

## Transportation Forum Key Performance Measures

Measure	Target	Actual	Status
1. Highway Capital Project Delivery: % of projects both on time and on budget.	90%	75%	
2. Bridges: \$ in Fair or Better condition.	97%	97.5%	
3. Pavement Condition: % lane miles in Fair or Better condition.	90%	93.5%	
4. Incident Response: Decrease average duration of major incidents to 165 miles.	165 min	162 min	
5. Highway Maintenance Program: % of targets achieved.	100%	97%	

## Introduction to the Forum

This Governor's GMAP Forum on Transportation focuses on current Department of Transportation performance in five key areas discussed at prior GMAP forums. Measures for topics #1 through #4 below are also being reported in the 2007 Cabinet Strategic Action Plan.

- 1) Highway Project Delivery
- 2) Bridge Condition
- 3) Pavement Condition
- 4) Highway Incident Response
- 5) Highway Maintenance Activities

Performance targets are currently being met for bridge condition, pavement condition, and highway incident response.

### Highway Project Delivery

Highway project delivery performance is currently below target, primarily as a result of the construction costs increases being experienced throughout the country. DOT is continuing to work with the contracting community to implement strategies to moderate construction cost increases. The results of this work, as well as the impact of 2007 legislative budget actions on project delivery performance, will be reported at the next GMAP forum scheduled for 11/7/07.

### Highway Maintenance

On a statewide basis, DOT met 30 of 33 highway maintenance activity targets in 2006. Statewide targets were missed for traffic signal, highway lighting system, and intelligent traffic system maintenance. On a regional basis, targets for 16 activities were missed in at least one region; and no region met all targets. DOT is in the process of analyzing how to refine highway maintenance budgeting and management in order to improve performance.

### Enterprise Measures

Measures on budget, human resources, information technology, and risk management are included under the "Enterprise Measures" tab.

## 1. Capital Projects Delivery

What	Who	When	Status
Project Delivery: WSDOT is attempting to influence the bidding climate	WSDOT Construction Office	6/30/2009	In Progress
Project Delivery: When Appropriate, Utilize Design-Build Contracts	WSDOT Construction Office	6/30/2009	In Progress
Pursue legislation to cap the requirements for surety bonds	WSDOT Construction Office	1/31/2008	Not Started
Utilize Alternate Contract Methodologies to Maximize Value Within Budgeted Dollars	WSDOT Construction Office	6/30/2009	In Progress
Report to Governor's Office on results from the 2007 Construction season in November 2007	WSDOT Construction Office	11/7/2007	Not Started

## 2. Bridges

What	Who	When	Status
Project Delivery: WSDOT is attempting to influence the bidding climate	WSDOT Construction Office	6/30/2009	In Progress

## 3. Pavements

What	Who	When	Status
Resolve shortcomings of models to predict concrete pavement performance and best timing for rehabilitation	WSDOT Construction Office	6/30/2009	In Progress

#### 4. Major Incident Duration

What	Who	When	Status
Ratify and develop a plan to implement the National Unified Goal for Traffic Incident Management	Bill Hilton, WSP and Rick Phillips, WSDOT	9/30/2007	Not Started
Increase the number of counties allowing offsite extrications of deceased	Bill Hilton, WSP and Rick Phillips, WSDOT	7/31/2007	In Progress
WSDOT 2007-09 Budget funds a tow performance program for heavy trucks	Bill Hilton, WSP and Rick Phillips, WSDOT	7/1/2007	Not Started
Instant Towing program	Rick Phillips, WSDOT and Bill Hilton, WSP	10/31/2007	In Progress

#### 5. November 2006 Follow-Up – Maintenance Program

What	Who	When	Status
Analyze maintenance budget to determine if funds can be shifted	WSDOT Maintenance Operations	6/30/2009	In Progress
Develop Optimal Preventative Maintenance Schedule	WSDOT Maintenance Operations	6/30/2009	In Progress
Develop tools to quantify system additions and costs to maintain current service levels and identify additional costs from expanded infrastructure and prioritize existing resources	WSDOT Maintenance Office	6/30/2009	In Progress

#### DOT Finance: Overall

There are no items to show in this view			
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#### DOT HR: Sick Leave

What	Who	When	Status
Continue analysis of Sick Leave	WSDOT HR and Payroll Office	8/31/2007	In Progress

#### DOT HR: Overtime

What	Who	When	Status
Analyze overtime usage trends	WSDOT HR and Payroll Office	10/31/2007	In Progress

**DOT HR: Performance Evaluations**

What	Who	When	Status
Complete Implementation of Performance Management Program	WSDOT Human Resources Office	10/31/2007	In Progress

**DOT IT: Status of Major IT Projects**

There are no items to show in this view			
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**DOT Risk: Worker Safety**

What	Who	When	Status
Reduce Recordable injuries for our workers	WSDOT Safety and Health Administrator	7/31/2007	In Progress

**DOT Risk: Maturity Model**

What	Who	When	Status
Incorporate risk management analysis and strategies into operations	Secretary – Policy, Risk Management - Procedures	12/31/2007	In Progress
Agency will establish an ERM Committee. Committee will report to the Secretary	Secretary	9/30/2007	In Progress
Secretary will issue an Executive order defining ERM as a strategic practice of the organization	Secretary	9/30/2007	In Progress
Enterprise Risk management will be a standing and recurring item on the executive leadership meeting agendas	Assistant Secretary Finance and Administration	5/31/2007	In Progress

**DOT Risk: Employment Claims**

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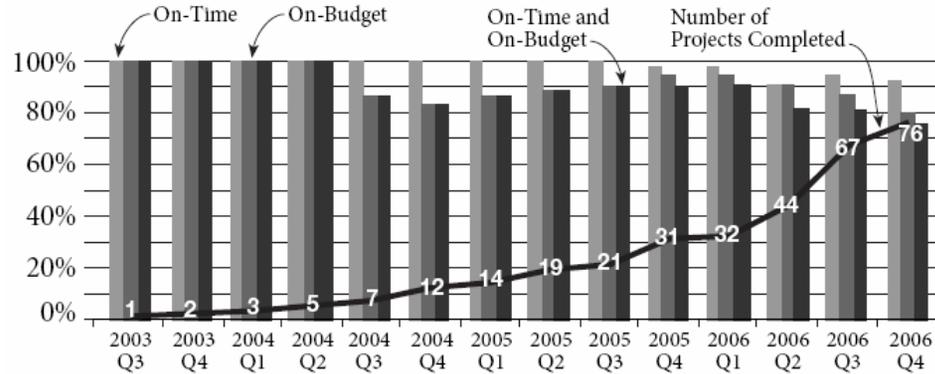
**DOT Risk: Driving Claims**

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1. Capital Project Delivery Target: 90% of Projects Delivered Both On Budget and On Time

## Cumulative Nickel & TPA Project Schedule and Budget Performance

Third Quarter 2003 - Fourth Quarter 2006



Source: WSDOT Project Control and Reporting Office

Data Comments: All data is presented in Calendar Years. Data as of 12/31/06.

### Analysis

WSDOT is providing information by region, by project size, and by subprogram in this GMAP forum. Each of these presentations of the data shows that construction cost increases and a declining bidding climate have affected all types of capital projects, and that there is no single attribute common to projects that are late or over budget.

