



# Performance Based Management in Washington State

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Washington State Department of Transportation

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# Today's Performance Measurement Challenges at State Departments of Transportation (DOT) Overview



# Why are U.S. State-DOTs Using Performance Measures?

- Public communication, transparency and accountability
- Allocations of funds to programs and projects; performance based prioritization and budgeting
- Asset management in rehabilitation and maintenance
- Internal management and business planning; benchmarking
- Basis for performance-based outsourced contracting
- Legislative mandates and requirements



# Performance Measure Trends and Challenges for State DOTs

- Increasing number of accountability challenges and legislative mandates.
- Many states in transition; implementing 2<sup>nd</sup> or 3<sup>rd</sup> generation performance measurement approaches
  - To be more strategic and focused- “Vital Few” approach
  - To respond to changing public, legislative, or agency needs.
- Some states are at the beginning of the development process.
- Trend towards implementing “dashboard” type reporting: at-a-glance status of targets met or unmet.
- Funding, politics and leadership changes drive or stall performance management processes.
- Project delivery performance (construction) is a key focus for several states, especially those with new funding – are projects delivered on time and on budget?



## Performance Measure Trends and Challenges for State DOTs, cont.

- Performance Audits. States are facing a new generation of audits focused on performance tracking and reporting.
- Use and application of Intelligent Transportation Systems (ITS) data with a focus on traffic congestion measures that measure real travel time and travel time reliability.
- Funding limitations drive ITS and operational focus to enhance system efficiency. Challenges in measuring benefits of efforts such as Incident Response programs.
- Organizational silos can impede effective performance management. Trend towards stronger central controls and cross function approaches.
- Benchmarks: Pressure to compare performance against other states and or national indicators.
- Outsourced contracts: Performance-based specifications.

Emerging Performance Measurement Responses to Changing Political Pressures at State DOT (Bremmer, Cotton, Hamilton )  
<http://www.wsdot.wa.gov/accountability/library/PractitionersPerspective.pdf>



# Introduction to Washington State, its Transportation Organizations and the Performance Management Environment

Ferry on Puget Sound  
(Olympics in background)



Wheat Farm, Whitman County

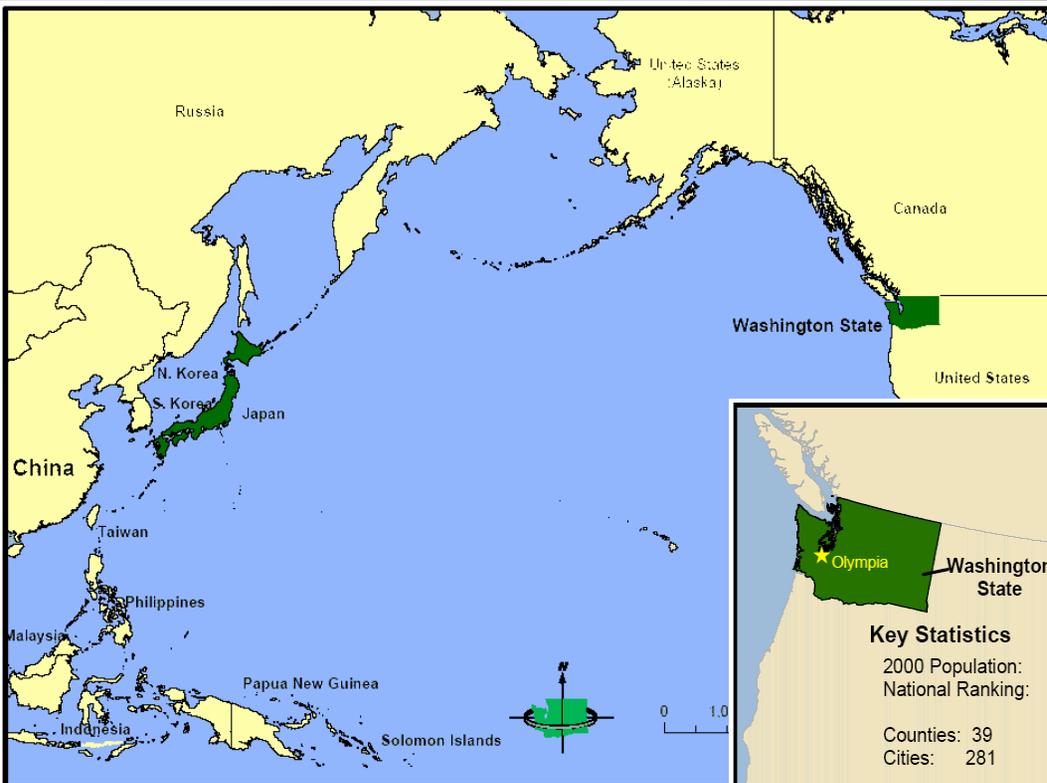


Mt. Rainier

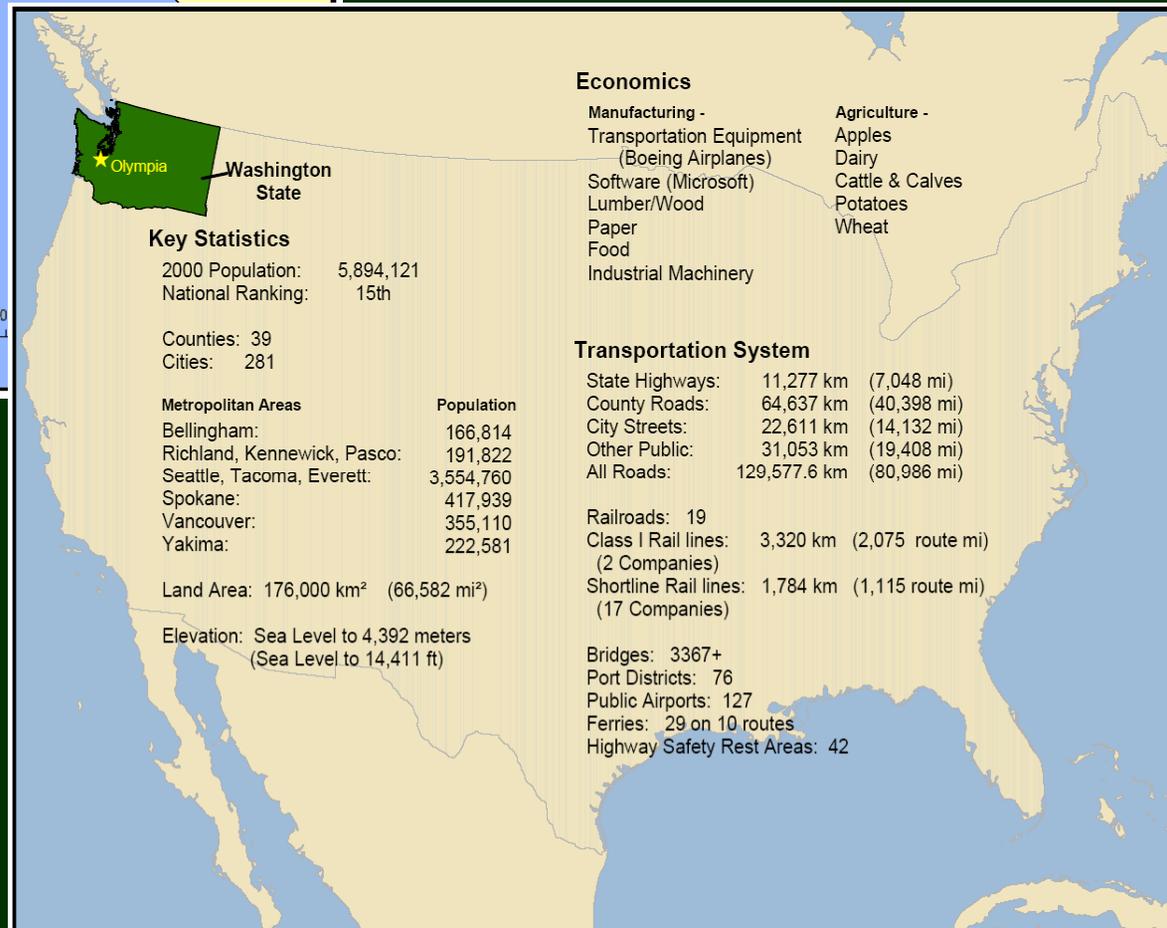


Seattle Skyline at Dusk (Mt. Rainier in Background)





# Introduction to Washington State and WSDOT



## WSDOT

Focused on state highways and ferries  
– small public transportation, aviation,  
and rail programs

7,000 employees (2400 in ferry system)

Maintenance, operations, planning and  
most engineering done in house –  
construction is contracted to private  
sector

# Transportation Roles in Washington State

## Federal

- Providing Grant Funding
- Setting National Policies
- Establishing Standards
- Operating Air Traffic Control System
- Operating Intercity Passenger Rail System
- Providing transportation on federal lands (parks, forests, etc.)

