Cir. 1973

US Senator Patty Murray &

Sen. Mary Margaret Haugen

Sen. Tracey Eide & Councilmember Jeanne

TRANSPORTATION IMPROVEMENT BOARD
Washington State Quality Award
Application 2008

The Washington State Quality Award has received your application. You still need to send the examination fee in the amount of $750. Your application will be assigned to an examination team. Individuals on the team will conduct their independent review through December. Phase 2, consensus review will be conducted through the middle of February. Site visit determination will occur by Feb. 11, 2009. You will be contacted regarding your organization's eligibility for site visit by the end of February. As site visit requires meeting with your leadership team, we recommend that you ask them to reserve the following dates, in the event that you may be offered a site visit:March 9-20. If you have any questions, please do not hesitate to contact me.

You may want to save this e-mail as evidence of receipt of your application.

Thank you.

Making Washington State a better place to live, learn and work by helping organizations achieve superior results through the use of the Baldrige Criteria for Performance Excellence.

Jennifer Sprecher
Executive Director
Washington State Quality Award
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360-697-2444 (office)

P.O. Box 609, Keyport, WA 98345

Call or visit our website for upcoming workshops.

Welcome to TIB – we are excited to have you visit our organization. As you will see by the application, the agency is very small in size but enjoys an enormous mission – to fund transportation projects throughout the state and partner with our local customers to manage roadway construction projects to ribbon cutting. Our customer base is comprised of incorporated cities/towns and areas designated urban under the Growth Management Act. This totals about 320 agencies eligible for grants from TIB. Many people think we are a subset of the Washington State Department of Transportation, but we are not. TIB partners with WSDOT on a number of projects and the Secretary of Transportation Paula Hammond is a member of our board but we are a separate agency headed by an Executive Director.

P.1 Organizational Description

In 1967, the Washington State Legislature resolved "due to unprecedented industrial development and population increases, the state of Washington is confronted with emergency needs for improvement of state highways, county roads, and city streets in urban areas…" thus, forming the Urban Arterial Board. In 1988, the Legislature decided to merge the Urban Arterial Board with other programs to "foster state investment in quality local transportation projects", thereby creating the Transportation Improvement Board (TIB). The agency is a leader in performance management and decision making based on good data which is based on private sector consultant/management model.

In recognition of the technological advancement and our dedication to performance management, the agency received two national awards within two months. The first award was from the Government Finance Officer's Association of the United States and Canada (GFOA) Award for Financial Excellence. TIB also won the Council of State Governments Innovations Award. Both awards recognize the Real-Time Performance Management Dashboard as being an exemplary model for government transparency and openness.

The staff to the board consists of 12 FTE's that manage an average of 350 to 400 active projects. Financial impacts are driven on an 8 year continuum as displayed in Table P.1-1

TIB administers grants to cities and counties to fund high priority transportation projects through three dedicated special revenue funds. Grants are competitive to ensure that the best projects are chosen rather than using population or valuation of the areas. The funding is from the per gallon gas tax and is deposited into the Urban Arterial Trust Account, the Transportation Improvement Account, and the Small City Pavement and Sidewalk Account on a monthly basis.
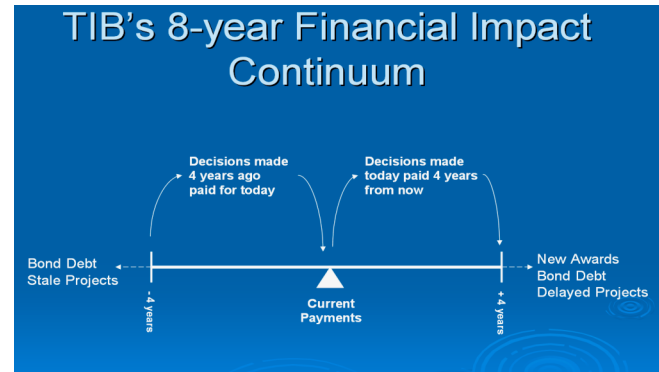

Fig P.1-1 TIB's continuum- *For financial stability, this is a model for decision making.*

The Board is comprised of 21 members from state, local, and private organizations and is responsible for setting policy for the organization. The board meets five times per year in varying locations around the state. Criteria for project selection are set by the board including:

Safety and hazard reduction
Economic development opportunities
Improve mobility including non-motorized modes
Congestion mitigation and alternate routes
Infrastructure repair
Access to public facilities
School access including alternate modes (bicycles, pedestrian access)
Sustainable roadway building techniques
System connectivity

P.1a Organizational Environment
P.1a(1) Services and Delivery

TIB provides funding to two segments of customers made up of local governments. The first customer group is from the Urban Arterial Board's purpose which is program funding for incorporated cities with a population over 5,000 and urban counties. The second customer segment is small municipalities defined as incorporated cities with a population below 5,000.

Table P.1-2 TIB Overview

	05-07 biennium actual	07-09 biennium budget*
Total Revenue	$ 201,347,059	$ 212,942,598
Capital Expenditures	$ 170,998,106	$ 180,990,000
Administrative Expense (% overhead)	$ 2,758,485 (1.6%)	$ 3,588,000 (2.0%)
FTE's	11.0	12.0
	Year End 2006	Current
Active Projects	427	371
Delayed Projects	71 (16%)	50 (13%)
Remaining Commitments	$ 397,734,770	$347,382,736

*The 07-09 biennium ends June 30, 2008

TIB has two major and one minor program for urban customers:
1. Urban Corridor Program
2. Urban Arterial Program
3. Sidewalk Program - Urban*

TIB has two major and one minor program for small city customers:
1. Small City Arterial Program
2. Small City Pavement Program
3. Sidewalk Program – Small City*

* Sidewalk is one program, but urban and small city agencies compete separately for funds.

To distribute workload evenly across the miles of roadways throughout Washington, the engineers are assigned regions that they are responsible for agencies within the geographic distribution (fig P.1-2). The chief engineer also has assistance from the EIT to complete work in the region. Average number of projects per engineer is about 80 to 100 which is calculated as a manageable size for the work the agency does.
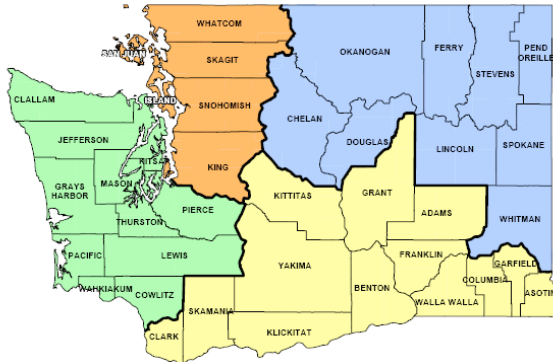

Fig P.1-3 Engineer Regions – Blue is Northeast, Yellow is Southeast, Green is Southwest, and Orange is Northwest Region

In the past two years, the number of short term projects has increased with the addition of the SCPP program while the large scale projects in UCP and UAP have decreased. In 2002 there were five region engineers and three regional managers. This structure was reorganized in 2003 including the first RIF in TIB's history. The FTE historic level chart is listed in figure 7.4-1.

P.1a(2) Organizational Culture
Vision - Fully funded and completed local transportation projects.
Mission – The TIB funds high priority transportation projects in communities throughout the state to enhance the movement of people, goods, and services.
Core values-TIB achieves the mission by means of four core values that serve as the foundation for every facet of the operation:

Improve and Innovate: TIB actively modernizes and improves its business practices to ensure a deliberate connection between policies and actions. We use creativity and technology to find innovative ways to improve our projects, products, and efficiency. "The way we've always done it" is rejected in favor of the best ways we can find to perform our work.

Manage Projects to Ribbon Cutting: Involvement of TIB staff increases after project selection. The goal of the agency is project completion rather than grant award. TIB staff knows their projects sufficiently to foresee and avoid potential problems.

Dollars in the Ground, Not in the Bank: Transportation funding should be actively managed to its most efficient use. Inventory control is persistent to prevent hidden pitfalls. Financial management is superior and financial decision-making prudent, but aggressive.

Catalyst for Project Completion: TIB ensures that the reliability of project completion is high before providing funds. Grants should be effective at ensuring project completion.

P.1a(3) Workforce Profile
TIB staff total 12 FTE's comprised of an Executive Director, his Assistant, five engineering staff, and five administrative staff. All of the employees are located in the main office building in Olympia, Washington.

Executive Director – The executive director, Stevan Gorcester, is a 27 year veteran of local transportation and policy organizations. The director has been leading the agency for seven years and during that time, has redesigned the functionality of the agency to be more results driven and performance based. The board is responsible for hiring the Executive Director.

Executive Assistant - The executive assistant, Eileen Bushman, is the official public records officer of the board. The executive assistant is appointed by the Executive Director and has been at the agency for six years.

Both the Executive Director and Executive Assistant are exempt, appointed positions which serve at the pleasure of the board.

Engineering Staff - The group is lead by the Chief Engineer who manages the three regional engineers and the Engineer in Training (EIT). All regional engineers are licensed in the State of Washington with a designation as Professional Engineer (PE). The EIT was hired in 2008 in order to provide growth into a region engineer in approximately two years (succession planning). The Chief Engineer is a 20 year veteran traffic engineer.

Administrative Staff – The group is lead by the Chief Administrative Officer who manages an eclectic mix of support positions. The staff are responsible for accounting, information technology, human resources, and mapping. In 2007, a new position for research and statistics was added and the position filled within three months. The Chief

Administrative Officer is a 15 year veteran of state and local government.

The Chief Engineer and Administrative Officer are Washington Management Services positions. All other positions are classified in the civil service system. The agency does not have any union represented positions.

Educational profile is: 10 employees have bachelor's degree, one employee has an Associates, and one without a degree.

Key employee benefits provided to all employees include pension plan, health insurance, accrued leave time, wellness program, life insurance, long-term disability insurance, Employee Assistance Plan(EAP), Commute Trip Reduction (CTR) program, FMLA, blood/organ donation leave time, and employer paid parking.

P.1a(4) Technologies

Technology is a major part of TIB's success and we are a leader in open and transparent government action through our dashboard. The agency moved to a fully integrated system in 2004 merging the project information with financial information. The Business Intelligence (BI) platform is a SQL database in which the staff inputs project information based on access roles. The information is then fed to the Performance Management dashboard known as the Real Time Performance Management Dashboard System.

In 2007 and 2008, the Executive Director spoke at multiple national conferences on Finance and Performance Management. The TIB GMAP Dashboard has been featured in both conferences and an article on the success was published in a national magazine. Governing.com features the TIB GMAP Dashboard on their site as a best practice. ZDnet and Dashboard Spy.com have provided comments on the dashboard as well.

The Deputy State Auditor for Washington State, who oversees Performance Audits, stated that this system is one of the best she had seen to date.

P.1a(5) Regulatory Environment

As with other transportation agencies, environmental changes, aging infrastructure, and rise in construction costs has been taking a toll on the agencies that TIB serves. For TIB directly, the increase in fuel prices influence drivers and ultimately results in changing driving habits. This has an impact on the revenues due to the fact that TIB is funded from three cents of the statewide gas tax.

TIB is an influencer in the project management and delivery of local government transportation projects. As such, we do not have control over the regulatory functions like the Washington State Department of Transportation. TIB does, though, work through the regulatory processes with the local clients and offer assistance whenever possible to ensure projects are delivered on time and on budget.

The area that TIB has control over is within our own structure for the application and grant administration. The Washington Administrative Code (WAC) for TIB was completely overhauled beginning 2006 and finished in mid-2007. This overhaul accomplished three goals:

- Readability and understanding of the rules
- Process improvement
- Replacing guidelines with written rules

TIB also has supported sustainability initiatives for local customers. This includes the Small City Pavement Program where city streets are chip sealed or overlaid to prolong the life of the street. In the newest call for projects, a sustainable road building techniques were added to the list of criteria for the urban customers which include LED replacement lights for traffic signals and solar powered illuminations within four categories.

As with other state agencies, TIB is governed by the RCW and WAC for ethics in public service, accounting, and whistleblower protection.

As a part of the safety in the workplace initiative the following programs are in place:

1. Each employee must complete a defensive driving course in order to drive TIB or GA vehicles.
2. First aid course is brought on site every two years as required for ongoing certifications
3. An emergency box is provided in each vehicle including reflective vest, flairs, flashlight, emergency water, and batteries.
4. No injuries in the workplace have happened in over five years.
5. Ergonomic designs have been done for all employees and workstations reflect it.
6. A hazard assessment was completed in 2007 with follow-up to be completed in 2009. Because of the low hazards, TIB was not considered a high priority for review.
7. A pandemic flu response was submitted to the state department of health in response to potential flu outbreak. A copy was sent to each employee so they have the agency's policy available including steps to reduce exposure in the workplace.

P.1b Organizational Relationships
P.1b(1) Governance System

The Transportation Improvement Board is governed by a 21 member board. The Board members represent a variety of transportation and local interests as follows:

- six city members
- five county members
- two WSDOT representatives
- two transit representatives
- a port commissioner or director
- CRAB director or appointee

- one Governor appointed representative
- one representative from non-motorized transportation
- one representative of special needs transportation
- one private sector representative

The board appoints the Executive Director, who in turn, is responsible for all other personnel decisions. The agency has 12 employees including the Executive Director.