**Despite rising construction costs and a deteriorating competitive bidding climate, WSDOT has delivered \$524.7 million of TPA and Nickel projects within 98.4% of budget expectations.**

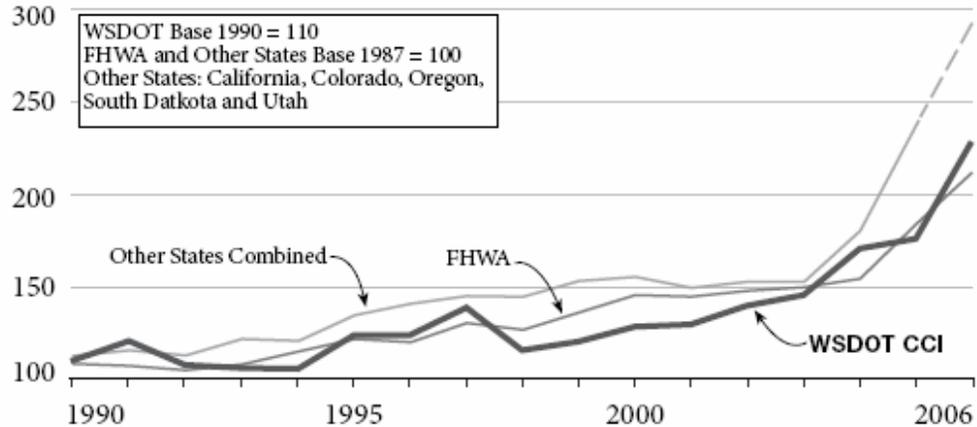
Of these 76 completed Nickel and TPA projects:

- 92% were completed early or on-time
- 100% were completed within scope
- 80% were completed on-budget
- 75% were completed on time and on budget

## 1. Capital Projects Delivery Action Plan

What	Who	When	Status
Project Delivery: WSDOT is attempting to influence the bidding climate	WSDOT Construction Office	6/30/2009	In Progress
Project Delivery: When Appropriate, Utilize Design-Build Contracts	WSDOT Construction Office	6/30/2009	In Progress
Pursue legislation to cap the requirements for surety bonds	WSDOT Construction Office	1/31/2008	Not Started
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Report to Governor's Office on results from 2007 Construction season in November 2007	WSDOT Construction Office	11/7/2007	Not Started

## Construction Cost Indices Washington State, FHWA, and Other States



**Source:** WSDOT Construction Office, Federal Highway Administration (FHWA)

**Data Comments:** WSDOT 2006 Index is for Quarters 1, 2, & 3; Other States 2006 Index based on Oregon and Utah 1, 2, & 3 quarter data; 3 quarter data; 3 quarter data not available for California, Colorado and South Dakota; 2006 data not available for FHWA

### Analysis

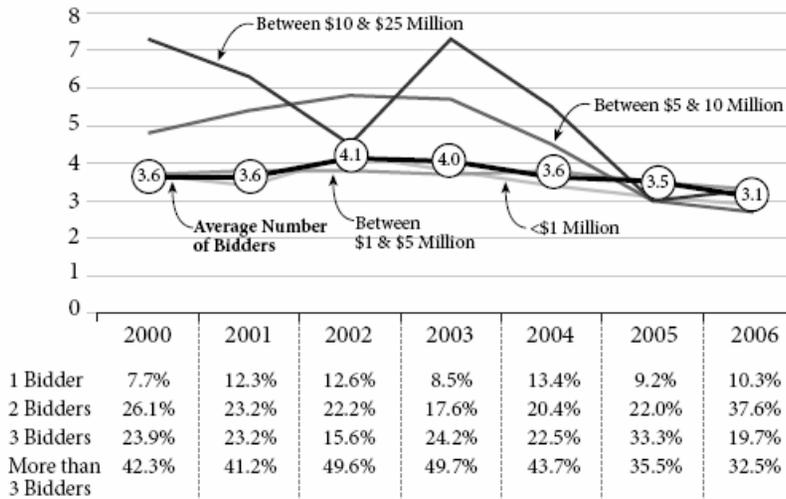
The average annual growth rate of the CCI from 1990 through 2001 was 1.5% per year. However, since 2001, the average growth rate has been 12% per year. During this period the CCI has been driven up by several factors, including: the increasing worldwide demand for construction materials; rising crude oil prices and other energy supply issues; and recent increases in national and international construction activity.

WSDOT's CCI has increased 30% in the first three quarters of 2006 over the annual average for 2005, from 176 to 228. The driving force behind this increase is the rising costs of Hot Mix Asphalt (HMA). Of the seven materials WSDOT tracks in the CCI, HMA comprises almost half the weight of the index (see gray box). HMA prices rose 35% in the first three quarters of 2006 following increased crude oil prices and decreases in liquid asphalt production. (see June 30, 2006 *Gray Notebook*, p. 32 for more information)

## 1.2 Number of Bids and Bidders

### Average Number of Bidders

By Size of Contract



	2000	2001	2002	2003	2004	2005	2006
1 Bidder	7.7%	12.3%	12.6%	8.5%	13.4%	9.2%	10.3%
2 Bidders	26.1%	23.2%	22.2%	17.6%	20.4%	22.0%	37.6%
3 Bidders	23.9%	23.2%	15.6%	24.2%	22.5%	33.3%	19.7%
More than 3 Bidders	42.3%	41.2%	49.6%	49.7%	43.7%	35.5%	32.5%

**Source:** WSDOT Construction Offices

**Data Comments:**

### Analysis

WSDOT's goal is to have three or more bidders for each highway construction project. However, large public and private construction programs in Washington, as well as at the national level, are contributing to a trend of fewer contractors submitting bids for WSDOT projects. The reduction in bidding competition is a sign that contractors have a full workload ahead of them. Unfortunately, this reduction in competition will tend to produce higher prices for WSDOT projects.

The average number of contractors bidding on each WSDOT project decreased 12% in 2006, from an average of 3.5 bidders in 2005 to an average of 3.1 bidders in 2006. The reduction in the number of bidders has been a trend since 2002, with significant downward movement occurring since 2004.

### 1.3 Individual Project Delivery Performance

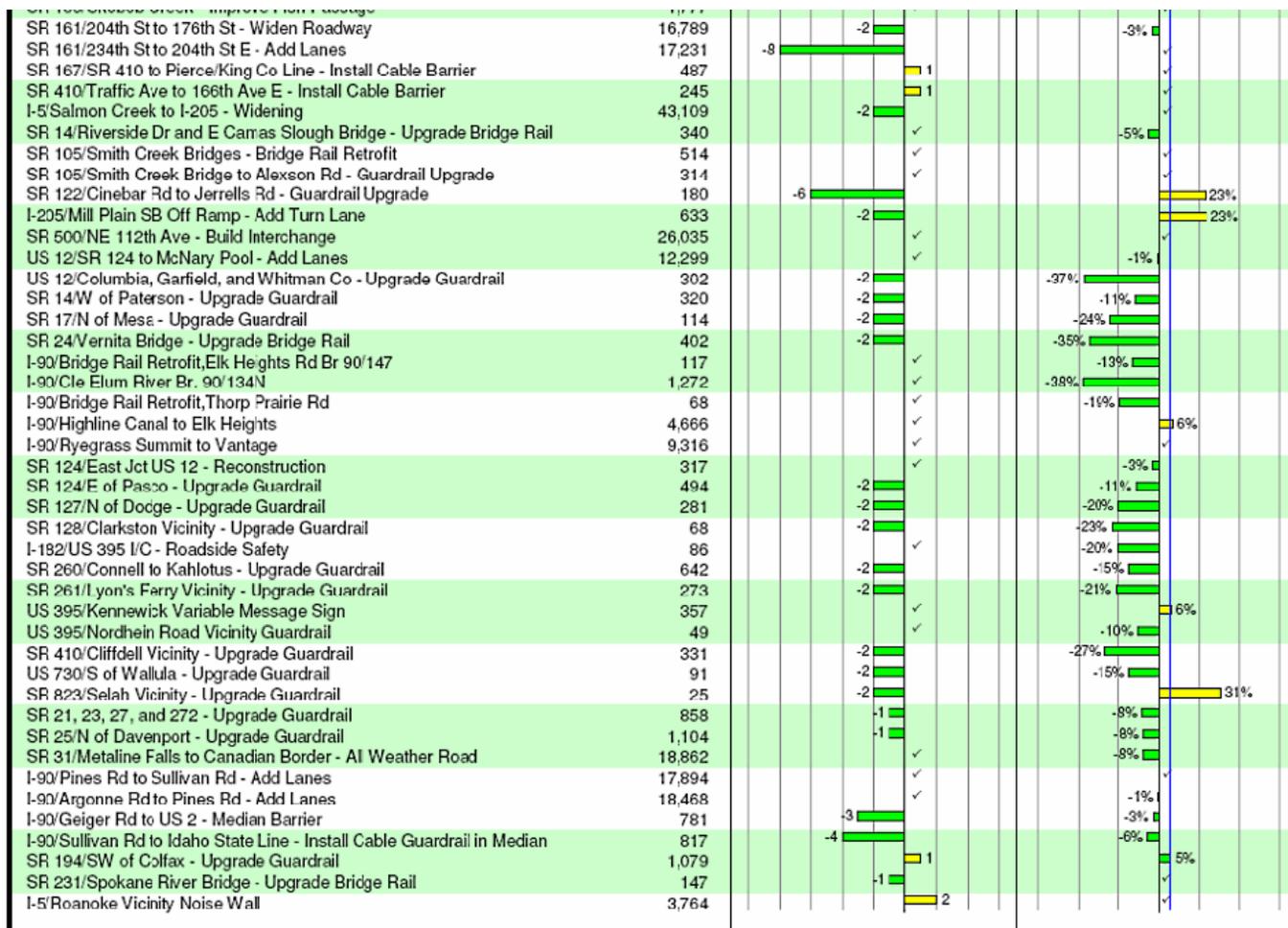
## INDIVIDUAL PROJECT DELIVERY PERFORMANCE HIGHWAY CONSTRUCTION PROGRAM

Nickel- and TPA-Funded Projects  
(Quarter Ending December 31, 2006)