## State

- Funding, building, and operating the state highway system, including interstate highways and ferries
- Grant funding to local governments for aviation, public transportation, and local roadways
- Operating a few general aviation airports
- Preserving freight rail lines abandoned by the private sector
- Statewide transportation planning

## Local Governments

- Funding, building, and operating local roadways
- Funding, building and operating public transportation systems including buses, light rail, and commuter rail
- Funding, building and operating airports
- Funding, building and operating marine ports

## Region

- Coordinating Planning

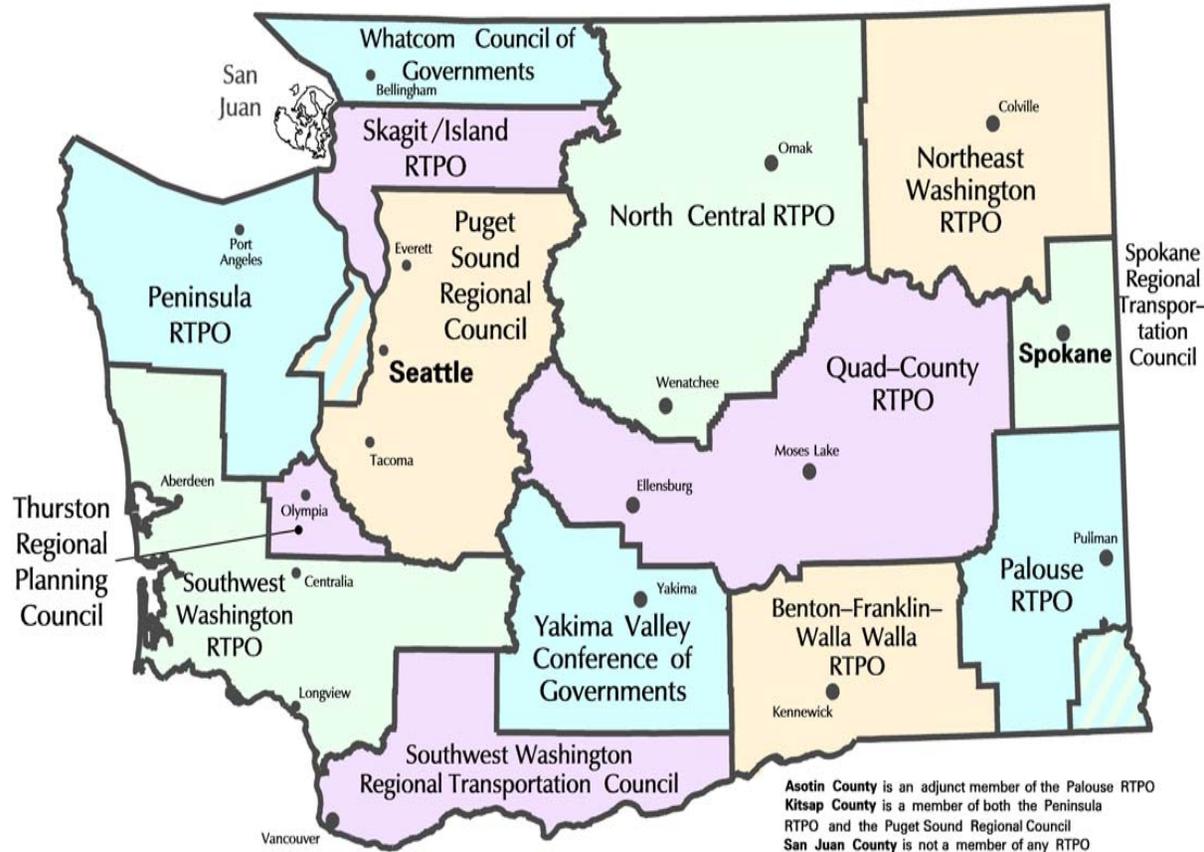
## Private Sector

- Build and operate freight railroads
- Provide intercity bus services
- Early involvement in building infrastructure

## Our Transportation Partners:

- 14 Regional Transportation Planning Organizations (policy & planning only)
- 29 Transit Systems or Authorities
- 39 Counties
- 281 Cities

## Regional Transportation Planning Organizations



# Washington State Department of Transportation (WSDOT) celebrated 100 year anniversary this year

*Douglas B. MacDonald*  
Douglas B. MacDonald

Citizens of Washington State  
Governor Christine Gregoire

**Washington State Transportation Commission**  
Ed Barnes  
Robert Distler  
Dan O'Neal, Chair  
Richard Ford  
Elmira Forner  
Karen Bonaudi  
Dale Stedman

**Secretary**  
D. MacDonald

**Audit Office**  
S. McKerney

**Attorney General**  
B. Brown, AAG

**Chief of Staff**  
P. Hammond

**Equal Opportunity Office**  
B. Nnambi

**Finance and Administration**  
B. Ford

**Washington State Ferries**  
M. Anderson

**Engineering and Regional Operations**  
J. Conrad



|   |   |
|---|---|
| Aviation<br>J. Sibold                         | Ombudsman<br>K. Colburn                               |
| Communications<br>L. Mullen                   | Public Trans.<br>J. Giniger                           |
| Federal Leg. Liaison<br>L. Ehl                | Strategic Planning & Programming<br>A. Arnis (Acting) |
| Freight & Rail Strategy & Policy<br>B. Ivanov | Trans. Economic Partnerships<br>J. Ellis              |
| Governmental Relations<br>J. Ziegler          | Trans. Innovative Partnerships<br>J. Doyle            |
| Highways and Local Programs<br>K. Davis       | Tribal Liaison<br>C. Jollie                           |

|                                      |
|--------------------------------------|
| Accounting<br>M. Yates               |
| Administrative<br>M. Bowman          |
| Budget<br>D. Vaughn                  |
| Human Resources<br>K. Wooden         |
| Information Technology<br>D. Hamrick |
| Risk Management<br>W. Henselman      |

|   |                                  |
|---|----------------------------------|
| Board of Pilotage Comm.<br>H. Dudley              | Operations<br>Vacant             |
| Cust. & Community Relations<br>C. Schorr (Acting) | Org. Strategy and HR<br>C. Bates |
| Finance<br>S. Kuntz                               | Terminal Engineering<br>R. East  |
| Maintenance<br>M. Nitchman                        | Vessel Engineering<br>L. Zuidweg |

|  |
|--|
| Environmental & Engr. Programs<br>D. Nelson  |
| Maint. & Ops. Programs<br>G. Murthy          |
| Project Control and Reporting<br>G. Selstead |
| Research<br>L. Oman                          |

**Eastern Region** Jerry Lenzi  
509-324-6000  
[www.wsdot.wa.gov/regions/eastern](http://www.wsdot.wa.gov/regions/eastern)

**North Central Region** Don Senn  
509-667-3000/Toll Free, 1-888-461-8816  
[www.wsdot.wa.gov/regions/northcentral](http://www.wsdot.wa.gov/regions/northcentral)

**Northwest Region** Lorena Eng  
206-440-4000  
[www.wsdot.wa.gov/regions/northwest](http://www.wsdot.wa.gov/regions/northwest)