P.1b(2) Customers and Stakeholders

In the balanced scorecard/business model, TIB includes Informed Customers and Stakeholders. For TIB, this means that the Customers are at the top of the business model. Key customers are made up of the incorporated cities, counties with urban areas, transportation benefit districts, non-motorized transportation groups, and transit agencies. Although these groups may have different goals due to the type of transportation, the representatives of the groups embrace the mission of enhancing the movement of people, goods, and services by various modes. The common goal for all of the groups is the best maintained roads possible for their constituents and to reduce congestions while boosting economic development opportunities.

For stakeholders, TIB defines this group as the legislature and taxpayers of the State of Washington. Stakeholders fund our agency and as such, we believe them to be much like shareholders in private companies. Adding value to our services, ensuring customer satisfaction, and internal efficiencies are all areas that TIB focuses on for our stakeholders.

P.1b(3) Suppliers, Partners, & Collaborators

TIB is customarily a major funding partner in projects and as such, must be supportive of the customer's needs. TIB not only serves as a partner in funding, but has been working on collaborations between WSDOT, Counties, Cities, and FMSIB for project completions.

A major cooperative effort that has been undertaken in the last year is a service agreement with WSDOT for paving small city streets when the crew is doing work on the state highway system. Instead of bypassing an incorporated small city, the WSDOT crew will pave or chip seal roads that TIB and the city have decided need the maintenance. This has reduced costs by about 30 percent.

This was such a key investment, the Governor's Office requested TIB to research other purchasing areas for roads where the same economy of scale may be achieved. This report was forwarded to the Governor's Office on September 5, 2006, with a list of six key recommendations for achieving this with other state agencies. In the 2007-2009, the recommendations were included in budget packages for two state agencies for economies of scale on purchasing decisions.

CRM is our "supply chain", in that the grant recipient agencies are the ones who are delivering the final product. Good project management skills are a must, and therefore, the engineers provide ongoing support to the agencies to assist in completing the projects. TIB is an influencer on the project schedule and project management.

P.1b(4) Communication Mechanisms

TIB's main communication mechanism for project delivery is the SQL database called the Project Tracking System. The database is the repository for all project information and tracking of communications. Correspondence is tracked for two main reasons:

- Ensure that paperwork is not lost or falls through the cracks.
- To track critical deadlines and efficiency measures.

At ribbon cutting ceremonies, a board member and/or the Executive Director presents a plaque to the project lead agency to commemorate the occasion. At many ceremonies, elected officials from a mayor up to a US Senator are showcased as being a participant in project completion.

In 2007, the Small City Pavement Rating project was completed. This is the central repository for all street segments within every small city in the State of Washington, excluding state highways.

P.2 Organizational Challenges
P.2.a(1) Competitive Position

Although TIB does not have any direct competition as a public agency providing services, the agency is under scrutiny to always provide excellent services with the lowest administrative cost possible. This has led the staff to be challenged in how to ensure continuous improvement in services at an exceptional value to the citizens of the State of Washington.

One level of competition is with consulting and technology firms for highly talented professionals. These firms can offer higher pay and bonus compensation packages which may attract our employees. Working within the state rules and regulations regarding employment sets up barriers to comparable pay and benefits packages. One way that we are able to compete is with flexible work hours and work/life balance including compressed work weeks and telecommuting options.

Over the past four years, the agency has embarked on a technology track for performance management and implementation of continuous business process improvement. This track has made the agency more valuable to work for. Employees are more successful and have more dedication to the mission and vision of the agency. With buy-in also comes the need to change work habits. Some employees have adapted while other employees have chosen to move on.

P.2.a(2) Competitive Success

The state of Washington has over 250 incorporated cities and towns that may be eligible to receive funding from TIB for roadway construction and rehabilitation. Due to funding constraints, the agency is only able to choose the best projects and fund those from design through construction. Each year, approximately 70 new projects are added.

One major challenge that TIB has faced and is continuing to work on is the wake of a double sized program. The prior administration in 1990-2000 did not manage the costs based on revenue levels, and provided increases on projects without negotiation from other funding partners. This ended the year 2001 with the agency five months behind on bills and certain bankruptcy in 18 months.

P.2.a(3) Comparative Data

With the implementation of the Governor's GMAP initiative, TIB has been able to respond quickly to the initiative with a performance management system and project tracking system much more readily than other state agencies. The main hindrance to data collection has been that the information is somewhere out there, but not easily available to be transferred without having to reenter the data.

Key performance indicators around safety are difficult to measure due to the fact that some of the comparative analysis is based on personal choices. A street may be the safest street, but if someone chooses to drive while intoxicated, that is a factor that TIB cannot control (e.g. speeding, inattentive driving).

TIB is leading the way in transportation and financial data. TIB is looking at other states including Virginia, Florida, and Minnesota for transportation related data to benchmark to, as well as certain services provided by WSDOT. The Executive Director has been traveling around the country speaking at conferences on not only transportation issues, but also performance management and TIB's GMAP Performance Management Dashboard. Other governmental entities are contacting TIB for insight into how we have accomplished so much in such a short amount of time. In many agencies, the daunting task of turning around a $200 million program could not have been accomplished without a legislative bailout. That was not an option for TIB, as our recovery was strategic and stabilized in five years.

P.2.b. Key Strategic Challenges

TIB's most significant new direction began in 2002 by consolidating all of the electronic files that were in separate electronic databases and incorporating them into the Project Tracking System. This system is a SQL database populated with information from employee input. As a piece of paper enters the office, the receptionist logs it into the system. The engineers are then responsible for reviewing the information, acting on it, or filing the paperwork. This is also kept in real time

to track the time it takes, problems that may arise from it, and ensure that lost paperwork is minimized, if not eliminated.

The engineers are responsible for customer contact management. This is taken very seriously in that if an interaction with a customer will mitigate a later problem, we like to take actions that will move projects to completion and not have problems stop projects. TIB's goal is fully funded and completed projects. Prudent decisions made today ensure a stable program in the future. This is why TIB is still in business five years after almost going bankrupt. The struggle right now is with rising gas prices. This impacts the agency in two ways: (1) increase in construction costs for petroleum based products and supplies; (2) increase in gas price changes driving habits therefore impacting consumption rates. More people are likely to consolidate trips, carpool, or ride transit if it is available.

P.2.c. Performance Improvement System

We approach performance improvement as a way to continually enhance how we learn and grow. This is the second performance assessment that TIB has undergone and the efforts reflect feedback not only from the examiners, but also from an internal assessment by the Performance Management Team.

TIB's performance improvement is based on a three section approach added to the normal Deming model of Plan, Do, Check, Act (*figure 6.1-1*). TIB has added Accountability, Innovation, and Results as the centerpiece to the model. The message then becomes think outside of the box to accomplish the goals and objectives.

TIB's Business Process Improvement (BPI) initiative is using logic models to provide value added services both internal and external to the agency.

A Performance Development Plan is required for each employee (other than the two exempt positions). This lays the foundation for how the employee will succeed in their job function or classification.

Performance Management Dashboard provides a real time look at the performance of the agency. This is an up to the minute look at the agency; not only financial, but also programmatically. Many of the graphs in section 7 are ones straight out of the Dashboard. To get the full flavor of all of the information the Dashboard holds, we have migrated it to TIB's web page under Performance. The web page is the main way information is distributed to the public.

1.0 Leadership

1.1 Senior Leadership

In March of 2001, Stevan Gorcester was hired as the Executive Director. With over 25 years of experience in private and local transportation agencies, his knowledge, skills, and abilities were very welcome in the agency. On his fourth day as the executive director, he was greeted with the news that the agency was over five months in arrears in payments, no appropriation authority existed to finish the fiscal year, and in about 18 months the agency would be completely bankrupt.

The Senate Chair for Transportation openly admonished the agency and stated that TIB had run its course and would be dissolved.

What happened was a total overhaul of the agency. The existing Executive Team was dissolved and demoted, voluntarily resigned, or fired. A new executive team was formed by members being promoted or hired and "the way we have always done it" was removed from the culture. The agency went through the first Reduction In Force (RIF) process in 20 years and targeted, low performing employees were removed.

What has emerged is an increase in morale, productivity, and customer satisfaction. Instead of multiple layers of managers, there is now only two. The Executive Director is the top layer with two deputy directors -- the Chief Engineer and the Chief Administrative Officer. Decisions that had taken weeks to evaluate and run up the chain of command, now are down at the employee responsibility level.

1.1.a(1) Vision and Values

The Board is a policy setting board and as such, provides the overall direction for the agency to go toward. Every odd numbered year, the Board reviews the SWOT analysis. Originally done in 2003 as part of a strategy session, the review has been successful in 2005, and again in 2007. Issues are tracked and any changes noted to the SWOT can be incorporated into the strategic plan which is completed each even numbered year.

The Executive Team establishes the organization's mission, values, and goals after gathering input from the staff. Every two years, as part of the biennial budget process, the management team reviews the strategic plan. Included in this is the incorporation of the SWOT analysis performed by the Board.

All employees are engaged in the Core Values through the implementation of the TIB GMAP Dashboard. The first page (TIB at a glance) lists the core values. This is an intranet based dashboard system which provides mission-critical enterprise information in a visual electronic format. The visual displays highlight areas of critical importance including financial, project, and performance. Every employee has access to the dashboard through the intranet and a cross section of staff are included in the Performance Management Team (PMT). The TIB programs align with the statewide results areas of:

- Improve the economic vitality of businesses and individuals.
- Improve statewide mobility of people, goods, information, and energy.
- Improve the safety of people and property.
- Improve the ability of state government to achieve results efficiently and effectively.

TIB links the vision and values directly to individual employee performance through the Personnel Development Plan (PDP). The plan includes how their job aligns with these results areas and what success would look like for the individual based on their job duties. Formal annual reviews are performed, but nothing in the review is a surprise to the employee since the manager is responsible for ongoing performance updates throughout the year.

In June, 2007 the PMT undertook the large task of reviewing the entire dashboard information system. A project plan was devised, with a completion date of November, 2007. The following are the results of the PMT's review of the dashboard:

- Linking departmental and individual goals to the Key Performance Indicators
- Change in the Balanced Scorecard to resemble the Business Model
- Employee learning and growth through the tools they need to measure the desired performance compared to actual.
- Financial health of the organization is in the forefront.

1.1.a(2) Ethical Behavior

The tone at the top is very important in order to foster a legal and ethical example for staff to follow. The prior culture of "just giving out money" is replaced with financial prudence and looking toward the future with full transparency in operations. This is important for the organizational success. Decisions made today will impact the agency in two to four years (fig. P.1-1) so every effort is made to ensure due diligence is performed.

The accountability systems in place include tight internal controls so funds will be safe; grants with language for payments that tracks to deliverables; and legally binding fuel tax agreements. Accountability is written in to each employee's PDP and success in accountability is measured in the evaluation process. If an employee is not accountable for their actions they face disciplinary actions.

As state employees, each employee is required to abide by ethical standards in RCW through the Executive Ethics Board. All employees are required to take the Ethics Training offered by the EEB. Employees are aware of the Whistleblower Program from the State Auditor's Office. The information is posted in the break room and the copy/supply room.

In addition, the Chief Administrative Officer is required to attend continuing professional education

courses, including ethics. In 2008, the CAO was appointed as the agency ethics contact and attends meetings at the EEB. The CAO also is responsible for ensuring that all employees are trained in ethics and provide oversight on ethics issues. But the ultimate authority rests with the State EEB in investigating claims.

The Chief Engineer has been trained by WSQA to be an Examiner and has been able to bring a new perspective to the organization. Finally, all of the engineering staff are licensed professional engineers in the State of Washington.

Personnel policies include a just cause policy where unacceptable behaviors are explained as to why disciplinary action would be taken if an individual exhibited the actions. This includes sleeping on the job, stealing, lying, insubordination, and nine other actions where immediate disciplinary actions may be taken on the individual up to and including firing.

1.1.a(3) Organizational Sustainability

Senior leaders in TIB are committed to translating the agency goals and objectives into actions sustainable over the long term. The decision to fund or not fund a project has reaching effects in the short and near term but the vision is the long term product. This does not mean that the agency is stodgy. In fact, TIB has been called a "nimble" agency, able to regroup and refocus the organization based on data gathering and informational decision making.

Informational decision making is a key indicator under the core value of Improve and Innovate. Targets are set which include specific cycle times for paperwork to move through the channels. If there is a problem, the owner, as well as their supervisor, is immediately aware of the situation through the dashboard.

Turnover is absent at the agency, and in 2007 a new job class and employee was added. The Research Analyst position was filled with a candidate who just graduated from college with a degree in statistics. The position is an in-training where the person will fulfill certain requirements to move up to the next level. The Research Analyst will move along the continuum from a one to a three over the course of 18 months with added job responsibilities.

Ongoing organizational and educational programs are promoted in the agency to ensure the highest performance, abilities, and improvement to the business. Workgroup teams meet on an ongoing basis to discuss status, condition, and improvements.

