency of Transportation
Pilot Position Request Summary
December 2015

position request #	Organization Name	Section where assigned	Position Classification Title	PG	Job Code	DeptID
1	Dept. of Motor Vehicles	Enforcement and Safety	Motor Vehicle Field Inspector	22	634700	8100002100
2	Transportation - central garage	Maintenance & Operations Bureau - Central Garage	Financial Specialist I	17	089020	8110000200
3	Transportation - finance and administration	Budget and Financial Operations - Budget Office	Financial Director III	30	089150	8100000100
4	Transportation - finance and administration	Budget and Financial Operations - Accounting	Financial Specialist II	19	089030	8100000100
5	Transportation - finance and administration	Budget and Financial Operations - Internal Services	Administrative Services Coordinator IV	24	089250	8100000100
6	Transportation - finance and administration	Performance, Innovation, Excellence	Configuration Analyst III	26	009500	8100000100
7	Transportation - finance and administration	Legal - Policy & Hearings	AOT Policy and Hearings Examiner	25	089900	8100000100
8	Transportation - maintenance	Maintenance & Operations Bureau - Technical Services	AOT Technician V	22	127700	8100002000
9	Transportation - maintenance	Maintenance & Operations Bureau - Technical Services	AOT Technician VI	23	127800	8100002000
10	Transportation - program development	Construction & Materials Bureau - Lab	AOT Manager II	27	147300	8100001100
11	Transportation - program development	Construction & Materials Bureau - Lab	AOT Technician II	18	127400	8100001100
12	Transportation - program development	Construction & Materials Bureau - Lab	AOT Geologist	25	140500	8100001100
13	Transportation - program development	Construction & Materials - Construction	Civil Engineer II	20	128000	8100001100
14	Transportation - program development	Construction & Materials - Construction	Civil Engineer II	20	128000	8100001100
15	Transportation - program development	Construction & Materials - Construction	Civil Engineer II	20	128000	8100001100
16	Transportation - program development	Office of Highway Safety - GHSP	Financial Manager II	26	089090	8100001100
17	Transportation - program development	Project Delivery Bureau - Right of Way	ROW Agent IV	23	067700	8100001100
18	Transportation - program development	Project Delivery Bureau - Hydraulics	Civil Engineer VI	25	128400	8100001100
19	Transportation - program development	Project Delivery Bureau - Structures	Civil Engineer I	18	127900	8100001100
20	Transportation - program development	Office of the Director - Rotational	Civil Engineer I	18	127900	8100001100
21	Transportation - program development	Office of the Director - Rotational	Civil Engineer I	18	127900	8100001100
22	Transportation - program development	Project Delivery Bureau - Highway Safety & Design	AOT Technician VI	23	127800	8100001100