Project Title	Current Legislative Expectation (in thousands)	Schedule Performance (Difference in Quarters) <sup>1</sup> Ahead of Schedule in Green/ Late in Yellow	Budget Performance (Percentage Difference) <sup>2</sup> Under Budget in Green/ Over Budget in Yellow
I-5/NE 175th St to NE 205th St - Add NB Lane	8,915	-3	
I-5/52nd Ave W to SR 526 - Roadside Safety and Ramp Improvements	2,642	-3	
I-5/300th St NW Vic to Anderson Rd Vic - Install Cable Barrier	1,288	-6	5%
I-5/2nd Street Bridge-Replace Bridge	14,333	-2	
I-5/SR 11 Vic to Weigh Station Vic - Install Cable Barrier	436	-6	
I-5/SB Ramps at SR 11/Old Fairhaven Parkway - Add Ramp Lane	1,647	-1	47%
I-5/SR 11 to 36th St - Install Cable Barrier	68	-6	53%
I-5/SR 542 Vicinity to Bakerview Rd - Install Cable Barrier	202	-6	26%
I-5/Main St to SR 548 - Install Cable Barrier	409	-6	
I-5/Blaine Vicinity - Median Cross Over Protection	245	-6	
SR 9/SR 528 Intersection - Signal	750	-5	
SR 9/Nooksack Rd Vicinity to Cherry St - New Alignment	18,010	-4	
SR 18/SE 304th to SR 516 - Install Cable Barrier	250	-6	
SR 18/Covington Way to Maple Valley - Add Lanes	68,525		
SR 18/Maple Valley to Issaquah/Hobart Rd - Add Lanes	115,429	5	11%
SR 99/SR 599 to Holden St - Install Cable Barrier	380	-1	15%
SR 161/Jovita Blvd to S 360th St, Stage 2 - Widen to Five Lanes	30,164	-2	-15%
SR 202/244th Ave NE Intersection - Add Signal and Turn Lane	1,104	-1	10%
SR 202/Jct 292nd Ave SE - Add Signal and Turn Lane	586		
SR 203/NE 124th/Novelty Rd Vicinity - Construct Roundabout	3,634	-4	
SR 522/N Creek Vic to Bear Creek Vic - Install Cable Barrier	271	-6	
SR 527/132nd St SE to 112th St SE - Add Lanes	20,933	1	
NC Regionwide - Upgrade Guardrail	849	-2	
I-90/Silica Road to East of Adams Road - Median Cross Over Protection	322	-3	-9%
I-90/SR 17 to Grant/Adams County Line - Median Cross Over Protection	787	-3	-5%
I-90/Potato Hill Bridge - Add Pedestrian Access	750	-1	
I-90/Moses Lake Area - Replace Bridges	8,056	-1	-1%
US 97/Ellensburg Vic to Tonasket Vic - Roadside Safety Improvement	1,000	-2	5%
US 97A/Entiat Park Entrance - Turn Lanes	196		-30%
I-5/Puyallup River to Fife Interchange	338		22%
US 12/Montesano Vicinity to Elma - Install Cable Barrier	1,620	-3	29%
SR 16/36th St to Olympic Dr NW - Add HOV Lanes	8,914	-0	
SR 106/Skobob Creek - Improve Fish Passage	1,777		

### 1.3 Individual Project Delivery Performance



Source: WSDOT Project Control and Reporting

**Data Comments:**

- Schedule Performance is the difference between the Actual Operationally Complete data and the Legislative Expectation Operationally Complete data. Projects that are completed in the same quarter as expected are considered on time. Difference shown are in quarters.
- Budget Performance compares the Cost to Complete to the Legislative Expectation (Baseline) cost at the time the project is completed. Projects are considered "on budget" if they are completed within 5% of the Legislative Expectation.

## 1.4 Project Delivery Performance by Region (CY 2006)

### Analysis

#### Regional Analysis:

Per the Leadership Team's request, WSDOT is providing project delivery data on a regional basis. Our analysis shows that each of the regions struggles with the same risks identified in the Capital Project Delivery Overview page.

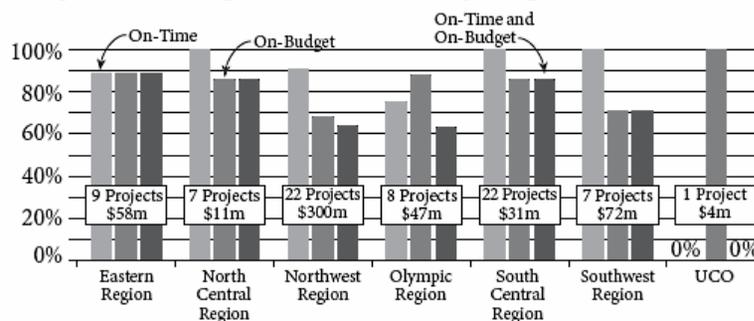
**North Central Region:** 7 projects have been completed as of December 31, 2006. 7 of those projects were delivered on-time, and 6 projects were delivered on budget. The reason for the one project being over budget was higher than anticipated cost for guardrail. The region delivered \$11.8 million of projects one percent below budget expectations.

**South Central Region:** 22 projects have been completed as of December 31, 2006. All of these projects were delivered on-time, and 19 were delivered on-budget. For the three projects delivered over-budget, one was the result of discovering a large amount of saturated clay during excavation, which is unsuitable roadway material; the second was over-budget due to additional work that had not been included in the contract plans; and the third project under-estimated traffic control and contract administration costs. The region delivered \$31.2 million in projects two percent below budget expectations.

**Northwest Region:** 22 projects have been completed as of December 31, 2006, with 20 of these projects delivered on-time, and 15 were delivered on-budget. The 2 projects delivered late were the result of heavy rain and snow conditions that forced construction to halt for a period of time. Of the 7 projects that were over-budget, 3 were the result of higher prices for concrete, steel, aggregate and oil products; 3 projects upgraded materials for cable median barrier; and 1 project erred in the cost estimate by failing to include sales tax. The region delivered \$299.9 million in projects three percent above budget expectations.

**Olympic Region:** 8 projects have been completed as of December 31, 2006, with 6 of these projects delivered on-time, and 7 delivered on-budget. The 1 project that was over-budget was the result of extensive and unanticipated slope work. The region delivered \$47.4 million in projects less than one percent below budget expectations.

### Project Delivery Performance by Region



**Source:** WSDOT Project Control & Reporting

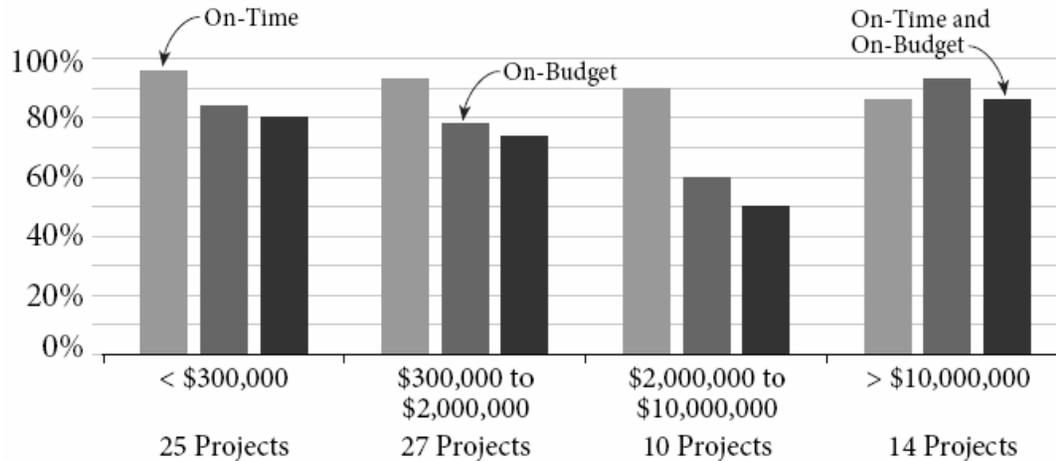
**Data Comments:** Includes all projects cumulatively through 12/31/06

**Eastern Region:** 9 projects have been delivered as of December 31, 2006. Of the 9 projects, 8 were delivered on-time and on-budget. 1 project was late due to the necessity of keeping the road open to traffic for the local community during the harvest season. 1 project was over-budget as a result of higher-than-anticipated fuel prices. The region delivered \$58.3 million in projects nearly three percent below budget expectations.