For succession planning, a staff of only 12 people is difficult to provide opportunities for advancement. All employees are cross-trained to cover if there are any anticipated of unscheduled leave. Backups exist to keep the systems flowing if there is turnover. The only weakness that had been found was in the IT area. That was remedied in 2007 with the hiring of the Research Analyst position and is the designated backup to the IT System Analyst position. Ongoing training for the RA

position is critical as it serves as a backup to the systems rather than primary technical lead. The skills required by the ITS position and RA position are enhanced through ongoing training.

1.1.b(1) Communication and Organizational Performance

As a small agency, communication with all employees is relatively easy. Employees analyze information, determine any course corrections, respond to changing schedules, and make recommendations for adoption. As a Board governed state agency, the enabling legislation technically only allows the Board to enact changes. Over the years, the Board has delegated certain responsibilities to the Executive Director who in turn, may delegate to staff. The following is a table of the Executive Director's delegated authority for project increases:

Action	Executive	Board
VE Study Waiver	Best interest of project	Any study
UCP increase	15% or $750,000	Over
UAP increase	15% or $750,000	Over
SCAP increase	Up to $150,000	Over
SP	Up to $50,000	Over
SCPP	Up to $200,000	Over

Figure 1.1-1

The Executive Director is the hiring authority for the agency and is responsible for all hiring, disciplinary, and firing decisions of the staff. The Board is the hiring authority for the Executive Director.

TIB's policies are enacted through the Washington Administrative Code (WAC). This past year marked the end of a two year project where all of the WAC's were completely overhauled to ensure business processes were current. In the past, the agency had piecemealed the work which had mixed results, or operated on guidelines which were not legally enforceable. In the July 2007 Board meeting a public hearing was held to gather input on all of the WAC revisions. The WAC's passed with only one minor change.

After the board meeting, the CE and CAO hold a board meeting recap for all staff to communicate information specifically gathered at the meeting, actions taken by the board, and updates on any issues from the board. Being a small agency has provided the chance for interaction among all staff.

Board meeting packets are provided on the TIB website, and minutes are provided after the meeting. The minutes include all actions taken by the board. The notes are posted to the web approximately 10 days after the meeting.

A quarterly e-newsletter is produced called TIBTopics. This is emailed to approximately 400 customers, consultants, and interested parties.

TIBTopics is the organizations newsletter that provides information on project completion, workshops, applications, due dates, and internal agency news (e.g. new employees, retirements, etc.)

Ongoing communication is the key to success for an organization that is learning and growth oriented. This is reflected in the amount of information provided on the dashboard.

1.1.b(2) Action Focus

TIB is a leader in performance management in Washington State. We are the first in the state to host a performance management "dashboard" which is an electronic display of the health of the organization including financial, project, and leadership level. The Dashboard is displayed in organizational performance results, but in real life, is an RSS feed which updates every time a page is opened. This is real time with no lags in data reporting.

In June of 2007, the latest module in the performance management dashboard launched. The module is the TIB GIS Project Mapper. It is populated using a Google Mashup which is a free service from Google. TIB provides the longitude/latitude coordinates as beginning, middle, and ending points for projects and the project is mapped using Google Earth. This provides information for a city, town, county, or statewide look at all projects supported by TIB or only active projects. The GIS Project Mapping has launched a new avenue for the agency in being able to analyze the amount of money contributed by TIB for projects within a geographic region or town. This information is at every employee's fingertips. It is not a "let's run an excel spreadsheet", it is real time up to the minute actual data.

The Dashboard also creates value through information availability for stakeholders including the taxpayers and the legislature. This was the result of only one IT specialist and approximately $40,000 for software and training. The Dashboard ensures that TIB is financially stable, projects are on schedule, and there is focus to where our employees spend their time to add value to processes.

1.2 Governance and Social Responsibilities
1.2.a Organizational Governance

TIB is accountable to the legislature, Board, over 250 customer agencies, and all 6 million residents in the State of Washington and relies on clear, consistent communication with all customers and stakeholders. Our strategic plan links our vision, mission, and goals with the strategies on how to meet them. Leadership provides the structure of the processes and the chiefs are measured on the progress. Best practices are researched continually, and implemented after thorough review through project management process.

1.2.a(1) Management accountability

The Board is the body that sets the policies with the Executive Director setting the direction for the agency to go in to be successful. Each employee has a part in the accountability with their individual areas and projects they oversee. As a state agency, accountability for managers' actions is validated by reviews, audits, and assessments. The GMAP implementation has been seamless with TIB.

Fiscal accountability

Fiscal accountability is addressed through both the budget formulation and the Dashboard which calculates the actual costs compared to the budget. An audit of the financial records for legal compliance is conducted by the State Auditor's Office every three years. There have been no findings for the past three audit cycles. Office of Financial Management is the official repository of the financial data but it is our responsibility for data integrity and reconciliations. TIB follows GASB and GAAP standards.

Transparency in operations

Every project selection down to the individual transactional process is open to review by any public member. Washington State has one of the most liberally interpreted public disclosure laws in the nation. TIB abides by the Open Public Meetings Act and Public Disclosure laws. The Executive Assistant is the public records officer for the agency and is responsible for processing all public records requests. TIB's litmus test is "would I want to see this on the front page of the newspaper or on the television news?"

Proposed board actions are provided on the web site before board meetings. All board meetings are open to the public. Actions taken are then reported in the board minutes on the web site after the meeting.

Independence

The Washington State Auditor is an independently elected official who oversees the SAO which is the agency responsible for ensuring a proper audit. The audit includes a review of internal controls and which personnel perform what function.

The facility is leased which is governed by General Administration, the agency follows the purchasing and procurement guidelines ensuring arms-length transactions, vehicles are maintained by the WSDOT, contracts are reviewed by the CAO and signed by the ED through a competitive process, and an annual inventory of assets is conducted which is balance by two individuals.

Stakeholder interest

Stakeholders are represented through participation in forums like the workshop, TIB Academy, a formal customer satisfaction survey, and the board members. Special interest groups are represented on the board including the non-motorized, transit, and special needs transportation. The communities are individually represented through the use of "local presentations" at board meetings. When the board is in a specific location, representatives of cities and counties around that are invited to participate in the meeting by giving

an overview of projects that have been funded in the area by TIB. This gives the board information on the impact funding is making in the communities.

Board independence

The board members are recommended through nominations provided through the AWC, WSAC, the non-motorized community, and special needs transportation organizations depending on the vacancy that is open. The nominated candidates are approved by the Secretary of Transportation and serve in staggered terms. The board operates on bylaws which include a conflict of interest statement and the inability of a board member to speak on behalf of or vote for a project that is in their jurisdiction.

Board member attendance is tracked and monitored. If a board member misses three consecutive meetings, the chair may take action to remove that board member. Any vacant position would then go through the nomination process.

1.2.a(2) Performance Of Senior Leaders

Biennial evaluations of the Executive Director are conducted by the Board through a formal review process. In early 2007, his performance was rated through a survey of board members including a weighted average and open ended question regarding performance. The ED was highly praised for his ability to lead the organization and provide vision and direction to the agency that had almost become bankrupt six years earlier.

The CAO and EC are evaluated by the ED on an annual basis. Information is gathered from the manager's direct reports. A formal review is then conducted which encompasses successes, weaknesses, competencies that need strengthening, and meeting targets. New targets are then set for the next year which are monitored on an ongoing basis in management team meetings. The CAO and EC are non-represented positions and serve at the discretion of the ED as part of the Executive Management Team.

Salary for the ED is set by the Citizens Commission on Salaries for Elected Officials by benchmarking his duties with other transportation related positions in Washington State. Only the commission has the capability to increase his salary, but the board may recommend an increase or decrease in salary based on performance or lack of. The board has recommended adoption of all proposed raises.

1.2.b Legal and Ethical Behavior
1.2.b(1) Impacts On Society

In late 2007, a contract with a major firm was enacted to work on sustainability (green) roadway building and conservation techniques for the TIB grants. The area of focus for TIB is the use of solar energy for city street illumination and LED replacements for traffic signals. The results will be criteria used in the next funding cycle for a sustainability initiative to give points to projects that meet or exceed the standards for energy

conservation. The initial work done indicates a reduction in energy consumption of about 90% for illumination costs and a reduction of 85% of expenditures over the life of the traffic signal. For a medium sized town, this may equal about $30,000 per year in energy and maintenance costs.

In 2008, the sustainability criteria was added to the urban program application process. Customer agencies are able to submit "green" transportation construction ideas for funding. The criteria adds four main areas the agencies are able to receive points – Modal Measures, Energy, Environmental, and Recycling (MEER).

- Modal includes HOV lanes, bicycle lanes, queue jump lanes for transit, multiuse pathways.
- Energy includes LED replacement for traffic and pedestrian signals, LED street lighting pilot projects, on-site power generation.
- Environmental includes native plantings, natural water treatment, planted swales, low impact development for water retention.
- Recycling includes recycling roadway materials in place, use of recycled organic materials, recycled material based street furniture and bollards.

The success that TIB will echo in the upcoming year is the work with the Department of Archaeological and Historic Preservation to enact the requirements of Executive Order 05-05. This order brings the compliance of section 106 of the NHPA to the state level. All projects must be assessed for possible cultural resource impacts, historical area compliance, and tribal interactions. A process was put into place by TIB in cooperation with DAHP to enact the order. This is the second year of implementation through our project selection calendar.

To further emphasize the need for government agencies to take the lead and "Walk the Talk" of conservation and reduce traffic congestion, TIB has deployed a Commute Trip Reduction program including cycling to work and bus passes for transit rides; telecommute options for office based employees; flexible hours including compressed work week; a recycle and reuse program; and energy conservation.

1.2.b(2) Ethical Interactions

The agency has not received any ethical complaints as far back as the EEB has records on the web site. New employees are required to take the eight hour ethics class provided by the EEB, and are provided the information on the SAO Whistleblower hotline. Whistleblower posters are posted in visible areas in the break and work rooms for information for staff if they

see an unethical or illegal operation happen. To date, no whistleblower actions have been reported.

The Executive Assistant is the agency's public records office as stated under WAC 479-02. Figure 1.2-1 shows the number of public records requests generated by TIB business.

Year	2005	2006	2007	2008
Requests	2	0	1	3

Fig 1.2-1

All board meetings are open to the public including the work sessions the day before.   The only time the public is not allowed is during an executive session which only pertains to personnel issues. Otherwise, all board actions and activities are public domain. Board meetings and agenda items are announced well in advance of the meeting and customer agencies are invited when the board meeting is held near their location. In order to ensure that all agencies have an opportunity to interact with the board, meetings are held around the state and alternate between eastside and westside. The board minutes from the meeting are published at the next meeting to make certain that any action the board takes is publicly recorded.

1.2.c Support of Key Communities

TIB promotes economic development in depressed areas of the state. A recognition of the intertwining connections between transportation options and economic development opportunities is one that TIB is promoting. Without proper roads and facilities, towns cannot thrive. With this in mind, TIB has provided downtown revitalization and core business area development which overlays the roadway and maintains or enhances the sidewalks. What has happened is the shopkeepers are then filing for permits to enhance the storefronts to ensure their stores look as good as the roadway. This has provided more economic development in smaller communities which have had no option in the past.

Internally, TIB promotes ongoing education through association and organization memberships. TIB employees are active members in a number of organizations including:
- American Public Works Association
- Association of Government Accountants
- Government Finance Officers Association
- Washington State Quality Award

Every year, the agency holds a CFD event to raise funds for the United Way. This year TIB is having a penny drive and a silent auction.

2.0 Strategic Planning

2.1 Strategy Development

TIB was not a strategic organization before 2001 when the previous administration made many decisions by the "seat of their pants". This all changed with a new administration. Leaders set out a new direction for the agency to promote a vision, mission, and core values to ensure project delivery and attention to customers who had been disenfranchised by the prior 10 years.

2.1a Strategy Development Process

In 2002, the ED reengineered the agency to improve customer focus and set direction. He made a point to meet with the customers to find out what they needed and wanted the agency to provide. This lead the agency into a Balanced Scorecard Strategic Planning effort which focuses on four main areas:
- Customers
- Financial
- Business processes
- Employee learning and growth

TIB has achieved dramatic results with the balanced scorecard method of strategic planning.   The TIB is focused on results areas as defined in the scorecard in figure 2.1-1 below:
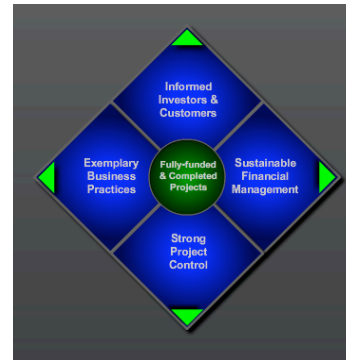

Fig 2.1-1

2.1a(1) Strategic Planning Process

TIB conducts a formal strategic planning process which engages the stakeholders, customers, board, and staff. The owners of the Strategic Plan are the executive team and board, while the staff are the operators of the plan.

Input from staff is gathered throughout the year based on customer interactions and their own observations. This helps ensure that there is buy-in from the group who will be responsible for implementation.