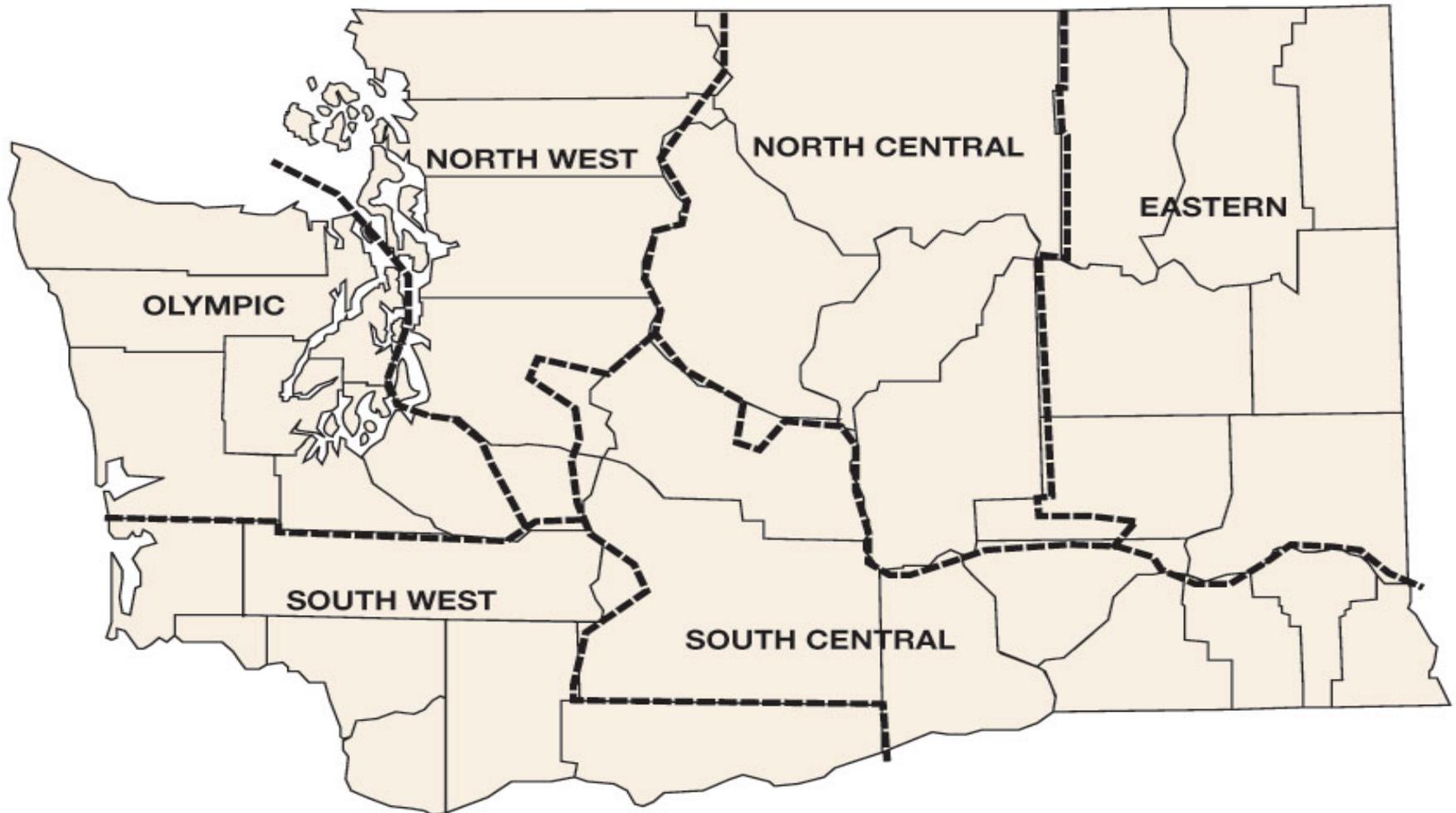
**Urban Corridors** David Dye  
206-464-1220  
[www.wsdot.wa.gov/urban corridors](http://www.wsdot.wa.gov/urban corridors)

**Olympic Region** Randy Hain  
360-357-2600  
[www.wsdot.wa.gov/regions/olympic](http://www.wsdot.wa.gov/regions/olympic)

**South Central Region** Don Whitehouse  
509-577-1600  
[www.wsdot.wa.gov/regions/southcentral](http://www.wsdot.wa.gov/regions/southcentral)

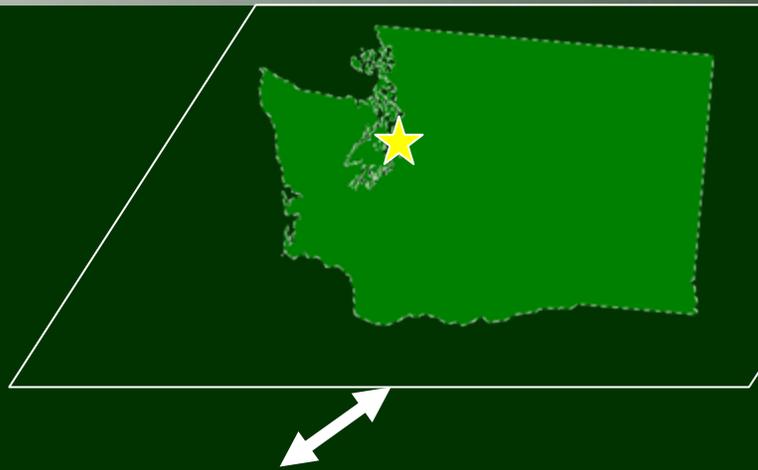
**Southwest Region** Don Wagner  
360-905-2000  
[www.wsdot.wa.gov/regions/southwest](http://www.wsdot.wa.gov/regions/southwest)

# 6 WSDOT Regions (Districts) and 1 Urban Mobility Office (delivers Seattle mega projects)



# Performance Management Structure

- System Performance is a shared responsibility
- WSDOT measures, reports, is held accountable



WA Governor and Commission provide policy direction to WSDOT Headquarters in Olympia



7 WSDOT Regions/Districts plan, design deliver and maintain WSDOT owned system



Regional Priorities and Needs addressed by Cities, Counties, RTPOs, MPOs, Indian Tribes; Transit Providers



# Performance Management at Washington State Department of Transportation (WSDOT)

# Why Performance Management?

## Our Challenge is...

- ...to understand what is happening on the transportation system and finding better ways to describe it
- ..to understand what really matters to the public and finding ways to measure it
- ..to demonstrate the effects of our programs and what we provide for taxpayers'/citizens' money now
- ..to define the best use and highest priorities for our limited resources
- **..to make the case for increased funding**

We need to *Tell Our Own Story* and we need to *Do It Better* - Using Performance Based Measurement, Management and Reporting Tools

# How the *Gray Notebook* fits into the challenge of what WSDOT must be:

A high performance organization credible with and accountable to the Legislature, taxpayers and transportation delivery partners across the state.

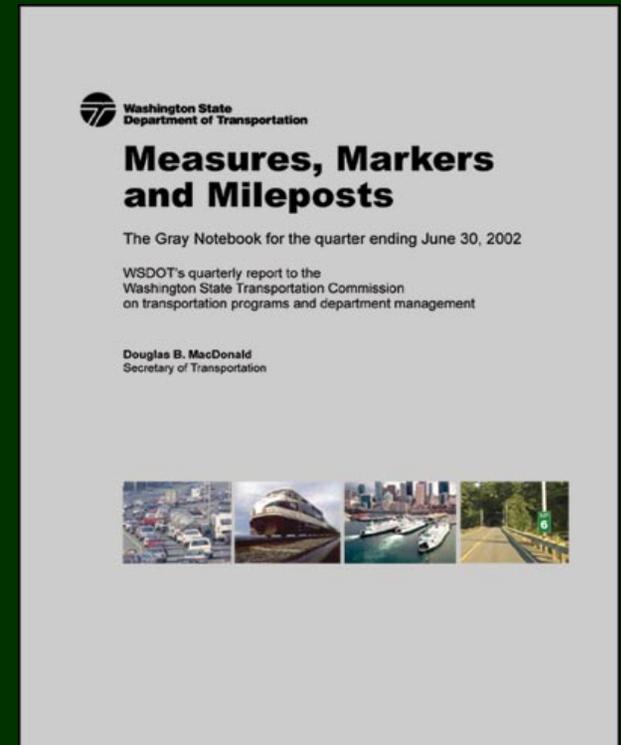
## WSDOT's Strategic Approach

Communicated Two Simple Themes:

1. Accountability
2. Project Delivery

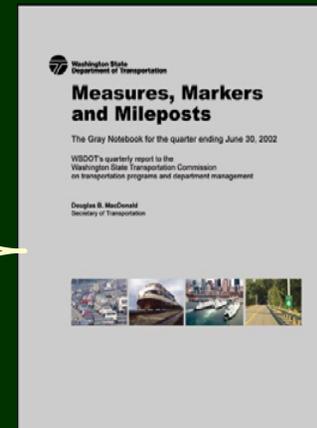
And created a quarterly performance report:

- “*Measures, Markers and Mileposts*”, also referred to as the ***Gray Notebook (GNB)***



# Consistent Performance Measurement Reporting Benefits: “One Stop Shopping”— In addition to being a management and accountability tool, *Gray Notebook* Meets Multiple State and Federal Performance Reporting Requirements

- Statewide Transportation Benchmarks
- Governor’s Priorities of Government (POG) and Government Management, Accountability and Performance Program (GMAP)
- Performance Based Budgeting for the state Office of Financial Management (OFM)
- Federal Governmental Accounting Standards Board (GASB)
- Multiple Performance Audits by: state Transportation Performance Audit Board (TPAB), Joint Legislative Review Committee (JLARC) and the State Auditor
- .....And feeds many special reports and communication needs



# WSDOT's Strategic Initiatives (objectives):

1. Plan and build (deliver) capital investment projects for our transportation systems in accordance with the instructions of the legislature.
2. Maintain and operate the transportation facilities and systems placed under the department's responsibility making cost-effective use of the appropriations provided by the legislature from citizens' taxes.
3. Optimize the operational efficiency and safety of the transportation systems and facilities committed to WSDOT's charge.
4. Report to the Transportation Commission, citizens, other officials and the legislature on achievements, shortcomings and challenges in WSDOT's performance.
5. Support the State Transportation Commission in preparing proposed budgets and plans for transportation systems and facilities.
6. Assure the capability and efficiency of WSDOT's workforce.