**Southwest Region:** 7 projects have been delivered as of December 31, 2006. Of the seven projects, 5 were delivered on-time and on-budget. The region delivered \$72.6 million in projects two percent over budget expectations.

## 1.5 Project Delivery Performance by Size of Project

### Highway Construction Program: Nickel and TPA Funded Projects Delivery Performance by Project Size

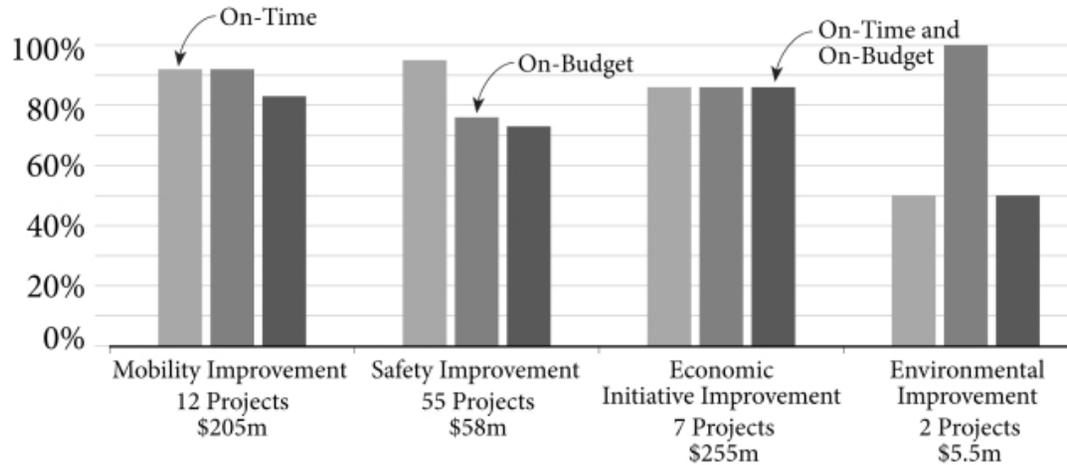


**Source:** WSDOT Project Control and Reporting  
**Data Comments:** Includes all projects cumulatively through 12/31/06

### Analysis

WSDOT project delivery has been consistent regardless of size and scope of projects. There is not a significant difference in on-time and on-budget performance between projects with legislation expectations below \$300,000, between \$300,000 and \$2,000,000, and projects with legislative expectations above \$2,000,000.

## 1.6 Project Delivery Performance by Size of Project



**Source:** WSDOT Project Control and Reporting

**Data Comments:** Includes all projects cumulatively through 12/31/06

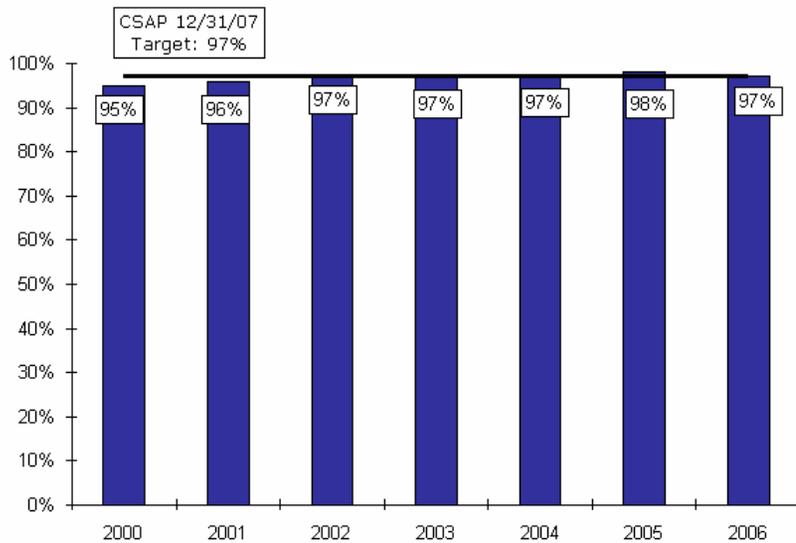
### Analysis

All 76 projects delivered as part of the Nickel and TPA funding packages to date have been part of the improvement program. The vast majority of funding (\$460 million) has gone towards the mobility improvements (examples include adding or widening lanes on state highways) and economic initiative improvements (examples include putting in an all-weather road to the Canadian border). On-time and on-budget performance for these two programs are above 80%. 72% of the projects completed to date have been safety improvement projects. However, these projects only account for 11% of Nickel and TPA funding spent on completed projects. 10 of these projects have been over budget, with cable median barrier and guardrail projects accounting for 6 of those projects. The total cost overrun for these 10 safety improvement projects that were over budget was \$1.9 million dollars.

*Note:* There have been two environmental improvement projects completed in the Nickel and TPA programs to date. Both were completed on budget and one was delivered late.

## 2. Bridges Target: 97% of Bridges in Fair or Better Condition

### 97.5% of Bridges are in Good Condition



**Source:** WSDOT Bridge Office

**Data Comments:** Based on an annual inspection of 50% of all state bridge structures. Annual bridge condition ratings are reported every September in the *Grey Notebook*.

### Analysis

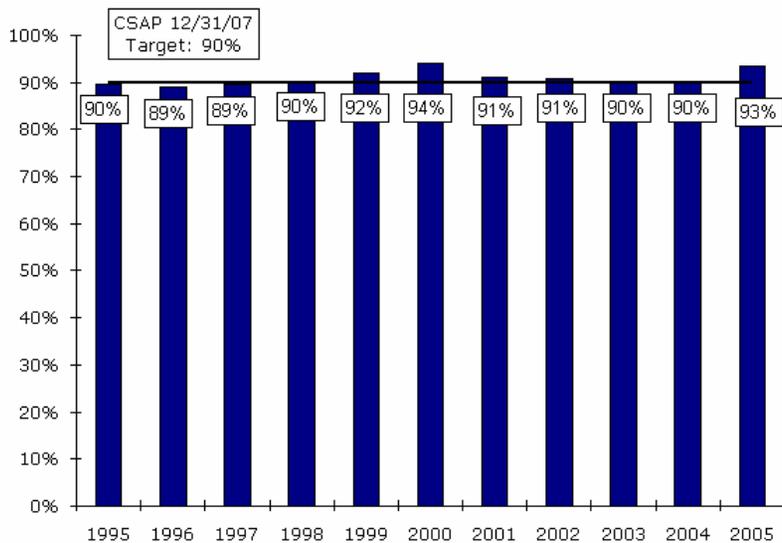
- 3,010 out of 3,088 structures are in good or fair condition (97.5%)
- No bridge that is currently rated as “poor” is unsafe for public travel
- Bridges are replaced when continued maintenance and preservation strategies are no longer cost effective to provide safe, continuous movement of people and goods.
- There are 8 bridges that will begin construction in the 2007 - 2009 biennium with a projected cost of approximately \$33.6 million (in current dollars)
- Future editions of the *Gray Notebook* and GMAP may report condition by surface area in addition to the number of structures

### 2. Bridges Action Plan

What	Who	When	Status
Repair and replace deficient bridges	WSDOT Bridges Office	6/30/2009	In Progress

### 3. Pavement Condition Target: 90% Lane Miles in Fair or Better Condition

93.5% of pavement is in fair or better condition. This is expected to decrease in the future.



### Analysis

- Percentage of all pavements in the “good” category increased from 89.9% to 93.5% in 2005.
- An underlying concern is that 600 of the 1,980 concrete lane miles are likely to be in need of replacement during the next ten years. 37 land miles are funded to be rehabilitated by the end of the 2007-2009 biennium.
  - Unlike chip seal and hot mix asphalt, concrete replacement is mostly unfunded.
  - Concrete only accounts for 13% of total lane miles but accounts for 27.8% of vehicle miles traveled.