The Strategic Planning Process has evolved over the years and includes a biennial strategic planning retreat. Prior to the biennial retreat, the leadership team gathers information on topics and submits them for the agenda. The final agenda is decided upon about a week before the retreat.

In 2006, the first day of the retreat was devoted to determining the best strategies for the agency. What

the focus should be for the upcoming year after reviewing the results from the prior year. The Baldrige Criteria for Performance Excellence self-assessment tool was used to identify strengths and opportunities for improvement.

In 2007 strategy maps were added to the strategic planning model. This includes the "so that" statement for each program goal. Figure 2.1 is an example of one of the strategy maps created by the PMT.

Step 1. Stakeholder, customer, board engagement

Strategic planning requires commitment of time and attention from all levels of the agency. Accordingly, an analysis of the agency was conducted to see if it was mature enough to embark on the laborious process. During the legislative session, the chair of the Senate Transportation Committee (Sen. Mary Margaret Haugen) stated that TIB should not be around and that she was going to do what she could to fold it into another agency.

According to Paul Niven's book Balanced Scorecard for Government and Nonprofit Agencies "If your leaders are mired in current crises or anticipating a key legislative change, then perhaps this isn't the best time to embark on the task of developing a new strategy." In the case of TIB, this was the only way the agency would survive. Immediate course correction was imminent.

Step 2.a SWOT analysis

A SWOT analysis was developed in 2003 at the March Board meeting. The analysis highlighted issues and opportunities that are likely candidates for the staff to focus on as objectives to meet. The top items were prominently displayed in the boxes (SWOT is available onsite). The analysis was revised in 2005 and again in 2007.

The SWOT analysis was begun in 2003 as a way to identify opportunities that the agency had previously not taken advantage of. As it evolved, the SWOT now includes identification of any blind spots from a number of perspectives including the board, customers, legislators, and staff. This ensures the executive team has a vast array of perspectives to gather the information for significant decision making. The results of the 2007 SWOT analysis is in section 2.1a (2) Key Factors in Setting Strategic Direction.

Step 2.b Strategy maps

Strategy maps were added for increased value to the Strategic Planning model. Inputs, outputs, initial-intermediate-ultimate outcomes, capacity measures, process measures, output measures, and outcome measures were debated, discussed, and resolved in a series of meetings by the PMT. The following is one example of a strategy map for Urban Corridor Program is in figure 2.1. The overall strategy map for TIB is shown in Figure 6.2-1.

Step 3. Management review

In January, before the legislative session, the executive management team holds an off-site retreat to review the mission, vision, core values, legislative agenda, and SWOT analysis. This ensures the continued relevance and insight for setting the strategy. This retreat

sets the direction for the short term (1 year), mid-term (3 years), and long-term (5 -10 years) goals and direction.

Key initiatives and strategies are discussed and goal statements for programs are set for the timeframes. Ongoing review of the initiatives and strategies are imperative to the success.
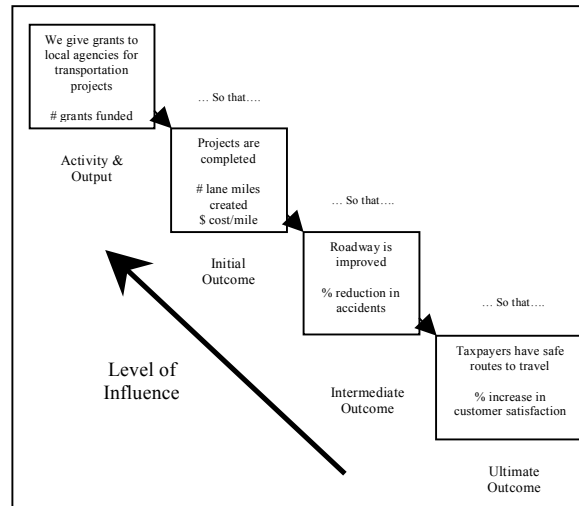

Fig. 2.1-2

During the review, managers have the ability to add initiatives or delete old initiatives that may not be useful any longer. An example is the GIS initiative. Once the agency went with a Google Mashup for the project mapping system, there was no longer any need for the expensive and complicated GIS initiative.

Step 4 Deploy

The strategic plan is the published by May of the following year in response to the budget timelines. All staff are involved in the deployment of the strategic plan. Managers are responsible for writing up performance plans after the retreat to incorporate the initiatives and strategies. This is cascaded down through the organization through both the Balanced Scorecard (which is a page on the Dashboard) and through the PDP.

The Performance Management Dashboard tracks performance and changing conditions. For financial initiatives, this is tracked on a daily basis, while project and personnel performance measures are tracked on a monthly or quarterly basis. The frequency of reviews ensures that if a process or initiative needs to change, we have the ability to do so quickly and efficiently. Measures may be added or deleted

Potential blind spots are identified through the business process improvement initiative. By reviewing steps in processes, the agency is able to cut bureaucracy thereby eliminating wasted time and energy.

Step 5 Monitor and Lessons Learned

After the strategic plan is deployed, the executive team monitors the success of the key performance

indicators for the agency and individual employees. This includes financial metrics, program metrics, training metrics, and any new metrics that should be included in the next plan are held in the "parking lot" of the PMT.

Based on input from all key participants including stakeholders and customers, we review the previous cycle and incorporate those findings into the revised strategic planning cycle.

2.1a (2) Key Factors in Setting Strategic Direction

TIB's success in data gathering and business intelligence shows that our strategic planning, operational planning, and performance management system are all linked together. We systematically analyze data to ensure that the agency is on mission through the Performance Management Dashboard. The following is the information derived by the SWOT analysis last performed in July of 2007:

Strengths

TIB's strengths are based on a culture of agility and responsiveness. Major areas of focus are:

- *Customer service oriented*
- *Quality projects chosen, continuous criteria improvements*
- *Small city program-reaches all customer base*
- *Competitive process*
- *Make up of board, staff with transportation expertise*
- *Strong financial and project management*

Other areas are:

- ➢ Low overhead (1.5% operating)
- ➢ Open, independent decision making
- ➢ Targeting transportation projects in areas that are growing
- ➢ Linking performance measures to related program goals
- ➢ Leveraging TIB funding to secure other money
- ➢ Support economic development
- ➢ Grant makers, not owners
- ➢ Minimal red tape
- ➢ Accept increases for projects
- ➢ Consistent annual awards
- ➢ Regional distribution by programs
- ➢ Dedicated revenue source

Weaknesses

TIB's weaknesses stem from the overshadowing of the Washington State Department of Transportation. TIB is not a subset of the WSDOT, rather we are a separate entity.

- *Not well understood legislatively or by the public*
- *Inadequate funding*
- *Vulnerable due to small agency*
- *Do not control project delivery- no incentive to finish project paperwork*

Other weaknesses noted are:

- ➢ Not having (board) institutional memory on some issues
- ➢ Larger investment per project is not available
- ➢ Only a grant maker, not a project owner

- ➢ Irregular billings from agencies
- ➢ Unable to keep up with needs
- ➢ Do we provide enough funds to make a difference?

Opportunities

- *Partnering with other agencies*
- *Building on relationships with legislators*
  - ➢ Continue to expand scope and types of projects (i.e. sustainability project)
  - ➢ Look for ways to streamline processes (i.e. success with DAHP Cultural Review Process)

Threats

- *Loss of funding*
- *Pressure for increases*
  - ➢ Inflation higher than anticipated – takes away purchasing power
  - ➢ Regulatory burden increases
  - ➢ Local communities unable to provide match due to economic situation
  - ➢ Customer agency's needs exceed capabilities
  - ➢ Political environment
  - ➢ Legislative changes happen
  - ➢ Consolidation of elimination
  - ➢ No control over regulatory barriers

Technology, customer preferences, and regulatory environment With a limited staff and statewide mandate to use dollars efficiently and effective, TIB recognizes that we cannot accomplish our mission alone. We have developed collaborative solutions to some of our more pressing needs. One example is the use of WSDOT paving contracts for the SCPP program. TIB exploits technology to ensure that our systems are state of the art and that we do not fall behind in the technology infrastructure that is needed for our business. We offer state of the art systems to our employees including training to ensure technology does not outstrip our resources.

TIB was the first agency in the state to require electronic billing and payments. This was not only a customer preference (in receiving their payments quicker) but also decreases the control risks of handling paper checks. When audited, it was regarded as a secure way to handle the need for separation of duties in a small office environment.

Sustainability Having been in business for 40 years, but almost going bankrupt in 2000 has changed the way the agency views sustainability and longevity. The ability to change and grow as new technology or techniques emerge has been a key to success and for the sustainability of the organization. As such, our mission and goals may not change, but how we get there and what we are measuring may be very different in five to 10 years from now. But change is expected and the pressure to adapt is an influencer as to if the organization will succeed in the future.

Execution The strategic plan is executed through the PDP for individual staff members, key performance

indicators are executed through the dashboard for the agency as a whole, and statewide measures are reported up to the Office of Financial Management for a statewide performance report.

2.1b Strategic Objectives
2.1b(1) Key Strategic Objectives

When Governor Christine Gregoire took office in 2001, state agencies were tasked with continuing the work of Priorities of Government from the prior Locke administration. TIB's strategic plan includes an alignment of our programs with the statewide results areas of:

- Improve the economic vitality of businesses and individuals
- Improve statewide mobility of people, goods, information, and energy
- Improve the safety of people and property
- Improve the ability of state government to achieve results efficiently and effectively

In figure 2.2, is the full list of goals and objectives, with corresponding key action plans, performance measures and strategy enhancements.

2.1b(2) Strategic Objectives Address Challenges

The Goal and Objective matrix (Fig 2.2) illustrates how strategic objectives relate to the vision, mission, values, and key success factors. Each goal has activities listed to meet the intent of the mission. TIB uses a scorecard that is derived from the Strategic Plan. The scorecard is updated in real time by the Dashboard and is reviewed at board meetings and monthly executive team meetings.

2.2 Strategy Deployment
2.2a Action Plan Development and Deployment

The Executive Team ensures that key success factors are aligned with key stakeholders, related strategic challenges, and core values during the annual retreat. As new strategic objectives are proposed and performance measures designed, action plans are then developed to specify what actions are necessary to succeed.

2.2a(1) Develop and deploy action plans

Action plans are deployed through initiatives which are communicated to the agency on the dashboard. There is also a Communications Policy enacted which lays out the contact protocols for staff. This includes the frequency and quality of the contacts to support their customers and provide solutions to problems. Sustaining the level of key outcomes is essential to continuing to operate at such a high level. With written plans of action for problem projects, the agency is able to provide ongoing technical assistance but also know at a moments notice when the ED needs to intervene in a project.

Individual action plans are deployed to employees through the interactive use of the PDP. The plan is not a point in time, rather, it is a "living" document which stresses the need for ongoing interaction between staff and supervisor. The PDP lists thresholds where the employee will be adequate or superior on their actions. Through the actions of staff, the agency is able to sustain the action plans as defined.

2.2a(2) Resources available for action plans

Resource availability for action plans is limited based on the size of the organization. If a special project is required by legislative or gubernatorial action, then a resource will need to be pulled from another area and focused on the initiative. This was the case when TIB was tasked by OFM for an analysis of commodities purchasing. TIB was able to hold meetings and gather data to make recommendations in a very short amount of time. This was due to a tight project schedule, resource allocation, and a defined project scope.

As a rule of thumb for workload allocation, the engineers are carrying 100 projects. This is the level that can reasonably be assigned to an individual and have the engineer meet customer expectations. If that increases, then resources would need to be added which is in the scope of our budget.

2.2a(3) Modified action plans

As circumstances change, the agency is able to shift priorities as needed. This was realized in 2005 when a new program was added to TIB. The program was scoped and deployed within six months of the enacting of law.

Program performance measures and goals were initiated to ensure that the funds were distributed based on need and not on favor, that the worst was fixed first based on PCR scores, and there was economy of scale provided to ensure lower cost per unit of material. What happened was a collaborative effort between TIB, WSDOT, cities, and county road departments to deliver paving opportunities for small communities. This is the direct result of having a nimble agency that is able to respond quickly. In 2008, the Red Towns Initiative was born out of modifying the action plan. After mapping the street segments, eight towns emerged as having the worst pavement in the state. Additionally, $2.0 million was set aside to initiate "fixing the worst first".