# WSDOT's Statewide, Externally Set Objectives to Meet and Measure:

Sample of high level, statewide type of outcome measures from external requirements (i.e. legislature, mandates) met by GNB reporting:

## Transportation Benchmarks:

- Safety
- Pavement and Bridge Condition
- Traffic Congestion and Driver Delay
- Administrative Efficiency

## Priorities of Government/GMAP:

- Improve economic vitality of business and individuals
- Improve statewide mobility of people, goods, information and energy
- Improve safety of people and property

# Consistent Performance Measurement Reporting Benefits: Positive contributions towards improved public and legislative perception and credibility

**Responses from  
the media and  
transportation  
partners were  
encouraging**

## Media Examples:

*As MacDonald's style takes hold at DOT, we can hope for a change in perception. Accountability builds trust and candor, removes mysteries...."*  
*"The Gray Notebook...is as addictive in the same manner as a copy of the The World Almanac."*

Puget Sound Business Journal  
May 2002

*"The Measures, Markers and Mileposts publication is education in action. If you are not checking this out, you are missing out."*

Washington Highway Users Federation  
May 2002

*"WSDOT's Gray Notebook is second to none in the country for reporting performance measures."*

Christine Johnson  
FHWA Director of Field Services  
November 2002



Consistent Performance Measurement Reporting Benefits:  
**Enhanced WSDOT credibility supported increased funding climate:**

### **2003 State Gas Tax Increase**

- Transportation Revenue Package. 5 cents/gallon gas tax increase took effect July 1, 2003

### **2005 State Gas Tax Increase**

- Transportation Revenue Package. 9.5 cents/gallon gas tax increase (phased in over three years). July 1, 2005
- .....more on that story later

# Determining Investment and Budget Needs: WSDOT's Performance Based Approach

- Set objectives and targets based on policy, law and available funding levels
- Collect data on system condition
- Determine deficiencies and prioritize based on data
- Design solutions/projects  
Program projects
- Measure performance and report

## Examples:

- **Pavement Preservation**
  - Pavement Management System (Condition Assessment and Predictive Models)
  - Lowest Life Cycle Cost Target
- **Bridge Preservation**
  - Condition Assessment and failure risk (structural deficiency rating)
  - Lowest Life Cycle Cost Target
- **Safety Projects**
  - High Accident Locations
  - Risk

# Annual Performance Reporting Examples: Bridge Condition

## Bridge Structural Condition Ratings

|  | Category | Description   | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 |
|--|----------|---|------|------|------|------|------|------|
| The condition rating data shown at right is based on the structural sufficiency standards established in the FHWA "Recording and Coding Guide for the Structural Inventory and Appraisal of the Nation's Bridges." This structural rating relates to the evaluation of bridge superstructure, deck, substructure, structural adequacy and waterway adequacy. | Good     | A range from no problems to some minor deterioration of structural elements   | 84%  | 85%  | 87%  | 86%  | 87%  | 89%  |
|  | Fair     | All primary structural elements are sound but may have deficiencies such as minor section loss, deterioration, cracking, spalling or scour.   | 11%  | 11%  | 10%  | 11%  | 10%  | 9%   |
|  | Poor     | Advanced deficiencies such as section loss, deterioration, cracking, spalling, scour or seriously affected primary structural components. Bridges rated in poor condition may be posted with truck weight restrictions. | 5%   | 4%   | 3%   | 3%   | 3%   | 2%   |

# Annual Performance Reporting Examples: Road Pavement Condition

| Pavement Type  | Lane Miles<br>*** | Annual VMT*<br>2003<br>(billions) | Pavement Rating |      |     | **03-05 Dollars<br>Programmed<br>(millions) |       | **05-07 Dollars<br>Programmed<br>(millions) |       |
|--|-------------------|-----------------------------------|-----------------|------|-----|---|-------|---|-------|
|  |                   |                                   | 2003            | 2002 |     |   |       |   |       |
| <b>Chip Seal Pavements</b><br>A chip seal is a durable surface that provides six to eight years of performance life at approximately \$12,000 per lane mile.   | 4,358             | 1.2                               | Good            | 86%  | 89% | \$ 21.0                                     | 9.5%  | \$ 26.5                                     | 12.6% |
|  | 21.8%             | 3.8%                              | Poor            | 14%  | 11% |   |       |   |       |
| <b>Hot Mix Asphalt Pavements</b><br>Hot mix asphalt pavement surface life, between rehabilitation treatments, ranges from 6 to 18 years (based on actual pavement performance) at approximately \$123 thousand per lane mile for due miles, and \$156 thousand for past due miles. | 13,158            | 21.8                              | Good            | 91%  | 91% | \$ 181.4                                    | 83.1% | \$ 174.2                                    | 83.1% |
|  | 65.9%             | 68.8%                             | Poor            | 9%   | 9%  |   |       |   |       |
| <b>Portland Cement Concrete (PCC) Pavements</b><br>WSDOT has experienced PCC pavement life ranging from 25 to 45 years with an approximate cost of \$330 thousand per lane mile for dowel bar retrofit and \$1 million per lane mile for full replacement.                         | 2,439             | 8.7                               | Good            | 93%  | 92% | \$ 16.3                                     | 7.4%  | \$ 8.9                                      | 4.3%  |
|  | 12.2%             | 27.4%                             | Poor            | 7%   | 8%  |   |       |   |       |

\*Vehicle Miles Traveled (VMT) is calculated for travel on mainline, spurs, couplets, alternate routes, and reversible lanes and does not include other lanes such as ramps.

\*\*Does not include dollars for project support, e.g., project scoping and pavement management.

\*\*\* Total miles include 714 lane miles more than reported last year. This table does not include 16 lane miles of gravel that are part of the state system.

## Pavement Condition Rating Summary 2000-2004

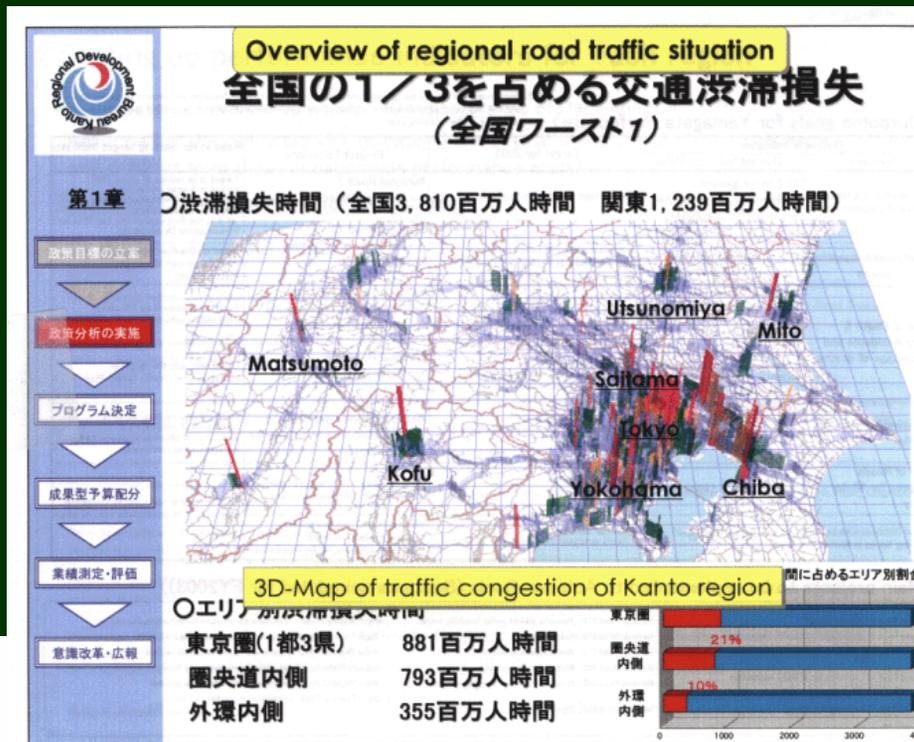
Percent of Pavement in Poor Condition

| 2000 | 2001 | 2002 | 2003 | 2004 |
|------|------|------|------|------|
| 6.1  | 8.9  | 9.3  | 10.0 | 10.1 |