**Source:** WSDOT Materials Lab

**Data Comments:** Condition ratings based on 18,347 lane miles surveyed. 2005 survey results were reported in WSDOT’s December 31, 2006 edition of the *Gray Notebook*. 2006 survey results will be reported in the December 31, 2007 edition of the *Gray Notebook*.

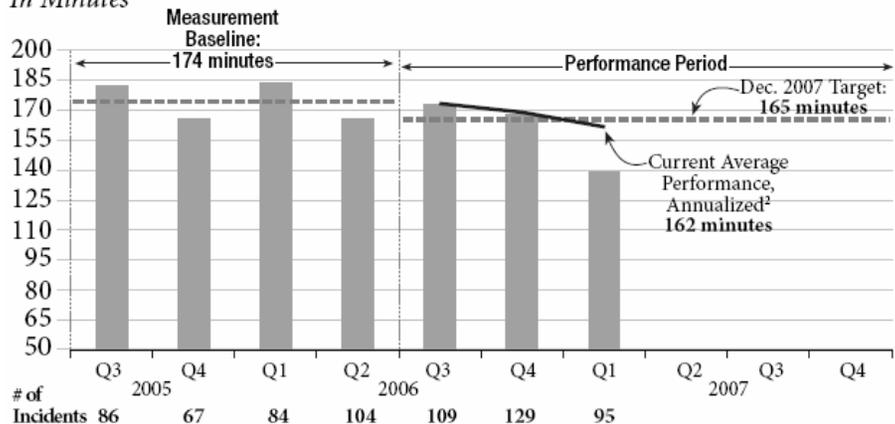
### 2. Bridges Action Plan

What	Who	When	Status
Resolve shortcomings of models to predict concrete pavement performance and best timing for rehabilitation.	WSDOT Materials Lab	10/31/2007	In Progress

## 4. Incident Response: Reducing Average Duration of Incidents Lasting 90 Minutes or Longer

### Cabinet Strategic Plan Goal: Reducing Average Duration (Clearance Time) of Incidents Lasting 90 Minutes or Longer On Nine Key Highway Segments<sup>1</sup>

In Minutes



**Source:** 2005-WSDOT Incident Response Tracking System; 2006-WSP-Computer Aided Dispatch System and WSDOT IRT System.

1-Selected Key Highway Segments – 1-5 (Oregon to Canadian Border), I-90 to North Bend, I-405, SR 18 to I-90, SR 16 to Purdy, SR 167, SR 520, SR 512, and I-205.

**Data Comments:** *Clearance Time* (for this message only) is the time between first recordable awareness of an incident and all lanes open.

2. Current Average Performance, annualized is the average quarterly duration of incidents lasting over 90 minutes for the performance tracking period for this measure.

### Analysis

Incident Response is a WSDOT and WSP highway safety program that began in 1997 that uses roving patrols to:

- Prevent incidents and secondary collisions through quick detection and removal of disabled vehicles,
- Provide traffic control and/or rerouting,
- Communications, clean up of incidental spills,
- Assistance with incident clearance and clean-up.
- Assists in assuring maximum traffic throughput.

Expansion of the IR program in July 2002, mobilized several IRT units from a 24/7 “call-out” mode to a peak traffic period “roving” mode; it also doubled WSDOT’s IRT fleet to 38 vehicles, adding 19 new “roving” peak traffic period units.

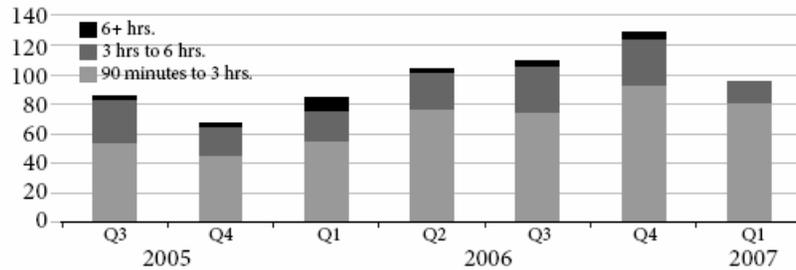
In November 2006, WSDOT and WSP set a goal to reduce the duration of over ninety minute incidents by five percent.

## 4. Incident Response: Reducing Average Duration of Incidents Lasting 90 Minutes or Longer

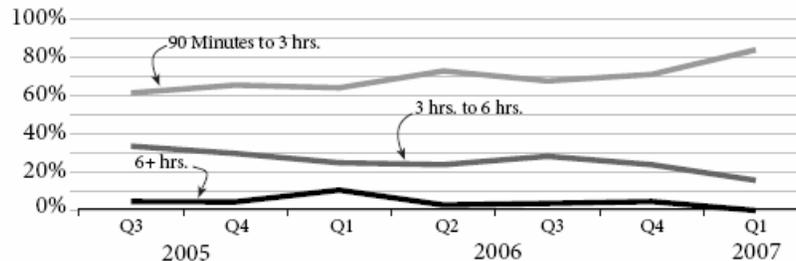
### 4. Incident Response Action Plan

What	Who	When	Status	Forum
Ratify and develop a plan to implement the National Unified Goal for Traffic Incident Management.	Bill Hilton, WSP, and Rick Phillips, WSDOT	9/30/2007	Not Started	May 23, 2007 Transportation Forum
Increase the number of counties allowing offsite extrications of deceased.	Bill Hilton, WSP, and Rick Phillips, WSDOT	7/31/2007	In Progress	May 23, 2007 Transportation Forum
WSDOT 2007-09 Budget funds a low performance program for heavy trucks.	Bill Hilton, WSP, and Rick Phillips, WSDOT	7/1/2007	Not Started	May 23, 2007 Transportation Forum
Instant Towing program.	Bill Hilton, WSP, and Rick Phillips, WSDOT	10/31/2007	Not Started	May 23, 2007 Transportation Forum

## Number of Over 90 Minutes Blocking Incidents by Quarter<sup>1</sup>



## Percentage of Over 90 Minutes Blocking Incidents by Quarter<sup>1</sup>



## Analysis

Between Q3 2005 and Q1 2007 there were 36 incidents involving road blockage lasting 6 hours or more (“extraordinary incidents”). Q1 2007.

- Twenty-two involved a commercial motor vehicle, and at least 10 of the 36 events required a Class C Tow, which means specialized equipment was needed to remove the commercial motor vehicle from the road.
- Others involve public health and safety issues, such as commercial motor vehicle-related hazardous materials spills, criminal activity, and damage to WSDOT property such as bridges or safety barriers that needed to be repaired.

**Source:** Washington State Department of Transportation Traffic Office and Washington State Patrol.

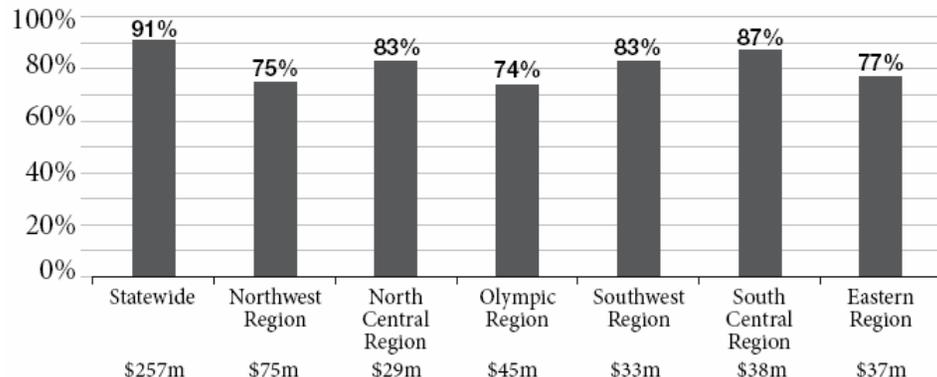
**Data Comments:** 2005 data represents only WSDOT data. This is a smaller subset of the over-90-minute incidents and is not representative of the complete program, which would include incidents that WSP responded to but not WSDOT. WSP data is not available for 2005 because of a changeover to a new database system.