Goal & Objective	Key Activity, Performance Measures, and *Strategy Enhancement*

Goal & Objective	Key Activity, Performance Measures, and *Strategy Enhancement*
Provide highest value and greatest service benefit to our clients by focusing on priority community transportation objectives statewide. • Allocate finite transportation funding resources where they make the most positive impact.	Projects are selected using a priority ranking system that implements the criteria based on legislative intent. • Percent of projects that achieve their intended improvements • Lane miles of roadway improved • Cost per lane mile of roadway improved • Percent increase in roads that exceed a Pavement Condition Rating of 70 *Probability of reaching construction plays a role in selecting new projects to ensure a high likelihood of success.* *PCR scores increase with maintenance at less cost than rebuilding the roadway*
Provide full finding to projects which meet intent of the 6-year transportation plan in local communities. • Program utilization and needs are reviewed to maximize benefits. • Revenue is constant and fund balances are healthy.	TIB provides support to local agencies in the development phase to ensure complete and high quality projects are submitted. • Ratio of projects per engineer • Regional distribution of funds • Number of projects funded per year • Number of projects finished per year • Cut-off score of funded projects Manage program within existing revenue stream and projected cash demand. • Percent increase/decrease in quarterly demand (trend analysis) • Outstanding commitments remain under $380 million for all outstanding projects • Percent change in revenue forecast • Manage long term debt from bond issues from 1977 to current *Higher fuel prices drive weaker revenues which reinforces the need for strong program controls.*
Manage our resources to carry out the mission, vision and values of the agency. • Improve public confidence in agency accountability. • Improve public accessibility to information.	Every TIB employee can actively monitor the dashboard to ensure that targets are met. • Target level summary goals are met and if not, why not • Invest in upgrading key business information data systems Gaps in productivity or delays in projects are investigated and remedied • Gap analysis • Transaction processing is within set standards • Number of delayed projects reported to board *Provide the dashboard to a wider audience through the TIB web site.*
We provide innovative solutions to transportation problems. • Continue collaborative efforts with other agencies that provide an economy of scale	We work with customers, stakeholders, and the public to find efficient, effective and innovative solutions to problems. • Number of conferences attended where TIB is represented • Cost/benefit analysis for SCPP • Number and results of VE studies where TIB participates • Reduction in material and labor costs for pavement maintenance *Ensure transportation investments are efficiently delivered.*
Effective and consistent decisions based on data • Program criteria reflects development opportunities	We invest in areas that will provide economic vitality in communities around the state • Downtown revitalization • Emergent nature projects for economic development opportunities • Sidewalk length of improvements and connectivity *Respond to transportation investments that are integrated with business development and residential density.*

Fig 2.2

2.2a(4) Short- and long-term action plan

Our key short and long term action plans are based on the environment we are operating in. Budget planning, although short term in nature, requires us to have a 16 year plan. Our goals and objectives change based on the business plan and execution of the requirements of law.

Action plans are refined and performance measured along a project continuum. Our projects have target completion dates and are measured on the agency's ability to meet those dates. The targets are as follows:

Program	Target	Current
UCP	7.0 years	7.2 years
UAP	5.0 years	5.9 years
SCAP	3.0 years	3.6 years
SCPP	2.0 years	1.5 years

Figure 2.1

If projects are not on target, the action plan is to review the reasons why, propose solutions to the delay, and provide assistance to the agency to move the performance in line with the targets. If this cannot be accomplished, the agency falls under the delayed project process. The delayed project process is a three stage review process. This includes correspondence, revising schedules, absolute deadlines, and ultimately a board hearing. This has worked well in defining the course of actions to be followed.

2.2a(5) Key human resource requirements and plans
The agency had previously tracked only number of trainings each employee attended (output). This did not add value to the performance item of employee learning and growth. The other way training was tracked was based on dollar per employee spent, again another output. Both items left the agency wondering what we got for our investment.

In the new logic model for Employee Support, the output measure is employee use of the added skills. Although somewhat subjective, the ongoing training will ensure that TIB has a workforce able to do their jobs more efficiently and effectively. In most cases, new skills learned are implemented immediately for the betterment of the organization or customers.

All employees have annual reviews and each year, this includes a performance development plan for the upcoming year. The plan is revised throughout the year if there are changes in duties or direction.

2.2a(6) Key performance measures
TIB's strategic plan sets overall organizational performance measures. Key metrics and KPI's are listed within the framework of short-, mid-, and long term goals. TIB is an operational organization so our measures need to be operational in nature. The key

measures balance the focus on employee and customer service. Figure 2.2 lists the key performance indicators that TIB tracks on an ongoing basis. The full list is on the Dashboard.

The PMT is the group responsible for devising the plan, goal refinement, lead and lag indicators, and measures. All are discussed through regular meetings such as the Engineer's Meeting where criteria changes are implemented. Each engineer is then required to communicate the changes to their customers through workshops or individual sessions.

Key changes to performance measures are then tracked in the dashboard. The owners are responsible for entering information in the project tracking database or the dashboard to ensure updates are timely. The ED uses the information in the dashboard for monitoring ongoing performance and for presentations to legislators or public interest groups.

2.2b Performance Projection
Figure 2.2 presents the key performance measures for TIB which are taken from our Strategic Plan submitted as part of our biennial budget process. As a granting agency, our performance measures are not control measures as we do not have direct control over project delivery. TIB is a funding partner in the project and therefore, has a monetary stake in the success of the project. Our mission is the same- fully funded and completed projects- but certain key performance measures may change based on achieving the goals or objectives. An example is the project closeout initiative. In 2001, there were approximately 400 projects that were on the project list but either needed to be closed or withdrawn. Through an aggressive initiative to close projects, approximately 300 were closed and about $5.0 million in appropriation was freed up. This lead to a performance measure of projects that are 95% complete be closed within 90 days of opening to traffic. This has reduced the number of projects in the contract completion phase to be under 2% of total projects.

Current performance including targets are available in real-time to employees through the intranet dashboard system. The performance measurement system is described in Section 4.1a. Projected gaps in performance are identified through the dashboard and addressed by the Executive Team to close the performance gaps.

The Board is kept aware of project issues at the meetings. A list of projects and phases is provided in the board packet. This may include any that are in the early stage of delay. If the project does become delayed beyond the accepted level, the board is aware of it in well in advance of the suspension hearing.

3.0 Customer and Market Focus
3.1 Customer and Market Knowledge

We know that the grants we give to local agencies impacts every citizen, business, and tourist in Washington State. Transportation is the backbone of the economic and social status of the state. It makes communities more livable and business friendly. It allows children to be safer and offers options to those in need.

Our stakeholders influence our mission and set the laws for how we do business. Our success hinges on their willingness to fund our agency.

Providing excellent transportation connections is the key to encouraging businesses and economic growth patterns.

This pattern become very clear when the Governor toured the state and held town hall meetings. One of the top, if not number one item from every meeting was transportation. From the metro areas to the smallest agricultural towns, how goods, services, and people are moved throughout the state is of great concern to the citizens.

3.1a Customer and Market Knowledge
3.1a(1) Customer determination

TIB's customers are designated as the incorporated cities, urban areas in counties, and transportation benefit districts in the state of Washington. Although the market is defined in RCW, we still use a Customer Relationship Management (CRM) model.

CRM focuses on three areas:

Acquire	Retain	Extend
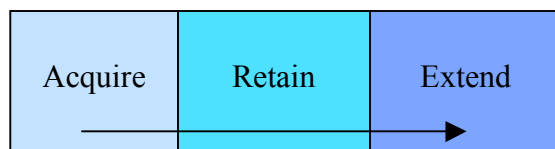
What TIB found was a lack of retention and extension prior to 2001. Customer relationships were not cultivated and tended too, much like a gardener must do for their crops. Instead, the engineers had taken the persona of "they [the customer] will call if they need help". Other customers had been disenfranchised with the process because they had applied and never received a grant. On average, after five consecutive tries, the customer would give up and not submit any more applications. What needed to happen was a fresh approach to managing customer expectations and staff interactions.

3.1a(2) Listen and learn

Listening to the customers and learning what they needed was the panacea for the organization. Being proactive to needs and anticipating requirements lead to better technical assistance and ultimately, better customer interactions. Although we are not the project owner, we have a vested stake in project completion. Reporting on the progress of projects is one of the main components of TIB's funding. Our services enable the local jurisdictions to succeed in delivering transportation projects to their constituents. Only waiting for the customer to call when problems arise will lead to delayed projects.

Adding a connectivity component was a critical evaluation criterion that had never been looked at prior to 2004. In the application process for funding cycle 2005, a Corridor Completion Initiative was conceived and rolled out for projects that met certain criteria including connectivity of previously funded projects that had left gaps in the road system. The final projects are closing as of this year. They have included over $10 million of a $45 million project, which offers an alternate route to heavily congested Interstate 405 through the city of Newcastle.   This year, TIB also provided the final funds to push to ribbon cutting for the highway 99 completion through Federal Way. This is an alternate route to Interstate 5 and a primary route connecting Tacoma with Seattle through many dense urban populated service areas.

Method	Listen & Learn	Build Relationships	Complaint Management
Customer Surveys	X	X	
Board Meetings	X	X	X
Public Hearings	X	X	X
On-site Visits	X	X	X
www.tib.wa.gov		X	
TIBTopics		X	
Annual Report		X	
Workshops	X	X	
Academy	X	X	X

Table 3.1 Summary of methods

3.1a(3) Customer focused innovation

TIB focuses on customer requirements as well as changing expectations through direct and indirect methods. Our engineering staff knows their customers and work in a partnership to bring issues to the forefront. They offer solutions to problems including being a knowledge repository for roadway issues. The ED spends a portion of his time meeting with customers ensuring they know about TIB and the services we provide.

TIB members also provide knowledge through their communities and activities which link together many state and local agencies. Board members are usually well connected with other agencies and provide

input into our criteria based on what is either lacking from other agencies, or best practices offered through knowledge sharing.

3.1a(4) Listening and learning kept current

TIB offers different listening and learning methods based on the customer or audience needs. For the engineer's this will include information sharing and providing guidance on design, project management, and other roadway issues. Customer feedback surveys upon closeout of the project is also a way to involve the ED in the loop. One question on the survey is if the respondent would like a meeting with the director to discuss any emerging issues they have. The newest improvements the agency has implemented have been based on discussions involving the director with the city customers.

3.2 Customer Relationships and Satisfaction

Customer satisfaction is not only measured on the once a year survey, rather, it is an ongoing process. If TIB offers the quality service that is expected, then the customer agencies will promote transportation choices and further the mission of fully funded and completed projects. This leads to better positive referrals to the stakeholders who ultimately pay the taxes and support our initiatives.

3.2a Customer Relationship Building

Ongoing analysis of our customers/projects, selection criteria, ratings, and conclusions drawn from the project data are a major influencer in customer relationship building. TIB invests in providing personalized interactions to customers to ensure that they are heard.

One example is the city of Forks in the northwest corner of Washington State. The city had applied for grants for some time, never receiving funding. When the ED had found that they had not been funded for many years, he ordered an analysis of why this was the case. What was found was that they had become disenfranchised with the selection and rating criteria. Forks would hire a consultant to fill out the application, expending funds up front, but had not received funding for almost 10 years. In short, they had just given up on receiving a grant and would no longer apply.

By listening to the customer and building a relationship with them, analyzing what streets would rate the highest, and providing guidance for their application, the City of Forks was funded for two major projects in consecutive funding cycles due to their projects rating highly.

3.2a(1) Build relationships

Relationship building occurs at every point of contact with customers and stakeholders. From the innocuous call to the front line technical assistance and meetings, TIB is under scrutiny to provide the best customer service possible.

Relationships are cultivated through many means. From the booth at a trade show, to the one-on-one technical assistance meetings, TIB staff are the key to building relationships with customers.

The ED has built an exceptional relationship with the legislative transportation committee chairs and members. The chair of the Senate Transportation Committee had vowed in 2001 that TIB would never receive another dime in funding and that it was time to collapse the agency with WSDOT. But, in 2005 the legislature invested additional money in TIB as new gas tax funds were added. What had happened in the four years between then-- The dashboard and full transparency in the operations of the agency. The ED made ongoing connections with the chairs of both chambers and championed the TIB business plan in an open and clear message.

3.2a (2) Customer Access Mechanisms

To ensure customers know of our services and processes, the web site is critical in relaying the messages. Workshops, projects, and funding cycles are all important areas that are displayed prominently on the site. This is the most used information the customers want to see.

TIB also employs the standard toll-free telephone number, internet list serves, and emails to ensure communication is open and flowing with customers.

To ensure that stakeholders know of our services, groundbreaking and ribbon cutting ceremonies are on the News Stories page. This is updated on a regular basis listing the project benefits, funding, and pictures of the ceremony. This has lead to positive stories in newspapers around the state.

The email system can connect the agency with our customers and vice-versa. We are able to send out a mass e-mail promoting a workshop of new initiative. Our call for projects is promoted through the web site, but targeted mailings are sent out to those with limited website knowledge (e.g. small towns).

This year TIB took on the undertaking of a complete overhaul of our web site. Content was mapped out and put into clearer categories. Instead of multiple side bar menus, a standard across the top drop down menu option was formatted. The focus was in plain language text so citizens and customers would be able to find the information they needed quickly and without searching through multiple web pages.

3.2a (3) Customer Complaint Management

To ensure that customer complaints are handled effectively, the ED is personally involved if there are any problems with services or project delivery. In some cases, it has been a few phone calls, other times it is physically inspecting a project. The CE also takes an active approach to ensure that engineering staff complaints are handled at the level needed.

If the complaint is regarding a staff member, the supervisor and ED are involved in correcting the behavior or designing a method to solve the complaint. In no case does a complaint go unanswered.

3.2a(4) Keeping Approaches Current

Ongoing communication is the way TIB keeps its approaches current. Two-way communication is both internal and external.