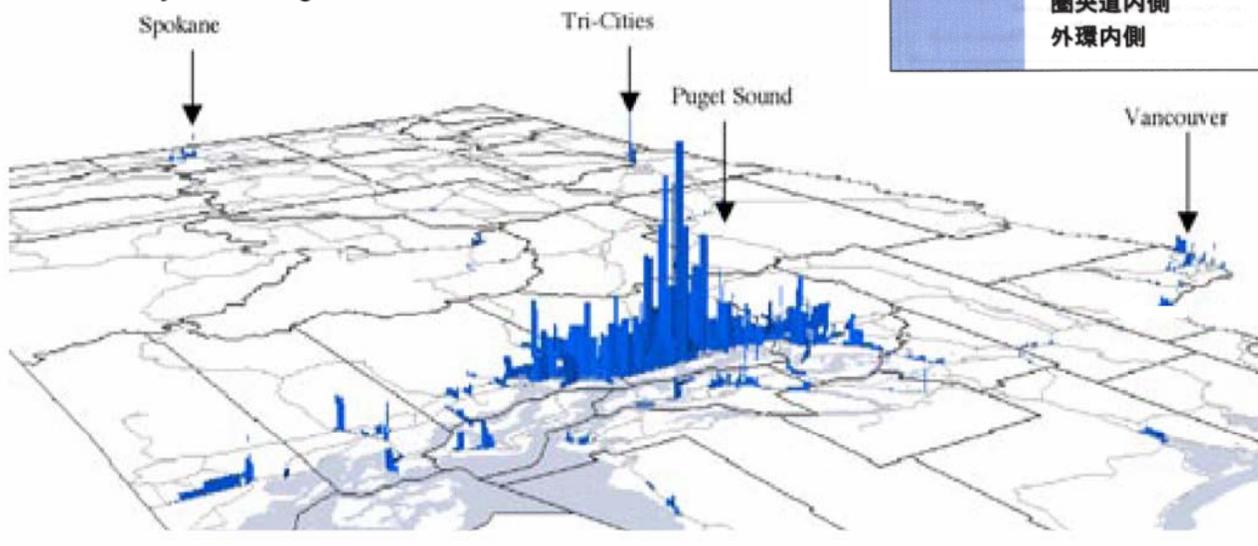
Source: WSDOT Materials Lab

# Learning from Others – Learning from You

Brought back from Scan Visit to Japan, → April 2004



Relative Delay in Washington's Urban Areas



← WSDOT-GNB-Congestion Report, August 2004



# Transportation Infrastructure Investment Needs

## Budget Challenges in the U.S. and in Washington State

## Performance Report Card for America's Infrastructure

| Category            | 1988 | 1998 | 2001 | 2005 |
|---------------------|------|------|------|------|
| Roads               | n/a  | n/a  | D+   | D    |
| Rail                | n/a  | n/a  | n/a  | C-   |
| Transit             | C-   | C    | C-   | D+   |
| Bridges             | C+   | C-   | C    | C    |
| Aviation            | B-   | C-   | D    | D+   |
| Navigable Waterways | n/a  | n/a  | D+   | D-   |

**Source:** American Society of Civil Engineers (ASCE), Report Card for America's Infrastructure, 2005

### U.S. Roads

#### Conditions

- 34% of roads are poor/mediocre
- 36% of urban roads are congested

#### Costs Per Year

- Pavement: "poor" condition cost motorists \$54 billion in repairs and operating cost (\$275/driver)
- Congestion Delay: 3.5 billion hours stuck in traffic; \$67.5 billion in lost productivity and wasted fuel
- Safety: crashes cost \$230 billion (\$819/resident)

# U.S. Transportation Infrastructure Costs, Investments & Needs and the Overall U.S. Budget Picture

Related delay, safety, condition costs/year: \$350 billion

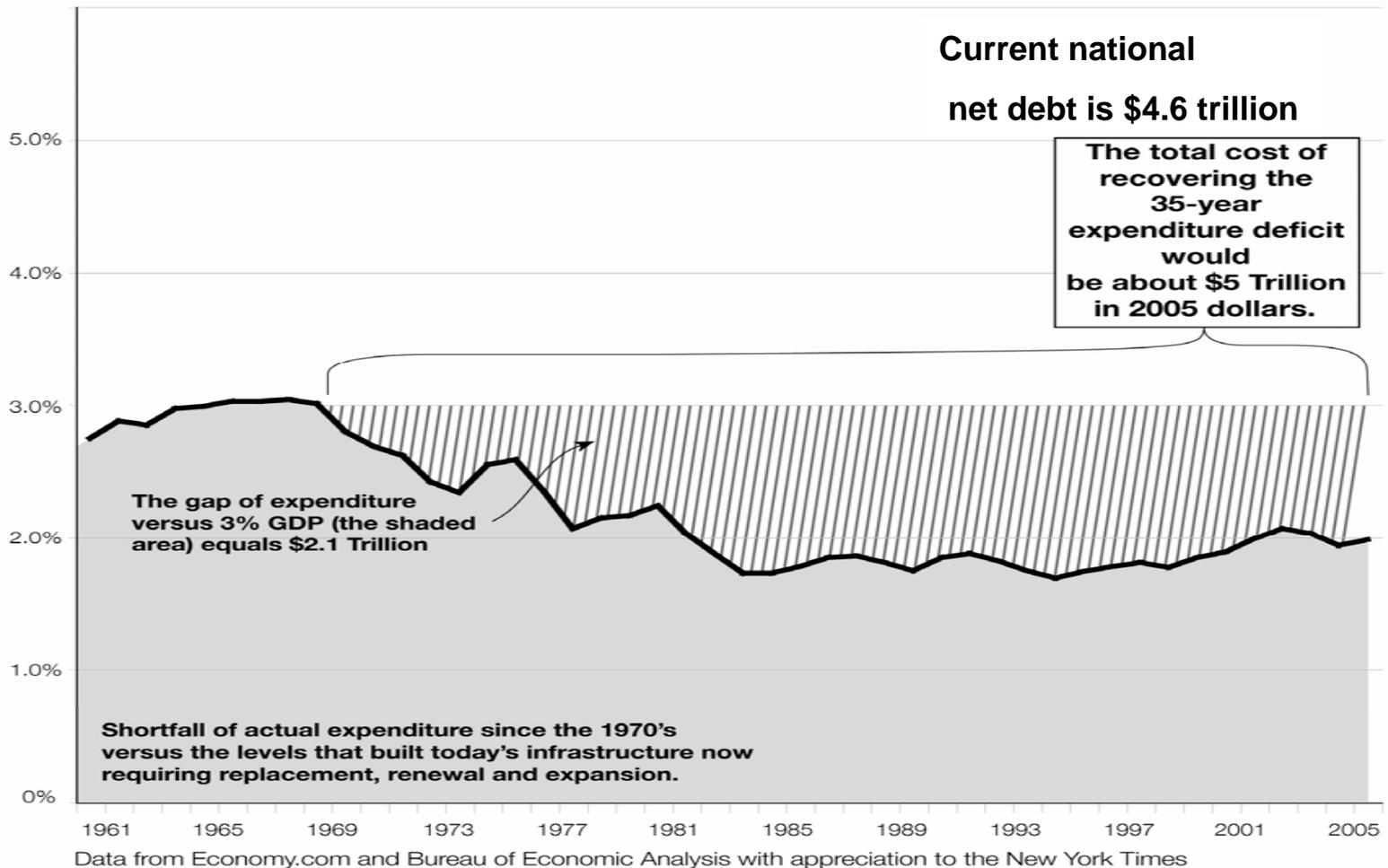
Total current transportation spending/year: \$59.4 billion

Total estimated transportation need/year: \$94 billion

## The U.S. Budget Picture:

- 1980: US world largest net creditor nation (assets abroad far exceeded foreign assets in US)
- 2000: US world largest net debtor nation
- 2003: net savings rate less than 2% of income-lowest since 1934
- Net national debt = \$4.6 trillion
- Current gross national debt = \$8 trillion