5. Maintenance Accountability Program Target: 100% of MAP Service Targets Achieved

### Highway Maintenance Program

#### Percentage of Maintenance Activities Performed by WSDOT Meeting Legislatively Funded Service Delivery Expectations for 2006

Maintenance Budget for Each Region in \$ Millions



Source: WSDOT Maintenance Program

**Data Comments:** Maps use an average of each region’s performance (regions are weighted equally) in a particular maintenance activity to determine a statewide average. The statewide average exceeds the individual region’s performance because one region exceeding a target may cancel another region that may have slightly missed a target.

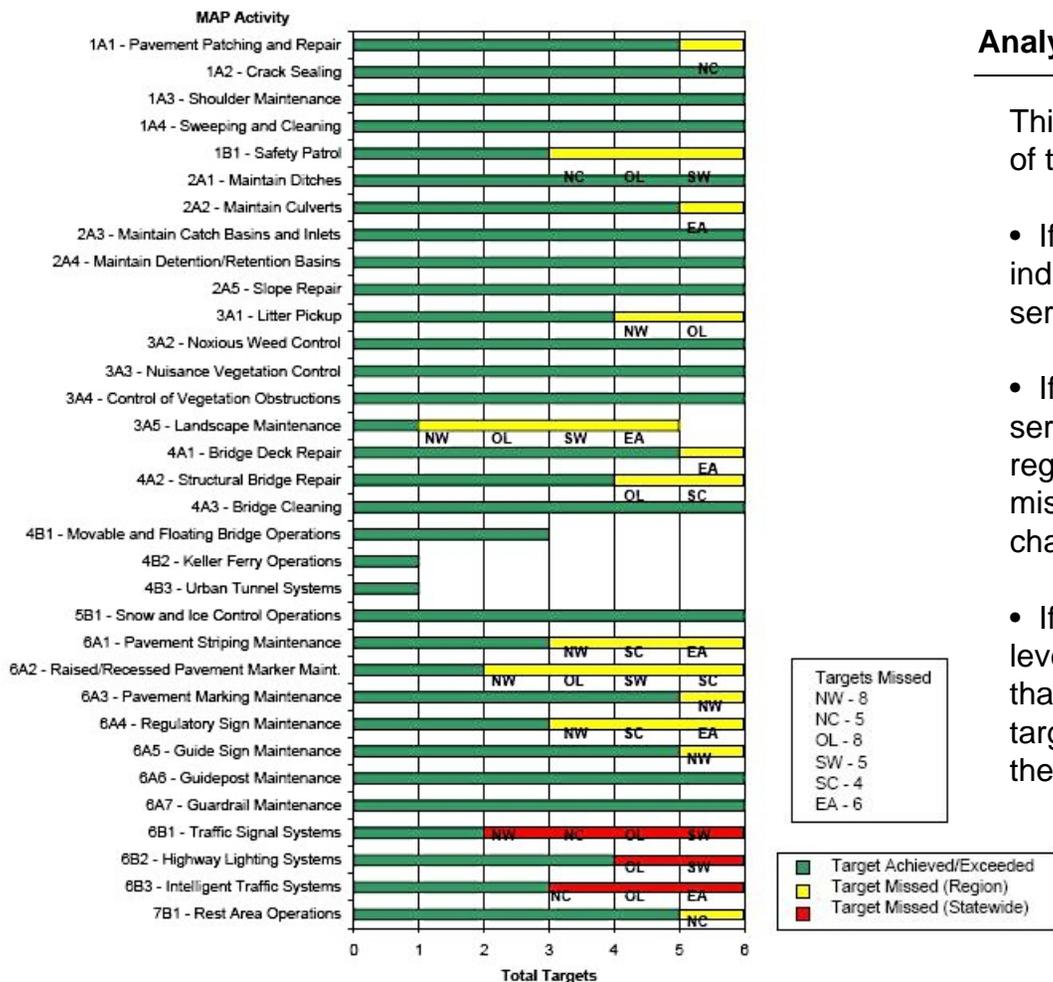
### 4. Incident Response Action Plan

What	When	Who	Status
Develop tools to quantify system additions and costs to maintain current service levels and identify additional costs from expanded infrastructure and prioritize existing resources.	6/30/2009	WSDOT Maintenance Office	In Progress
Analyze maintenance budget to determine if funds can be shifted	6/30/2009	WSDOT Maintenance Office	In Progress
Develop Optimal Preventative Maintenance Schedule	6/30/2009	WSDOT Maintenance Office	In Progress

### Analysis

- Three targets were missed in CY 2006: Signals, Intelligent Transportation Systems and Highway Lighting.
- The number of highway system features have increased significantly, which has increased the program’s workload.
- The maintenance program was not funded for these additions in either the 2005-07 or 2007-09 budgets.

## 5.1 Summary of Regional Service Level Targets Achieved/Missed CY 2006



### Analysis

This chart shows regional performance on each of the 33 level of service targets:

- If a bar is green all the way across, this indicates that all regions achieved the level of service target.
- If the bar is green and yellow, the statewide service level target was achieved, but some regions missed their target. For each region that missed their target, they are identified on the chart.
- If a bar is green and red, the statewide service level target was not achieved. Green indicates that some regions did achieve their service level target. For each region that missed their target, they are identified on the chart.

Source: WSPMS

Data Comments: \*\*\*Revised Performance Measures with Revised Targets.

## DOT Finance: Variance Report - Allotment and Expenditures

### 2005 - 2007 Biennium

	Biennium To Date			Biennium Projection			
	Allotment	Actual	Variance	Allotment	Projection	Adjstmt	Variance
<b>Operating Program</b>							
FTE	4,599.75	4,445.43	154.32 ●	4,596.02	4,445.43		150.59 ●
\$\$	1,094,151,919	1,064,805,765	29,346,154 ●	1,278,951,535	1,216,920,875	41,342,660	20,688,000 ●
<b>Capital Programs</b>							
FTE	2,928.38	2,721.55	206.83 ▲	2,977.21	2,721.55		255.66 ▲
\$\$	2,400,712,622	2,176,119,894	224,592,728 ▲	3,309,602,840	2,486,994,165	546,616,935	275,991,740 ▲

#### Variance Indicator

- 0 - 5 %
- ▲ 5 - 10%
- ◆ > 10%

**Source:** OFM Executive Monitoring System

**Data Comments:** Data as of March 31<sup>st</sup>, 2007

### Analysis

#### Operating Budget

The DOT Operating budget is under spent by 2.7 percent as of the end of March. This variance is primarily due to the following programs:

- \$10.6 million in Operations Transportation Equipment Fund as the equipment and delivery process is not following the allotment, which assumed the same amount of expenditures each month.
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#### Capital Budget

The DOT Capital budget is under spent by 9.4 percent as of the end of March. The 2007 Supplemental legislative budget (before governor vetoes) reduces funding for capital projects by over \$460M. The majority of the capital under run and supplemental budget reduction is re-appropriated in the ensuing biennium to reflect delays in projects for mobility improvement, rail passenger, rail freight, information technology systems, and local programs.