Internally- as a small agency, we are able to have all staff meetings in our conference room. Engineering meetings and yearly project selection meetings are required attendance by all engineering staff. This opens the lines of communication not only with the CE but with the ED. Project issues are discussed and resolutions may be suggested or debated. The administrative staff are included in many of the discussions on project issues as anyone may have a suggestion to assist with a problem. Ultimately, this provides an effective means of understanding issues and responding quickly to customer needs.

Externally- calls and correspondence are tracked in the contacts database and the project database. The contacts database was developed to make sure that paperwork is tracked from reception to filing. In the past, updated cost estimate forms had been lost or would sit in in-boxes for unacceptable amounts of time. Time limits for moving the paper through the process are set and engineers are responsible for and held accountable to the turn-around times for the four main work items (fig 3.2-1).

For overall contacts with customers, the agency uses the project tracking system to track conversations with customers on project issues and any decisions made are memorialized for the future. If there is a problem on a project,

Figure 3.2-1

the ED may put it on the Executive Director's WatchList which is a list of projects that need special attention. When the WatchList was started, there were over 60 projects on it. At the end of 2007, there were eight (8), with all having plans for construction in early 2008. To date, there is only one project on the list.

Other state agencies have adopted the same WatchList type of activity for project management. Although not a new concept to highlight poor performance, it is an effective one.

3.2b Customer Satisfaction Determination
3.2b(1) Customer Satisfaction

Customer satisfaction and dissatisfaction are formally measured in the Satisfaction Survey which is sent out to all customers on an annual basis. The response rate varies but has been consistent over the past two surveys. A survey is provided at the end of the workshops and the results are used the following year. The results are reported in Figure 7.1-10. In 2008, a closeout survey was added once the project is ready for final payment. TIB aims to exceed expectations in all areas, but in some cases, only monetary or awarding a project, would promote a satisfied customer. Feedback is more useful to TIB in preparation of criteria, program requirements, and clarity of correspondence for promoting customer satisfaction and implement positive improvements.

If new criteria is proposed to be added to the application, the agency sets up a comment site on the TIB homepage and accepts comments regarding changes and any concerns that agencies make.

3.2b(2) Customer Follow-up

A variety of methods are used in order to follow up with our customers. Staff procedure includes follow up within 24 hours of email or phone message unless the person is on vacation or sick leave. At that time, a suitable backup is named for questions and is referred to that backup on automatic email response (out of office response) or on outgoing phone message. Our continuous communication efforts are effective in customer satisfaction and provide prompt action as necessary. Additional follow up may be provided by the CE or the ED if the situation warrants personal involvement by higher level staff. The main point of contact for customers is with the project engineer or the accountant.

3.2b(3) Benchmarks

TIB is unique in the fact that we are not the project owner as most transportation agencies. As a funding source or "banker" for a project, there is no comparable agency within the State of Washington.
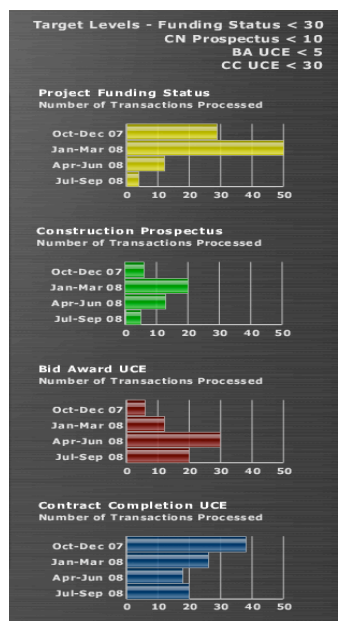
The TIB is too small to compare to Department of Transportation. Our business is grants for city roads while DOT's mainly deal with highways and freeways. The only other infrastructure grant based agency is the Public Works Board. The PWB partners with local agencies and provides low interest loans or grants to municipalities and counties for wastewater treatment and sewer infrastructure. The services provided by PWB and TIB often compliment each other as funding for one program may be used as "match" for the other. TIB benchmarks limited service indicators with PWB.

Overall, based on the standards we have established, we strive for excellent customer service and learn from our customers on their needs and wants through interactions including a project closeout survey, on-site technical assistance, and board meetings where the agencies are able to voice any concerns or appreciations to the board members. In 2008, TIB joined ICMA to gain access to benchmarking data for cities to provide benchmarks for city services and local granting agencies.

3.2b(4) Keeping Satisfaction Approaches Current

Customer service in government had long been perceived as an oxymoron. In many areas the customers had been called "hostages" to government services including permitting and licensures. TIB does not take this approach when dealing with our customers, stakeholders, or public members. We are an agency of change and are willing to use feedback to manage and manage by objective. We use a survey tool at the end of the project to see if there are ways we can improve our processes. It is a short survey so as not to burden the customer with added work.

When TIB provides training, there is a satisfaction survey at the end of the session. This has lead to changes in the delivery of the training on funding opportunities. Figure 7.1-10 shows the satisfaction rate from the prior three years training.

In 2008, TIB Academy was offered around the state. Agencies signed up for presentations closest to their locality. The training consisted of "what do you do after you get a grant?" This included the proper accounting, the online requests for funds, electronic funds transfer protocol, who to contact, and included a take-home book for any further questions. The Academy was a big hit, and it is scheduled for every other year as it is very labor intensive to put together the training materials.

4.0 Measurement, Analysis, and Knowledge Management

4.1 Measurement, Analysis, and Review of Organizational Performance

TIB's performance measurement system drives how we measure at every level of the organization. Selection, analysis, and alignment of the information has been critical for the right-sizing of financial and project management systems. The system then cascades down to each employee so they know where their job aligns in the system.

4.1a Performance Measurement

TIB began in 2002 with the implementation of the first true strategic plan including performance measures. TIB integrates both financial and performance measures into the performance management system and displays the data in the TIB GMAP Dashboard (See section 7.0 Results). The results are provided to the board and is available to every staff member. Particular project information is available to the public through the web site. This is updated through the TIB Project Database.

4.1a(1) Performance Measurement System

TIB's performance measurement system is data and information rich. By aligning priorities to the performance of individual employees there is a direct result from operations. One example is the quality of data. In many organizations data integrity is questionable at best. In TIB, if a mistake is made in keying data, the error is brought out almost immediately through the TIB GMAP Dashboard.

Selecting, collecting, aligning, integration

The selection, collection, alignment, and integration of performance measures is through the balanced scorecard. The scorecard (figure 2.1-1) has color coded (red, yellow, and green) dials to show the progress in meeting the measurements assigned to that grouping. This alerts management to areas that need attention. The balanced scorecard is available to every employee and provides real-time updates automatically through the Project Tracking System. These measures are the focus of ongoing reviews and are monitored throughout the year. In 2007, a new element was added to the Dashboard, and that is the GMAP measures. These measures are required by OFM for statewide performance measurement, but defined by TIB in collaboration with OFM Performance Management staff.

Key performance measures

By clicking any of the diamonds on the scorecard brings up key performance measures and the data that supports the measurement. If needed, new goals and objectives may be added if changes warrant it. Key performance measures are reviewed and refined at the annual executive management retreat through a formal evaluation process.

Support organizational decision making

By having the integrated system, the agency is able to make strategic decisions at a moments notice. All measures are collected and reported on a regular basis. Through this method, the productivity, efficiency, and effectiveness of projects and programs is reviewed on an ongoing basis, not only at specified times.

4.1a(2) Effective Use of Data for Decision Making

All information is used for team meetings, board meetings, and legislative meetings as follows:
Team meetings - Engineering staff may review the successes or gaps of projects, timelines, and adjustments that need to be made on projects. Project database information management and content is their main priority. If the information is not kept up to date, there are gaps in performance which is addressed on an individual basis.

For the executive team, the entire dashboard is reviewed on an ongoing basis. This leads to better discussion of the needs of the agency and priorities to focus on in the short and long terms.
For the ED, the TIB at a glance page and project pages are the most important.

Board meetings – Financial and project information is reviewed at the board meetings. Gaps in project funding, timelines, or delays are discussed. Presentations from local agencies are requested for projects that have been completed, all of which the board may see through the Dashboard. The interaction the local agency has with the board is important in preserving funding especially when a project is delayed.

Legislative meetings – This is the newest and most vibrant use of the data. The ED can go directly into a legislator's office with the Dashboard running and pull up specific legislative information based on their district. This approach has been used for the very time crunched legislative committee meetings where a large amount of data needs to be presented in a very short amount of time. What used to be in Excel spreadsheets and PowerPoint presentations is now real-time data that is projected onto the screen. If questions are asked, most can be answered on the spot rather than having to get back to the legislator at a later time.

Data drives decisions at TIB. Comparative data and information is difficult to come by for the agency and therefore, the main way to gain more insight is to attend performance management conferences, analyzing Baldrige winners, participating in the WSQA process, and participating in professional organizations as both attendees and speakers.

4.1a(3) Keeping Performance Measurement System Current
Through the many review channels the agency employs, it proves the system to be current. Through the strategic planning process, reviews of the measures are performed including gap analysis. If gaps are found that do not have performance associated with them, the PMT is responsible for providing a statement and logic model for the gap which is translated to a measure.
Through the BPI, TIB is constantly reviewing the performance measurement system. Through this

initiative, the agency has moved away from only reporting numbers (outputs), to reporting results (outcomes). As expectations change, supporting data and information is analyzed and revised. Best practices from other state agencies and other performance based organizations is reviewed on an ongoing basis. We do this through many associations and web sites dedicated to performance management including:

> Balancedscorecard.org
> Dashboardinsight.com
> Government Finance Review
> Harvard Business Review
> Performance Institute
> Palladium Group
> Rutgers University, PPMRN
> States of Oregon, Arizona, and New Mexico
> Advanced Performance Institute (UK)

TIB's performance management dashboard is used as a display of "best practices" by GFOA and Governing.com. The Executive Director has been speaking at a number of national and international events regarding performance management and TIB's successful implementation of a performance management system.

4.1b Performance Analysis, Review, and Improvement
TIB uses 10 Principles of Good Performance Management:
1. Create clarity and agreement about the strategic aims.
2. Collect meaningful and relevant performance indicators.
3. Use these indicators to extract relevant insights.
4. Create positive culture of learning from performance information.
5. Gain cross-organizational buy-in.
6. Align other organizational activities with the strategic aims outlined in the Performance Management system.
7. Keep the strategic objectives and performance indicators fresh and up-to-date.
8. Report and communicate performance information well.
9. Use the appropriate IT infrastructure to support the Performance Management activities.
10. Give people enough time and resources to manage performance strategically.

Used with permission from Bernard Marr, of the Advanced Performance Institute's Strategic Performance Management in Government and Public Sector Organizations Research Study.

The first analysis of performance indicators in 2006 lead to the revision and complete overhaul of many. The only KPI's that have stayed the same are the financial health indicators. This includes: Payment turn around

times, cash balance, and debt service reductions (Figures. 7.5-9, 7.3-6, and 7.3-4 respectively).

The easier aspect of the system was Implementation of Appropriate Software. This was completed in less than four months from the IT systems analyst.

The more difficult aspect is dedicated resources and time. A small agency has to respond to as many initiatives as a large agency, but with far fewer people. New directives passed down from federal or other state agencies to all agencies (e.g. pandemic flu, job hazard analysis, risk management, ethics liaison, leased space requirements, etc.) do not have dedicated personnel associated with providing the service as a large agency would have, and therefore, falls onto one person to provide knowledge and services based on the need at the time.

Performance Management, though, does require the dedication of all staff to ensure success and to provide the insight needed to improve and create the positive learning culture. Continuous improvement leads to continuous changes which means the agency must be willing and able to respond as needed. Using the database and real time performance management system provide the flexibility that is necessary for continuous process improvement based on analysis and review.

4.1b(1) Performance Review

Organizational performance is reviewed both internally and externally. From the management team, trend data is analyzed to ensure that programs are performing on target. The analysis includes a control chart for upper and lower control limits for project life cycle. As a leader in performance review and the lessons learned, TIB is usually reviewed on an ongoing basis. We use this as an opportunity to solicit feedback on our performance and targets. Other methods include the SWOT analysis, customer analysis, risk assessments, and employee survey. Constant review and debate of strategies and performance realize continuously improved performance.

By employing these techniques, it allows TIB to respond rapidly to changing and any unexpected challenges. The ability to take corrective action on performance and ensure that breakthroughs are made which, in turn, assists in efficient and effective use of state resources.

4.1b(2) Translating Performance Information Into Innovations

Opportunities presented themselves in 2002 as the agency was almost bankrupt. This was a mandated change due to necessity. As of 2007, the agency is embracing performance information and using that as a way to innovate programs and processes. Review is constant and ever changing.

The agency's financial deficiencies have stabilized and the programs are now right-sized meaning that the amount of new chosen projects does not cripple the future program size. The "call for projects" is stabilized at about $70 million per year.

New initiatives may be added as priorities or goals are updated. One example of this is the sustainability project. Research was found on the use of solar power for street illumination and the savings realized. The report was written by a representative of a local company. TIB had done initial research on a sustainability project but had not looked at solar powered streetlights. By partnering with the company, TIB is able to provide benchmark information for future initiatives and devise methods for measuring our performance.