# The Huge Infrastructure Gap from 35 Years of Under Investment



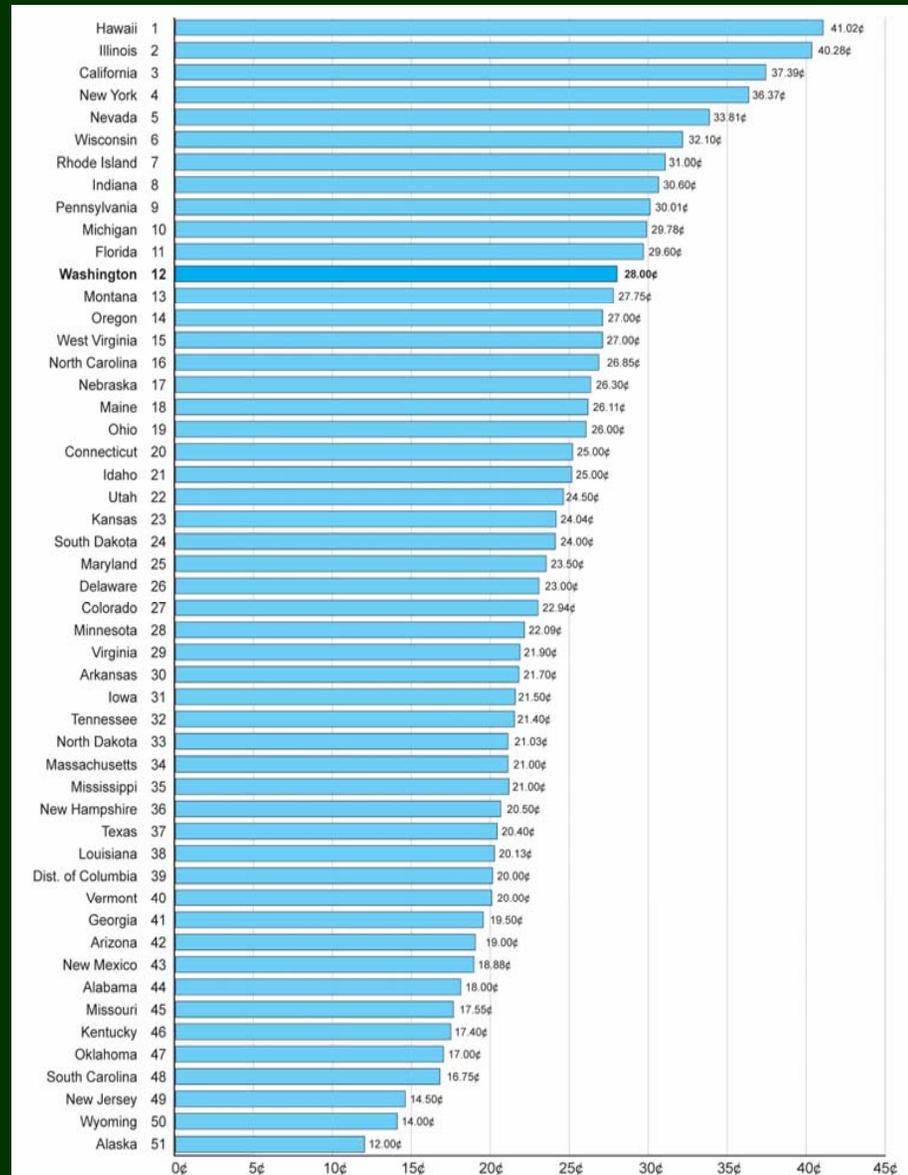
# State Gas/Fuel Taxes: A state-by-state comparison

Transportation is funded through a variety of sources throughout the US.

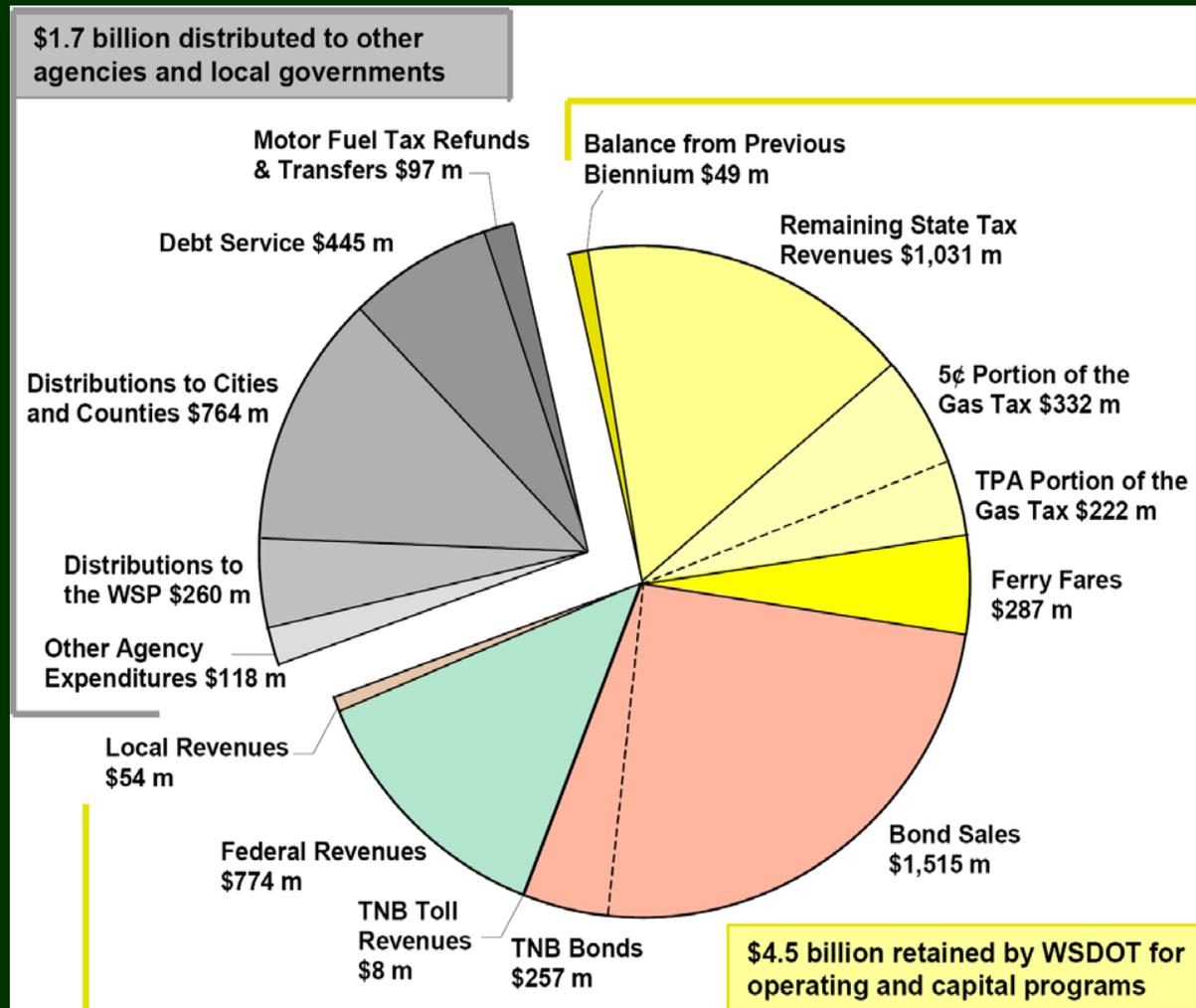
Common sources are:

- Fuel Tax
- Vehicle License Fees
- Vehicle Weight Fees
- Weight Distance Fees
- Tolls
- Sales Tax
- Local Taxes (including property tax)
- Federal Taxes
- General Fund Monies

## State-by-State Combined State and Local Gas Tax Rate Comparison, June 2005



# WSDOT 2005-2007 Biennium: Distribution of Funds (\$6.2B)



Distribution of Funds to other agencies and governments:

**\$1.684 Billion**

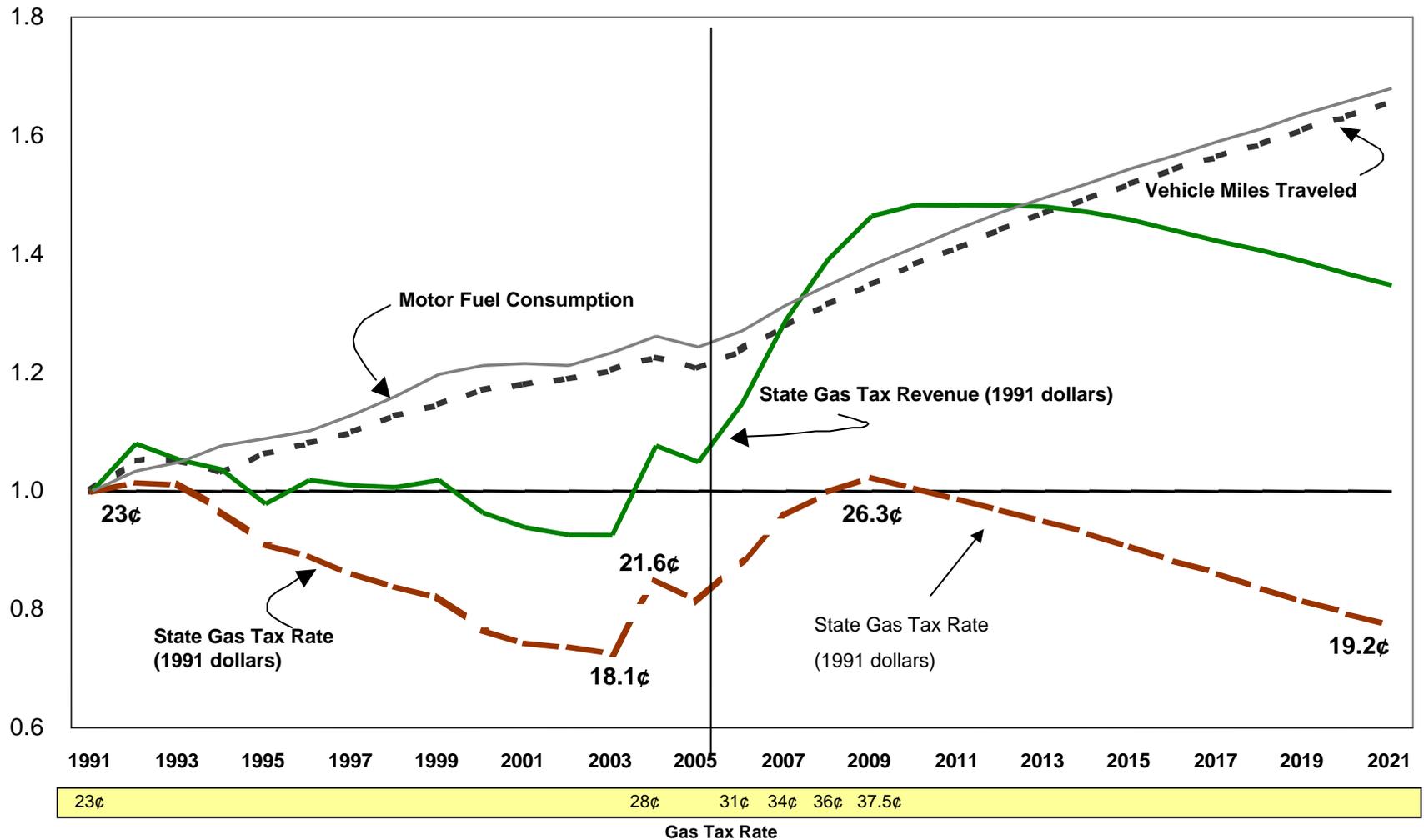
Funds Available for WSDOT operating (\$1.121B) and capital programs (\$3.428B):

**\$4.529 Billion**

|                          |                   |
|--------------------------|-------------------|
| Cash Balance             | \$ 49 M           |
| State Revenues           | 1,585 M           |
| Ferry Fares              | 287 M             |
| Tolls                    | 8 M               |
| <b>Total State Funds</b> | <b>\$ 1,929 M</b> |
| Bonds                    | \$ 1,515 M        |
| Bonds – Tacoma Narrows   | 257 M             |
| Federal Funds            | \$ 774 M          |
| Local Funds              | \$ 54 M           |

## Growth Rates Compared

### Vehicle Miles Traveled (VMT), Fuel Consumption, Gas Tax Revenue, & Gas Tax Rate



## What funds are available for WSDOT to deliver its programs for 2005-07?

| <i>millions of dollars</i> | For the 2005-2007 Biennium   |   |   | Total Funds Available for WSDOT 2005-2007 |
|----------------------------|--|---|---|---|
|                            | Funding that Pre-Exists the Passage of New Funding Packages in 2003 & 2005 | 2003 Transportation Funding Package 2005-2007 | 2005 Transportation Funding Package 2005-2007 |   |
| <b>Operating Budget</b>    | \$1,052  | \$44  | \$10  | \$1,106                                   |
| <b>Capital Budget</b>      | \$1,447  | \$1,274                                       | \$709   | \$3,430                                   |
| <b>Total Funding</b>       | <b>\$2,499</b>   | <b>\$1,318</b>                                | <b>\$719</b>                                  | <b>\$4,536</b>                            |

## What is the impact of the gas tax packages in funding for WSDOT over time?

| <i>millions of dollars</i> | Funding that Pre-Exists the Passage of New Funding Packages in 2003 & 2005<br>FY 2006-2015 | 2003 Transportation Funding Package<br>10-Year Plan<br>FY 2004-2013 | 2005 Transportation Funding Package<br>16-Year Plan<br>FY 2006-2021 |
|----------------------------|--|---|---|
| <b>Operating Budget</b>    | \$5,492  | \$253   | \$447   |
| <b>Capital Budget</b>      | \$5,621  | \$3,916   | \$7,140   |
| <b>Total</b>               | <b>\$11,113</b>  | <b>\$4,169</b>  | <b>\$7,587</b>  |



# Washington's Voter Initiative to Repeal Gas Tax

## Initiative History:

- The initiative process is a right and procedure by which citizens can propose a law by petition and ensure its submission to the electorate.
- Washington State was among the first U.S. states to adopt the initiative and referendum process in 1912. This process, rooted in the state's populist beginnings, gives citizens the power to make and remake their laws, and to have the final say on the decisions of their Legislature.
- To get an initiative on a ballot, citizens must collect 224,880 signatures

## Impacts on WSDOT

- In 1999, I-695 was approved which changed the Motor Vehicle Excise Tax ("car tabs") to \$30 per year for motor vehicles, and repealed existing vehicle taxes.
- **Impact:** reduced WSDOT's budget by 30%

# Voter Initiative to Repeal Gas Tax

## On The Washington State Election Ballot, November 8, 2005:

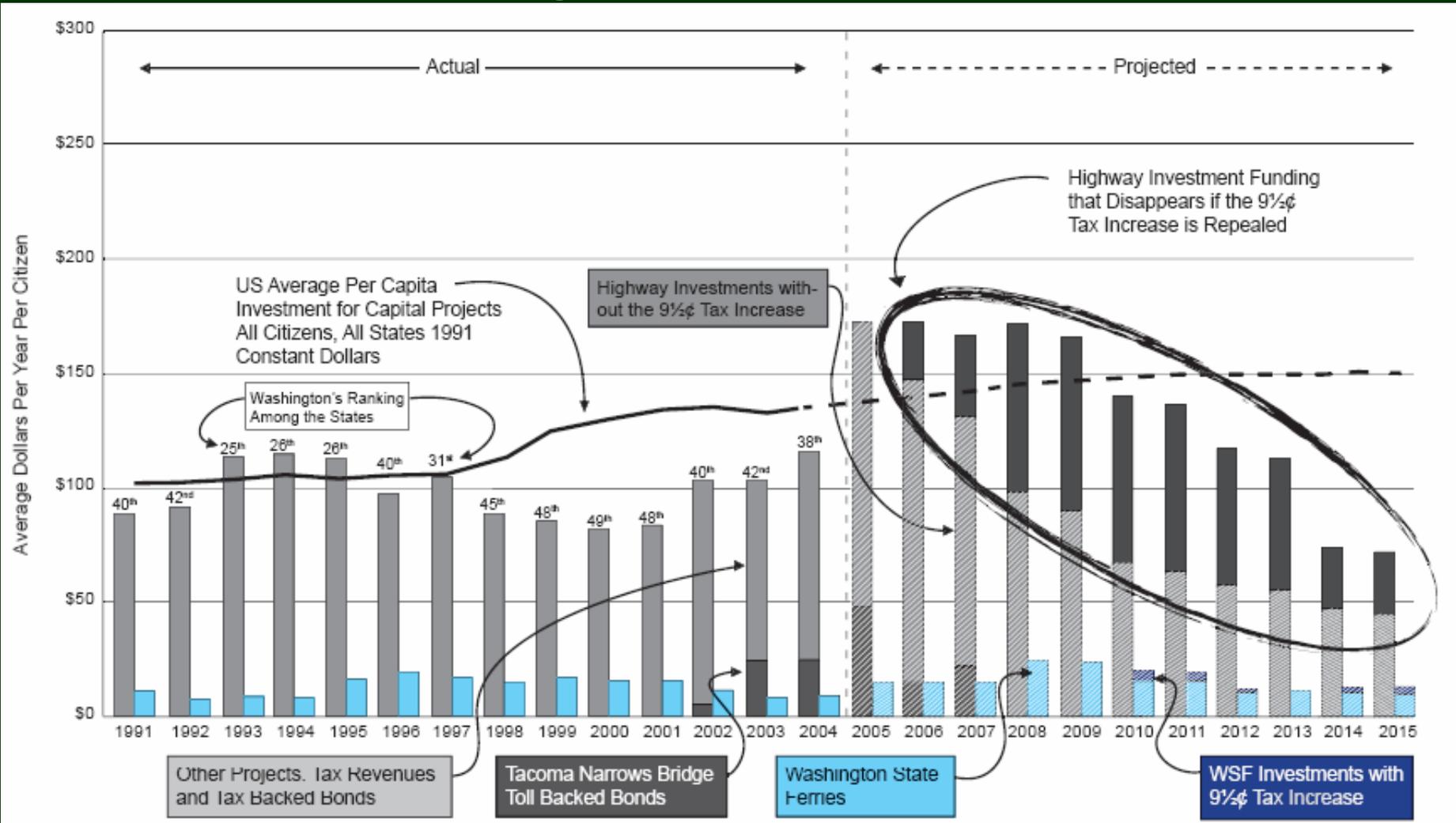
- Through a simple majority vote, Washington State citizen had a choice to eliminate the 9.5 cents gas tax that was passed by the 2005 WA Legislature.
- Voting YES on Initiative 912 would have eliminated the 2005, 9.5 cent gas-tax increase