## Agency: Department of Transportation

**2005 - 2007 Biennium**

Program	Biennium To Date			Biennium Projection			
	Allotment	Actual	Variance	Allotment	Projection	Adjstnt	Variance
<b>Aviation</b>							
FTE	10.78	11.85	(1.07) ▲	10.80	11.85		(1.04) ▲
\$\$	10,883,282	8,301,626	2,581,656 ◆	11,637,685	9,487,573	1,938,112	212,000 ●
<b>Charges From Other Agencies</b>							
\$\$	44,802,300	44,014,629	787,671 ●	47,274,000	50,302,433	-3,028,433	0 ●
<b>Facility Maintenance, Operations and Construction - Operating</b>							
FTE	93.39	94.49	(1.10) ●	94.40	94.49		(0.09) ●
\$\$	28,869,300	28,135,632	733,668 ●	33,600,000	32,155,008	1,444,992	0 ●
<b>Highway Maintenance and Operations</b>							
FTE	1461.39	1416.28	45.10 ●	1455.70	1416.28		39.42 ●
\$\$	274,099,000	276,923,405	(2,824,405) ●	311,536,000	316,483,892	-4,947,892	0 ●
<b>Information Technology</b>							
FTE	227.30	223.57	3.73 ●	227.30	223.57		3.73 ●
\$\$	57,924,037	54,318,880	3,605,157 ▲	67,621,037	62,078,720	5,542,317	(0) ●
<b>Local Programs - Operating</b>							
FTE	43.45	40.32	3.13 ▲	46.00	40.32		5.69 ◆
\$\$	9,341,300	8,977,638	363,662 ●	11,510,000	10,260,158	1,038,842	211,000 ●
<b>Program Delivery Management and Support</b>							
FTE	260.60	250.69	9.91 ●	260.60	250.69		9.91 ●
\$\$	46,329,500	45,004,468	1,325,032 ●	53,669,000	51,433,678	2,235,322	(0) ●
<b>Public Transportation</b>							
FTE	28.84	27.53	1.31 ●	29.30	27.53		1.77 ▲
\$\$	57,147,100	50,631,749	6,515,351 ◆	89,859,000	57,864,856	14,766,144	17,228,000 ◆
<b>Rail - Operating</b>							
FTE	11.32	12.48	(1.16) ◆	11.55	12.48		(0.93) ▲
\$\$	29,378,900	26,646,303	2,732,597 ▲	36,876,000	30,452,918	4,973,082	1,450,000 ●
<b>Toll Operations and Maintenance</b>							
FTE	6.52	2.98	3.54 ◆	7.20	2.98		4.22 ◆
\$\$	4,190,000	2,336,872	1,853,128 ◆	6,500,000	2,670,711	2,617,289	1,212,000 ◆
<b>Traffic Operations-Operating</b>							
FTE	247.24	256.27	(9.02) ●	248.35	256.27		(7.92) ●
\$\$	39,753,000	40,415,608	(662,608) ●	46,243,000	46,189,267	53,733	0 ●
<b>Transportation Economic Partnerships Program-Operating</b>							
FTE	5.70	3.70	2.00 ◆	5.70	3.70		2.00 ◆
\$\$	931,500	711,831	219,669 ◆	1,072,000	813,521	82,479	176,000 ◆
<b>Transportation Equipment Fund</b>							
FTE	204.00	201.45	2.55 ●	204.00	201.45		2.55 ●
\$\$	92,138,300	81,503,066	10,635,234 ◆	105,036,774	93,146,361	11,890,413	(0) ●
<b>Transportation Management and Support</b>							
FTE	169.10	167.31	1.79 ●	169.10	167.31		1.79 ●
\$\$	24,398,005	23,790,882	607,123 ●	28,234,031	27,189,580	1,044,451	0 ●
<b>Transportation Planning, Data and Research</b>							
FTE	194.33	189.47	4.86 ●	195.00	189.47		5.54 ●
\$\$	44,611,695	39,944,238	4,667,457 ◆	52,368,008	45,650,558	6,518,450	199,000 ●
<b>Washington State Ferries</b>							
FTE	1635.80	1547.04	88.75 ▲	1631.00	1547.04		83.96 ▲
\$\$	329,354,700	333,148,936	(3,794,236) ●	375,915,000	380,741,641	-4,826,641	0 ●
<b>Total FTE</b>	<b>4,600</b>	<b>4,445</b>	<b>154</b> ●	<b>4,596</b>	<b>4,445</b>		<b>151</b> ●
<b>\$\$</b>	<b>1,094,151,919</b>	<b>1,064,805,765</b>	<b>29,346,154</b> ●	<b>1,278,951,535</b>	<b>1,216,920,875</b>	<b>41,342,660</b>	<b>20,688,000</b> ●

## Analysis

The DOT Operating budget is under spent by 2.7 percent as of the end of March. This variance is primarily due to the following programs:

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- \$0.2M for Transportation Economic Partnerships as the program is in the process of implementing the new Public-Private Initiatives program as directed by the Transportation Innovative Partnership Act enacted during the 2005 legislative session.

### NOTES:

**Toll Operations and Maintenance** - Funding is reduced to \$5.228M in 2007 Supplemental Budget.

**Aviation** - The funding for preservation grants is re-appropriated in the 2007-09 budget.

**Highway Maintenance and Operations** - Additional funding is provided in 2007 Supplemental Budget for anti-icers.

**Public Transportation** - The funding for regional mobility grant program is re-appropriated in the 2007-09 budget.

**Charges from Other Agencies** – Additional funding is provided in 2007 Supplemental Budget for self-insurance.

**Washington State Ferries** - Additional funding is provided in 2007 Supplemental Budget for fuel and labor agreements.

# Capital Budget

## Analysis

The DOT Capital budget is under-spent by 9.4 percent as of the end of March. The 2007 Supplemental legislative budget (before governor vetoes) reduces funding for capital projects by over \$460M. The majority of the capital under-run and supplemental budget reduction is re-appropriated in the ensuing biennium to reflect delays in projects for mobility improvement, rail passenger, rail freight, information technology systems, and local programs.

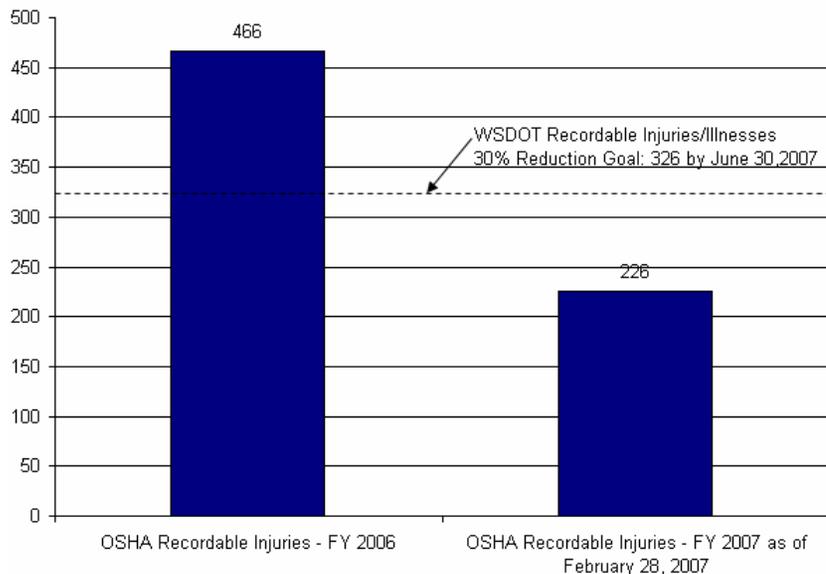
Program	Biennium To Date			Biennium Projection			
	Allotment	Actual	Variance	Allotment	Projection	Adjstnt	Variance
<b>Facility Maintenance, Operations, and Construction - Capital</b>							
FTE	4.35	4.16	0.20 <span style="color: green;">●</span>	4.61	4.16		0.45 <span style="color: orange;">▲</span>
\$\$	1,734,000	1,210,204	523,796 <span style="color: red;">◆</span>	2,328,000	1,383,090	527,910	417,000 <span style="color: red;">◆</span>
<b>Improvements</b>							
FTE	1617.85	1551.24	66.61 <span style="color: green;">●</span>	1663.70	1551.24		112.46 <span style="color: orange;">▲</span>
\$\$	1,623,232,000	1,487,471,027	135,760,973 <span style="color: orange;">▲</span>	2,259,482,000	1,699,966,888	446,052,112	113,463,000 <span style="color: orange;">▲</span>
<b>Local Programs - Capital</b>							
FTE	NULL	0.14	N/A	NULL	0.14		N/A
\$\$	81,520,522	51,173,503	30,347,019 <span style="color: red;">◆</span>	110,982,740	58,484,003	1,939,997	50,558,740 <span style="color: red;">◆</span>
<b>Preservation</b>							
FTE	1118.54	995.34	123.20 <span style="color: red;">◆</span>	1120.30	995.34		124.96 <span style="color: red;">◆</span>
\$\$	428,696,000	448,319,816	(19,623,816) <span style="color: green;">●</span>	570,821,000	512,365,503	30,949,497	27,506,000 <span style="color: green;">●</span>
<b>Rail - Capital</b>							
FTE	9.47	7.31	2.16 <span style="color: red;">◆</span>	9.90	7.31		2.59 <span style="color: red;">◆</span>
\$\$	70,578,000	15,935,998	54,642,002 <span style="color: red;">◆</span>	93,981,000	18,212,570	51,835,430	23,933,000 <span style="color: red;">◆</span>
<b>Traffic Operations - Capital</b>							
FTE	18.07	22.26	(4.19) <span style="color: red;">◆</span>	18.60	22.26		(3.66) <span style="color: red;">◆</span>
\$\$	23,289,000	17,549,985	5,739,015 <span style="color: red;">◆</span>	26,789,000	20,057,126	1,462,874	5,269,000 <span style="color: red;">◆</span>
<b>Washington State Ferries - Capital</b>							
FTE	160.10	141.11	18.99 <span style="color: red;">◆</span>	160.10	141.11		18.99 <span style="color: red;">◆</span>
\$\$	171,663,100	154,459,362	17,203,738 <span style="color: red;">◆</span>	245,219,100	176,524,985	13,849,115	54,845,000 <span style="color: red;">◆</span>
<b>Total FTE</b>	<b>2,928</b>	<b>2,722</b>	<b>207 <span style="color: orange;">▲</span></b>	<b>2,977</b>	<b>2,722</b>		<b>255.66 <span style="color: orange;">▲</span></b>
<b>\$\$</b>	<b>2,400,712,622</b>	<b>2,176,119,894</b>	<b>224,592,728 <span style="color: orange;">▲</span></b>	<b>3,309,602,840</b>	<b>2,486,994,165</b>		<b>275,991,740 <span style="color: orange;">▲</span></b>