4.1b(3) Organizational Performance Results

The results of organization performance reviews are incorporated into the evaluation and improvement of key performance processes as described in section 2.1. Strategic planning and SWOT analysis are used as the basis for development of the BPI initiatives.

4.2 Management of Information, Information Technology, and Knowledge

TIB is makes data and information available to employees, suppliers, partners, collaborators, stakeholders, and customers using a variety of methods. The method used depends on the type of information the person or group would like. For employees, we employ an intranet and databases for use. For customers, we have web based applications including an on-line billing form for the agency to request payments. One of the greatest challenges is meeting the needs of TIB's constituents in a climate of ever-changing technology.

4.2a Management of Information Resources

TIB is technologically savvy. Twelve years of project information was in multiple databases and excel spreadsheets. In 2001, the data was migrated to a full SQL database which is managed by the Information Technology Officer. In pursuit of our technology and providing greater access to TIB's programs and services, we face the danger of leaving behind a portion of our customers for whom technology is less of an option or not a priority. While information technology has the opportunity to make our services available to anyone with a computer and internet access, staff must continually evaluate how to reach those who do not.

4.2a(1) Information Availability

The Project Tracking System is a SQL database with the TIB GMAP Dashboard a visual reporting system in Crystal Xcelsius and ColdFusion. All information on projects from correspondence to audit paperwork is

captured in the PTS at the point of entry. This information is available to all staff through both the PTS and the project file.

Project information is available on the web site. This information is drawn from the PTS and displayed on the web site. The web based data is searchable by project owner/agency name (city or county), TIB program, funding year, legislative district, or location (county specific).

4.2a(2) IT Reliability

The Information Technology position is responsible for hardware and software systems. The position provides troubleshooting and maintenance on systems. Security is ensured through physical control of the server in a dedicated locking closet in the work room. Software licensing is controlled by the IT position to ensure there are no illegal uses of software.   The IT systems analyst is also responsible for the system plan including the Information Technology Portfolio and IT Business Resumption Plan.

The TIB network is part of the State of Washington's Active Directory Forest (SSV) and has contracted with the Department of Information Services to provide MS Exchange E-mail services. DIS also provides TIB with internet connectivity and server hosting services for the TIB website.

4.2a(3) IT System Emergency

Internal data is backed up nightly and a complete system backup is provided weekly for redundancies to ensure data integrity in case of a disaster. In December of 2006, storms hit the Olympia area and power was disabled at the office for almost a week. The agency had already invested in backup power supplies and was able to shut down the servers with no data loss. The power supplies are checked routinely to ensure power backup is available long enough to shut systems down to minimize data loss. Two people have the skills to provide this service so there is adequate backup should one be unable to come into the office.

The newest desktop computers provide a hard drive "mirror" which provides a complete mirror image of the hard drive to ensure that there is a backup to information stored on an individual's computer. We expect employees to use the data drive (which is backed up nightly) for information that is not confidential. For confidential information (personnel information as an example) is kept on the Payroll individual's hard drive which has the mirrored image. Payroll and Personnel information that is kept on servers are limited by passwords and access limitations by job category.

TIB has an emergency business resumption plan in the case of a natural disaster or terrorist attack which is a part of the portfolio management report. Data backup is

provided through the Washington State Department of Information Systems for web servers. Every two years there is a security audit performed by DIS.

4.2a(4) IT System Changes

An assessment of current hardware and software is performed on an annual basis to ensure it meets current and mid-term business needs (2-years). Desktop computers are replaced on a set three year cycle to keep up with technological changes in the environment. Software is updated when better versions are released. This is assessed by the IT position which forwards a recommendation to the Executive Team.

Steps are taken to ensure that technological advances are monitored but TIB is not the first to implement new software. This was a key point when Microsoft introduced the new operating system Vista. TIB has not migrated to Vista based on the unreliability of the platform. Microsoft XP is still the stable platform that TIB operates on.

Realizing that our current investments meet many of our agency's needs has been a learning experience. Current and future projects focus on using existing resources more effectively, and analyzing project information, and developing better ways to disseminate information via our web site. This analysis was a milestone to move the internal Dashboard to the external environment.

In 2009, the agency will be embarking on an overhaul of the project tracking system from Visual Basic to a new platform, which more than likely will be a full SQL database. The full evaluation will be done this winter and early 2009. A Project Management approach will be devised with an 18 month implementation schedule. The reason behind the migration is not because the system is broken in any way, rather, it is a move to an easier system to update and manage rather than with patches through in house coding processes.

4.2b Data, Information, and Knowledge Management
4.2b(1) Properties of data, information, and knowledge

TIB uses software that has confidence edits to ensure accuracy and integrity of the data. The validation process also has "owners" of the data who are responsible for the information quality (figure 4.2-1). With the Tracking System and corresponding Dashboard, errors usually present themselves quickly. Timeliness is shortened by the RSS feed which allows information to be in "real-

time" through information feeds.   Business application security is reviewed internally and subject to review by external auditors. Another aspect which revolves around security is physical access to the servers.

Properties	Process	Owner
Accuracy	Data entry fields, drop down menus	Engineering
Integrity & Reliability	System audits, edits, backup	IT
Timeliness	Web based data, electronic reports, uploads, downloads	IT
Security & Confidentiality	Access control, password access, administrator access	IT

Figure 4.2-1

In 2008, TIB moved the web servers into the DIS server farm for additional security. Traffic is limited to DIS employees with only two individuals at TIB able to access the farm building.

4.2b(2) Organizational Knowledge

Workforce knowledge is collected and transferred through meetings, email, training materials, and ongoing communication throughout the agency. Specific knowledge is transferred to customers, partners, and collaborators through the annual workshops, on-site technical assistance meetings, email updates, and the TIBTopics e-newsletter. For stakeholders, our main communication is through one-on-one meetings and the annual report.

Best practices are shared through our web site on the Performance page. Implementation of best practices has evolved through the historical account of the agency and the change in administration. This challenge was shared in an article through GFOA's magazine Government Finance Review and through DashboardSpy.com. Additionally, presentation the ED provides to other agencies within the state and professional organizations touches on the history of the agency and focuses on lessons learned by implementing best practices rapidly in order to not go bankrupt. Engineering meetings also provide a mechanism to share best practices, internally, for project delivery, value engineering studies, and level of need from agencies around the state.

All of this combined knowledge, skills, and assessments are synthesized into the strategic plan for the next biennium. Performance information is used to show weak areas which need addressing in the next cycle.

5.0   Workforce Focus

5.1 Workforce Engagement

As a state agency, we have historically not been able to monetarily reward outstanding performance. In 2005, under Civil Service Reform, the state underwent a change in culture where employees are able to be rewarded for superior performance rather than just receiving their pay because they show up for work. This has lead to the Washington State Department of Personnel to administer a process called Performance Confirmation. TIB is 90% finished with the Performance Confirmation process. The final stage is a DOP hearing on the matter which is discussed among a panel of experts. The confirmation process has undergone many changes within the past year. This has given TIB time to work on our own processes and skills to ensure success if provided the Confirmation doctrine.

5.1a Workforce Enrichment
5.1a(1) Key Factors Affecting Satisfaction

One of the most basic understandings is that leadership is in place for effecting change through guiding people on what they are expected to do and expecting employees to do the best they can. Managers work to remove obstacles encountered along the way to clear the path for the success of their employees. This intrinsic commitment is a level of motivation that most employees come to the position with. The key for the manager is to understand this and to foster this environment.

Money has been stated to be an unreliable performance motivator unless it is an extremely large amount in proportion to the normal wage. At TIB, we recognize that monetary rewards are not the motivators for employee performance but are a way to recognize excellent performance especially around a specific project or goal.

What motivates people is unique to each person, but a focus on other areas besides money will assist in engaging employees. Our employees are able to work flexible schedules; telecommuting is an option for certain job functions; and vehicles are provided so employees do not need to use their private vehicles to travel on business. In government operations, pay has not been equitable to private sector companies (the State of Washington has fallen to about 20% behind), but at TIB, we have been able to retain our staff by challenging them in other ways. In the past two years only two functions have turned over in staffing.
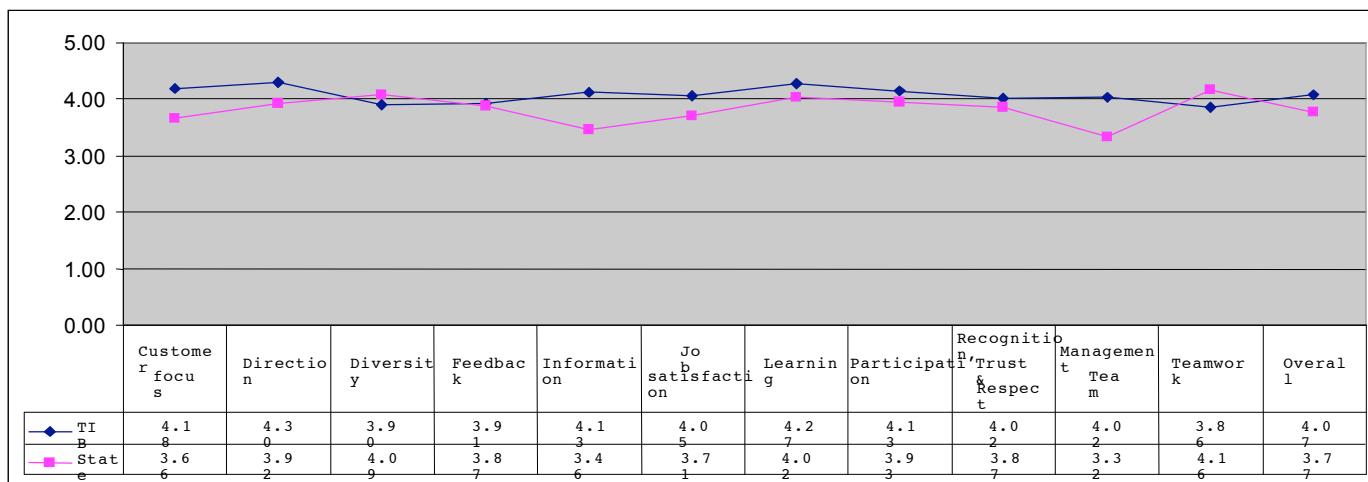
	Customer focus	Direction	Diversity	Feedback	Information	Job satisfaction	Learning	Participation	Recognition/Trust & Respect	Management Team	Teamwork	Overall
TIB	4.18	4.30	3.90	3.91	4.13	4.05	4.27	4.13	4.02	4.02	3.86	4.07
State	3.66	3.92	4.09	3.87	3.46	3.71	4.02	3.93	3.87	3.32	4.16	3.77
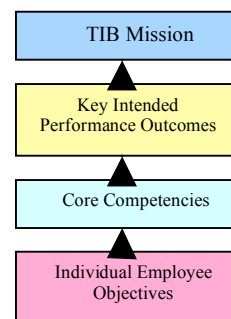
Figure 5.1-1

In early 2007, the agency conducted an employee satisfaction survey. The results are listed in figure 5.1-1 compared to the statewide survey conducted in 2006. What was discovered is that TIB scored the highest in Learning, Customer Focus, and Direction. The difference between the statewide results and TIB were more distinct in Information and Management team. After taking the pulse of TIB, the management team has been focusing on "what's next". How do we keep the motivated and committed employees while working to move the unmotivated employees either into the process or leave the agency. After reviewing the Government Finance Review article "The Not-So-Secret Secrets of Motivational Leadership", TIB has adopted and is working the Daily Managerial Leadership Process which is comprised of:

Communicating expectations: When people know how their job aligns with the vision and mission, what their efforts impact and how to contribute to the outcomes, the performance will increase and collaborative efforts are bought into.

Delegating "how" decisions: Managers are able to delegate to employees that have skills and competence, necessary tools to perform the job, and trust to follow through on critical projects.

Observing performance and providing frequent feedback: Managers know their employees strengths and weaknesses and provide training in weaker areas as needed. But without critical and frequent feedback, the employee and manager will not be able to plan for action or decide what skills are necessary.

Recognizing performance: Sincere recognition or a compliment goes a long way in building trust and respect by both the employee and manager while reinforcing the reason for the motivation factors listed above.

5.1a(2) Culture of high performance

In 2001 a culture shock happened to the agency. No longer was the agency only trying to give out grants, but it was now focusing on results. Due to this shift, the organization culture needed to change into one of high performance standards. No longer was it appropriate for employees to accept status quo, but to question why we do it this way, what can we do to change, and how do we communicate within our agency.

Communication and skill sharing This is accomplished through the use of communication styles appropriate for the audience. In the manager's meetings, ideas and concepts are discussed and debated in an open forum.

Effective two way communications Information flows both ways from employees to managers and from managers to employees. E-mail and the dashboard have increased the amount of communication that the agency can process in a shorter amount of time. Project data that was in personal directories is now in a database that is accessible to all employees. But the most effective way of communicating is still face to face interactions that happen on a daily basis. The entire agency is housed in 6,000 square feet of office space which has only four private offices. The remaining area is made up of cubicles and meeting space.