## Good News: Preliminary Election Results

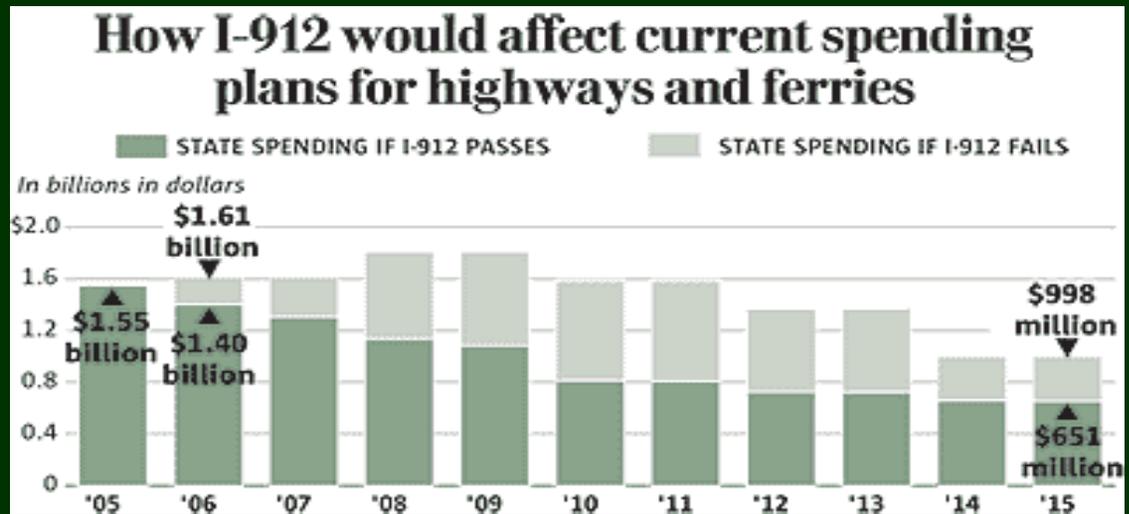
(as of November 10, 2005)

- **47% voted YES – eliminate the new gas tax**
- **53% voted NO – don't eliminate the new gas tax**

# Washington State's Capital Investment in Highways Compared to the US Average, In Constant 1991 Dollars

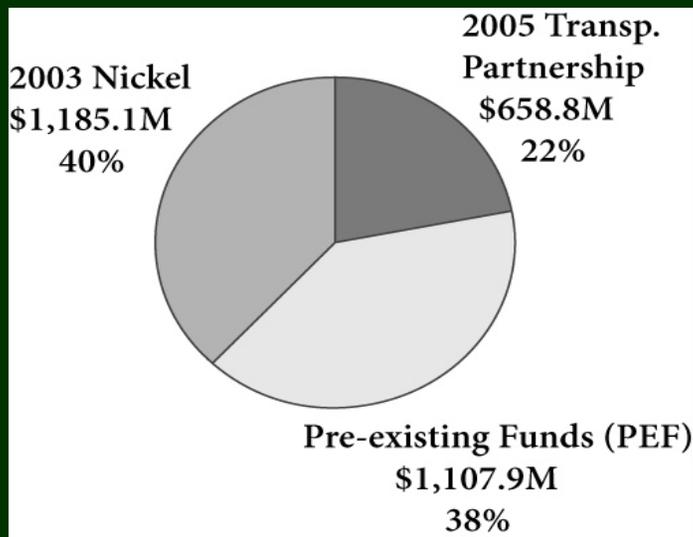


# How I-912 would impact WSDOT



Source: Seattle Times.com

## 2005-07 Construction Program



## 9.5c gas tax 16 year Program

|                              |                  |
|------------------------------|------------------|
| Roadway Safety               | \$3,257.3        |
| Preservation                 | \$0.5            |
| Ferries                      | \$185.4          |
| Multi-Modal Improvements     | \$94.8           |
| Environmental                | \$108.2          |
| Freight Mobility & Economics | \$541.1          |
| Choke Points & Congestion    | \$2,952.0        |
| <b>Total</b>                 | <b>\$7,139.4</b> |

The 2005, 9 ½ cent Gas Tax funds 274 transportation projects across the state

## Seattle Area Project Examples:



### **Seattle Highway 520 bridge: \$500 million**

The money would complete plans for a new bridge and buy some needed right of way. Finishing the project would cost an additional \$2 billion.



### **Seattle Interstate 405: \$990 million**

Several projects would add ramps and car-pool lanes to ease congestion, including at the spot where I-405 and Highway 167 meet in Renton.



### **Seattle Alaskan Way Viaduct:**

**\$2 billion**

With the gas tax and other money already earmarked, the state has enough to rebuild the aging structure but not replace it with a tunnel.

# Washington's Long Term Funding Outlook

## "What happens after the Gas Tax?"

### Long-Term Viability of Gas Tax as the Primary Source of Transportation Revenue

- Improving fuel economy compromises the growth in gas tax revenue
- Revenues do not rise with inflation
- Resistance by lawmakers to raise taxes (at least until recently in Washington State)
- Voter initiatives and gas tax repeals create unpredictable revenue scenarios

*"The days of the gas tax as the primary funding source are numbered. The spread of hybrids, and alternative fuel vehicles combined with a political disinclination to raise tax rates mean that a new source of revenue is needed. In the immediate future this means greater reliance on tolls, but longer-term (10 to 15 years) there is likely to be new distance charges."*

**This issue is being thought about across the country**

The state of Oregon has researched and is now proceeding in a demonstration project to replace fuel tax with a Vehicle Miles Tax.

#### **Oregon's Mileage Fee Concept:**

- Per mileage charge
- Mileage is collected electronically at gas stations
- Payment is made at gas stations

# WA Considers Tolling:

- **Public Views Then...**
  - Tolls were once seen as more equitable than taxes
  - Few owned a vehicle in order to use roads.
- **Public Views Now...**
  - Public opinion regards roads as a public good
  - Issue of fairness and equity in public opinion when tolls considered for supplemental / alternative financing and traffic management
- **Persistent controversial issues**
  - Equity for low-income individuals
  - Geographic distribution of benefits and burdens
  - Privacy of electronic toll collection
  - Double-taxation implications
- Tolls are an easy target for criticism



## Sample Findings from Peer Projects

- 55%: Toll roads unfair
  - 51%: **Oppose** tolling for new construction
- 71%: **Oppose** tolling for improvement
  - 52%: **Favor** HOT Lanes
- When forced to decide,
  - 61% **Favor** tolls vs. 23% who favor gas taxes



## So the Challenge Continues:

.....A high performance organization credible with and accountable to the Legislature, taxpayers and transportation delivery partners across the state.....

# Attachment: Resources

This presentation available via: <ftp://ftp.wsdot.wa.gov/public/GrayNotebook/>

## Other useful links and Information:

*Gray Notebook* (GNB) Quarterly Performance Report and *GNB LITE*:  
<http://www.wsdot.wa.gov/GrayBook/>

Emerging Performance Measurement Responses to Changing Political Pressures at State DOTs: A Practitioners' Perspective.(scheduled for TRB publication -Bremmer, Cotton, Hamilton) <http://www.wsdot.wa.gov/accountability/library/PractitionersPerspective.pdf>

WSDOT's Performance Measurement Library: links to U.S. State DOT performance reports, WSDOT's and other research and best practices.  
<http://www.wsdot.wa.gov/accountability/library/default.htm>

WSDOT application of operational/ITS data to measure and communicate congestion. (Bremmer, Cotton, et.al., TRB publication)  
[http://www.wsdot.wa.gov/accountability/peaktime/WSDOT\\_Measuring\\_congestion.pdf](http://www.wsdot.wa.gov/accountability/peaktime/WSDOT_Measuring_congestion.pdf)

WA Governor's new "Government Management, Accountability and Performance (GMAP)" initiative and legislation. <http://www.governor.wa.gov/gmap/default.htm>

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