**Source:** OFM Executive Monitoring System

**Data Comments:** Data as of March 31<sup>st</sup>, 2007

## DOT Risk: Worker Safety Target: 30% Annual Reduction in OSHA-Recordable Incidents

Safety Is My Job: Goal to Reduce All OSHA-Recordable Injuries and Illnesses by 30% by the End of FY 2007



## Analysis

### Worker Safety Program

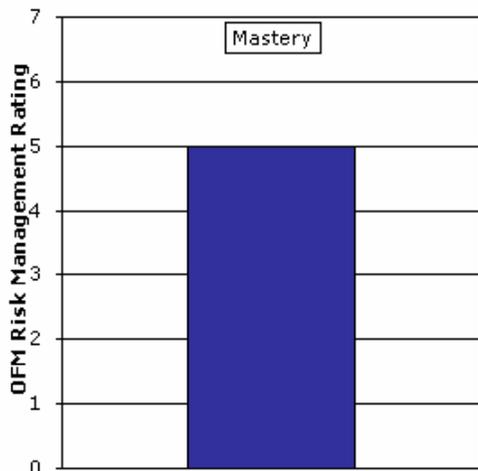
- Issued an Executive Order recognizing employee workplace safety as the department's highest priority and focusing on improving safety performance and embracing a safety first culture. July 2006
- Based on heightened awareness and importance of worker safety, WSDOT set an aggressive accident reduction goal of 30% for agency and organization-level recordable employee injury accidents. July 2006
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- Held an agency-wide safety stand down to outline the steps being taken regarding the employee safety program, setting expectations and goals, providing discussion opportunities at organizational levels on the revised program, as well as developing and refining pre-activity safety plans. July 2006.
- Established an executive level cross agency Safety and Health Policy Committee and supporting Advisory Committee to review employee safety issues and set policies.
- Revised procedural guidance on the accident prevention program defining accountability responsibilities for all levels of the department, and on accident reporting and review to assist in identifying preventable actions and implementing plans to avoid re-occurrence.
- Established an incentive based recognition program designed to stimulate interest in accident prevention and to promote and maintain a safe and healthful workplace. July 2007

# OSHA Recordable Incident Detail by Injury Type

WSDOT FY 2006 OSHA Recordable Injuries/Illnesses  
By Region, Nature of Injury, Department, and Safety Performance Goals

Nature of Injury	FY 2006																	FY 2007												
	ADM								ADM Total	ENG								ENG Total	MAINT								MAINT Total	Total	FY 2007 30% Target Reduction	YTD As of 2-28-07
	EA	HQ	NC	NV	OL	SC	SV	VSF		EA	HQ	NC	NV	OL	SC	SV	VSF		EA	HQ	NC	NV	OL	SC	SV	VSF				
Asphyxiation, Strangulation												1					1											1	1	
Bite/Sting																														2
Burn/Chemical																									3	3	3	2	2	
Burn/Heat												1					1								3	3	4	3		
Concussion																									6	6	6	4	1	
Contusion/Crush/Bruise													1				1	3			1	2		2	17	25	26	18	16	
Dislocation													1	1	1		3	1			3	3	1	1		9	12	8	4	
Foreign Body																													1	
Fracture										2							2				1	4	4	1	1	11	13	9	6	
Hearing Loss/STS	2		2	5	1	1	2	13	8	11	6	14	5	3	6		53	19	1	17	22	5	11	11	13	99	165	116	34	
Heat Prostration/Stroke																													1	
Hernia/Rupture		1						1																	1	1	2	1	2	
Inflammation																						2			8	10	10	7	2	
Laceration/Puncture							1	1				1					1	2		2	5	5	3	1	9	27	29	20	13	
Occupational Illness											1						1	1			2	1	2	1		7	8	6	9	
Other NEC							1	1															1		10	11	12	8	11	
Poisoning																								1		1	1	1		
Sprain/Strain					1		1	2	4	5	1	6	5	1			22	16	2	5	18	18	4	3	79	145	169	118	122	
Unknown																									3	5	5	4		
<b>Total</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>5</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>18</b>	<b>12</b>	<b>19</b>	<b>7</b>	<b>23</b>	<b>12</b>	<b>5</b>	<b>7</b>	<b>0</b>	<b>85</b>	<b>42</b>	<b>3</b>	<b>24</b>	<b>53</b>	<b>40</b>	<b>27</b>	<b>21</b>	<b>153</b>	<b>363</b>	<b>466</b>	<b>326</b>	<b>226</b>	

### DRAFT DOT 2007 Risk Management Maturity as Rated by OFM



**Source:** OFM Risk Management Division

**Data Comments:** Score Based on Recently Updated Criteria

## Analysis

### Best Practices and Accomplishments

- Issued an Executive order in July 2006 recognizing employee safety as the department's highest priority. Established an executive level cross agency Safety and Health Policy Committee and supporting Advisory Committee to review employee safety issues.
- Established extensive defensive driver training and accident review procedures and is achieving reduced auto liability payouts. (average annual payouts for FYs 04-06 down by 31% from FYs 98-03)
- Established guidelines for work zone traffic control in January 2007 to reduce accidents.
- Emphasis on environmental protection in highway construction and operation.
- Extensive Quality Assurance /Quality Control process for construction materials. Use Cost Estimate validation Process (CEPV) to manage risk associated with complex highway construction projects.
- Implemented Workforce Analysis Plan to recruit and retain staff  
Utilized a risk assessment approach to allocate audit resources
- Established a Washington State Ferry Safety Management System in 1998 for international route operations and in 2001 for all domestic route operations which is recognized as a leading risk-based maritime management system

**DOT Risk: ERM Action Plan**

What	Who	When	Status
Incorporate risk management analysis and strategies into operations.	Secretary – Policy, Risk Management - Procedures	12/31/2007	In Progress
Agency will establish an ERM Committee. Committee will report to the Secretary.	Secretary	9/30/2007	In Progress
Secretary will issue an Executive Order defining ERM as a strategic practice of the organization.	Secretary	9/30/2007	In Progress
Enterprise Risk management will be a standing and recurring item on the executive leadership meeting agendas.	Assistant Secretary Finance and Administration	5/31/2007	In Progress

## DRAFT Risk Management Best Practices and Action Plan

### Department of Transportation

#### Best Practices and Accomplishments

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#### Agency Self Assessment: Level 5

#### OFM-RMD Assessment: Level 4

DOT is assessed at a strong Level 4. At level 4, most risks are managed. Our assessment differs from the agency self assessment as several key elements have not been addressed, such as the completion of an agency wide risk assessment and risk mapping, conducting a risk assessment for all new or potential programs prior to implementation, and placing emphasis on employee awareness of risk management principles.

#### Agency Identified Action Plan

**Action:** All agency divisions will incorporate risk management analysis and strategies into their operations

**When:** By December 31, 2007

**Who:** Secretary – Policy, Risk Management - Procedures

**Action:** Agency will establish an ERM Committee. Committee will report to the Secretary

**When:** By September 30, 2007

**Who:** Secretary

**Action:** Secretary will issue an Executive Order defining ERM as a strategic practice of the organization

**When:** by July 1, 2007

**Who:** Secretary

**Action:** Enterprise Risk management will be a standing and recurring item on the executive leadership meeting agendas

**When:** May 2007

**Who:** Assistant Secretary Finance and Administration