Individual goal setting, empowerment, and initiative Individual goal setting happens at the onset of the review period and is a contract between the employee and supervisor on what is to be accomplished for the upcoming year.

As a part of the overall team, the agency has set certain core performance for the job classifications. Each employee is responsible for managing their time and efforts to ensure operations are efficient and performance is at the highest level.

Innovation in the work environment The engineers are empowered to find new solutions to problems their customers may encounter during the projects. The

administrative staff are tasked with finding innovative solutions to problems that may be encountered. Every employee is cross-trained and able to assist customers and co-workers when needed. One example of the innovation is the Plain Talk team which incorporates a view of functional operations with customer interactions and improvements in both areas.

Diverse ideas, cultures, and thinking The PMT is an example of a cross-functional TIB team structure that is responsible for organizational initiatives and goal setting which span the entire organization. Through the PMT, fresh approaches to problem solving are required if the agency is to be competitive for future funding.

5.1a(3) Workforce Performance Management System

TIB's performance management system promotes high performance through an annual review of employees by their supervisor, providing input through meetings, vetting project selection criteria in an open forum, and discussion and problem solving sessions among project engineers.

The PDP is divided into two sections: (1) the review as a look back for the year; and (2) the plan for the upcoming year. The first section is a review by the supervisor of the employee's performance and also has the ability to bring up areas that need to be focused on, whether the employee met, exceeded, or was far superior in the categories agreed to at the last PDP cycle. These categories include: Accountability for actions, Customer Service, Agency Contacts, Teamwork, and other core competencies specific to the level of job classification.

The second section of the PDP focuses on the future path for the employee. This is discussed between the supervisor and employee and is considered a "conduct contract" between the two parties. The contract lays out the Core Competencies that each employee will be reviewed on (Customer Service, Agency Contacts, Teamwork, Accountability, etc.) and job specific duties for the position. In fulfilling the specifications of the contract, the manager is able to track if the employee is meeting, exceeding, or superior in the competencies.

5.1b(1) Workforce Development and Learning System

Employees are encouraged to attend relevant training and are further supported by the agency paying for memberships in professional societies/organizations. The organizations that TIB is actively involved in are:

- American Public Works Association (APWA)
- Infrastructure Assistance Coordination Council (IACC)
- Government Finance Officers Association (GFOA)
- International City/County Management Association (ICMA)
- Association of Government Accountants (AGA)
- Washington State Quality Award (WSQA)

As with other government organizations, development of systems is imperative to success. This includes development of employee learning and development. With the introduction of many concepts like celebrating when projects are complete, rather than when money is awarded was a shift in the culture. Before, the agency had reveled once the grant was awarded and would take a passive approach to project management. In 2001, that turned around completely.

The periodic compliance training is required for all employees to attend. This includes sexual harassment prevention, diversity training, and defensive driving. In 2008, the agency reinstated the tuition reimbursement program offered to all full time employees. The employee must pass the class with a grade of C or better in order to receive tuition reimbursement for the class.

Formal operating procedures are utilized to transfer knowledge to new personnel. Flowcharts of processes were prepared by the Plain Talk Team to set up the key contact points for customers. What this grew to was an overall understanding of the process of project development, implementation, and close-out for each program.

Skill training includes shadowing of more seasoned Engineers for the newer employees. This year the agency embarked on hiring an up and coming engineer to train and sponsor for licensing of the Professional Engineer designation. The candidate has to be under the direct supervision of a licensed engineer in order to complete the requirements. This began in August, 2008 with an anticipated completion of the licensure in 2010.

Needs and desires for learning Employees are encouraged to attend training. The training budget has not been cut. In the past, the agency would set aside a certain dollar amount for each person for training ($300). Although a good concept, the reality was that technical training sessions were more expensive, while other non-technical training sessions were very inexpensive and therefore, people would want to attend those and go as many times as possible. In the past three years, training has been on an as needed basis where the employee is responsible for working with the supervisor on what classes to attend and for what purposes. This works better for the more comprehensive technical trainings that are needed for the jobs the agency does.

Core competencies, strategic challenges, and action plans The use of the PDP is the core way that the competencies and action plans are deployed.

Performance improvement and innovations TIB uses a BPI for all innovation efforts. Innovations are run through the PMT which then suggests items to the ED for feasibility.

Development opportunities
Training is typically delivered through one of four ways: on-the-job through consulting services, on-line, in meetings, in classroom settings, or participation in seminars and conferences

5.1b(2) Leaders Development and Learning Systems

TIB's learning system for leaders is fostered by the attitude of excellence. The CAO and CE are required to take management courses offered by DOP and other trainings offered through associations and organizations. Development of leadership attributes Development of organizational knowledge for leaders is accomplished through attendance at monthly senior management team meetings, Board meetings, and workshops/training sessions.
Ethical business practices TIB's business practices are governed by high ethical standards. State employees and board members are governed under RCW with the ethics in public service act. The EEB provides updates on rules and rulings on ethical violations. The CAO sends the EEB updates to all employees to ensure compliance on ethical standards.
Core competencies, strategic challenges, and action plans
Development and learning systems for leaders as it relates to core competencies, strategic challenges, accomplishment of action plans, organization performance improvement, change, innovations, and leadership development opportunities is the same as what is available to all employees as described in section 5.1b(1). Specific trainings for managers include process improvement and other leadership development courses provided through DOP or other private firms specializing in performance development for managers.

5.1b(3) Evaluate the effectiveness of education and training

The effectiveness of workforce and leader development education and training efforts are measured through the applications of the new skills to the work environment. This is self reported by the employee after the sessions. One example of this is the contract with Fleet Engineering Services. The contractor provided training on recycled pavement projects and how to recognize a good opportunity for this lower cost alternative. After the two day training, the engineering staff were able to advise customers on what projects would be available and what a good project would look like. This lead to an increase in the number of pavement recycling projects in the small city preservation program.

Additionally as part of the PDP cycle, the employees are asked what trainings they would like to attend to enhance their skills. This is written into the job contract between the supervisor and employee. Although this is agreed upon at the beginning of the year, as opportunities arise, the employee is able to take advantage of new trainings as they become available.

5.1b(4) Career Progression and Succession Planning

Effective career progression is difficult for a very small agency. With the hiring of the EIT, there is a set career progression for that position from a Transportation Engineer 3 up to a 4 and ultimately the highest range of a TE 5. For other positions, the maximum level has already been achieved.

Succession planning is also a challenge for a small agency. As the organization is overseen by a board, this board would ultimately set the succession should the Executive Director leave or become incapacitated. With the CAO and CE positions, there are succession plans in place for these two positions should they become vacant.

5.1c Assessment of Workforce Engagement
5.1c(1) Workforce engagement assessment

TIB uses the annual employee survey as the primary method to assess workforce engagement and satisfaction. The survey is considered the formal way to measure the engagement and satisfaction of the employees. More informal ways include staff meetings, one-on-one informal meetings, and staff gatherings for satisfaction and employee engagement. The data cannot be segmented because any anonymity would be sacrificed for this as the sample size is too small.

Workforce retention measures include years of service, grievances, and safety. Absenteeism is found to be an unreliable measure for such a small agency. The agency has not had a grievance in over 6 years (retention period for type of activity).

5.1c(2) Opportunities for Improvement

The results of the annual employee survey and the PDP referred to above are the pieces TIB managers use for initiatives that address workforce engagement and satisfaction as well as other human resource issues. These initiatives are linked to the results and outcomes identified in the process map under learning and growth (fig. 6.2-1). This also links to the performance measures in Table 6.1-2

5.2 Workforce Environment
5.2a(1) Workforce capability and capacity

Assessment of workforce capability needs is accomplished through the classification and compensation system administered by DOP.

TIB organizes and manages work and jobs through functional capabilities. The agency is a very flat organization by design, as there are not multiple layers to move through to get decisions made. The managers are responsible for decision-making and pushing decisions to the lowest level.

TIB matches the workload to the capabilities of the employees. For engineering employees, they are

to possess skills in roadway design, pavement condition rating skills, traffic capacity analysis, costing components, and project management. The average workload for an engineer is calculated at 100 projects based on the geographic area that is covered in the state of Washington (see fig P1-2)

5.2a(2) Recruit, hire, and retain employees

Recruitment process begins with the completion of the position description (if it is a new position) or the updating of a current position description. This is then sent to DOP and their recruiters assist small agencies in publishing and marketing positions on the statewide network. Additionally, they have employment fairs and college recruitment fairs they attend and will pass out the flyers for all open positions. TIB advertises any open positions on our website to gain access to consultants and other qualified individuals.

Being a very small agency, the hiring of employees is very sporadic. In 2008, two engineering positions were vacated by the incumbents. With the two openings, the staff was asked for input on what makes a good project engineer and to participate in the hiring process to choose the employees. Figure 5.1-1 shows the steps followed which is the TIB recruitment process to provide a systematic way to select the most qualified candidates for a position.

5.2a(3) Organization and management of workforce

TIB organizes and manages work and jobs through two functional units of administration and engineering. Both units focus on core competencies of: customer service that is specific to each discipline; sustainable financial management; outstanding business practices; and strong project controls which mainly affects engineering staff.

Every other month, the management team meets with the ED to discuss the achievement of the action plan, what is on the horizon for upcoming quarters, and to add new initiatives to the work plan. The initiatives are updated on an ongoing basis in the dashboard and the managers are expected to regularly update the initiatives.
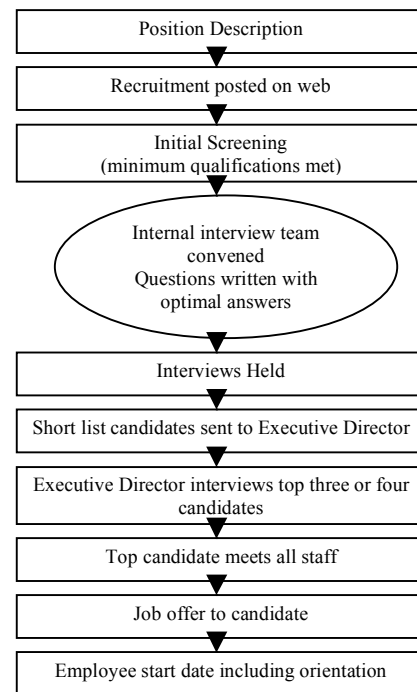
Figure 5.1-1

5.2a(4) Changing capability and capacity needs

Management of a dynamic and capable workforce ensures continuity of performance. In 2004 the first reduction in capacity happened as needs changed. The workload decreased as revenues were projected to decline.

No longer were there many projects to manage and with that, a reduction in the number of engineering employees was necessary. The RIF was less disruptive than had been anticipated as there were three positions eliminated, but only one employee was laid off.

Changing capability needs is addressed through training, education, and communication. Example of this includes the introduction of new materials requirements for roadway and sidewalk maintenance. New materials include recycling of existing pavement and porous concrete. Both require specialized training which is offered to our engineers. Sustainability is another key capability need that is addressed through a training initiative.

Other changes are anticipated and written into the plan while the agency is preparing the strategic planning document every biennium. At this time, there is no anticipated changing capacity need. If revenue continues to decline and the number of projects continues to drop, there may be a need to reduce employees, but this would be through projected attrition.

5.2b Workforce Climate
5.2b(1) Improve workplace health, safety, and security

Improvements to workplace health is through the wellness program. This is a state sanctioned activity to promote wellness and preventive measures for employees especially ones who spend a majority of their time in desk jobs.   Depending on the medical insurance provider, there are also incentives provided including monetary rewards.

For TIB, workplace safety is not only in the office, but also on the roadways of cities and urban areas. The agency is covered under Industrial Insurance if it is an office type incident and by law enforcement if it is a traffic accident. In either case, if an accident does happen, the employee involved is required to fill out an accident report. This is submitted to the employee's supervisor for review. The CAO and the CE reviews each incident, determines if it was preventable or non-preventable, and makes a recommendation to the ED on whether the employee should attend additional training, other action to be taken, or reprimanded depending on severity up to and including firing.

Security is an area addressed through interruption of public areas. At TIB we have very few public interactions in the office. Much of the work our employees do is in the field and therefore, the security risks in the office are minimized. The agency does have a security system including door locking mechanism which requires key card access. The front door is unlocked at 8:00 am and locks at 5:00 pm which is standard operating hours. There is an override available to ensure the door can be locked if a situation arises.

5.2b(2) Services, benefits, and policies

As a governmental entity, TIB employees have options for health care, dental, life, defined benefits retirement plan, and an IRS Code 527 Deferred Compensation Program. The state recognizes 12 holidays and provides a personal holiday for the employee to use at their discretion. The state acknowledges a reciprocity agreement between other government administered retirement plans. Employees that transfer from large municipal agencies can keep their retirement benefits in the defined plan but also use those years accrued toward calculating the years of service for full retirement benefits.

After six months of <u>successful</u> service, the employee is off of probation and given a five percent raise. On the annual anniversary date, the employee is then given another step increase up to a maximum level. The current steps range from A through L with 2.5% between each step.

Another benefit is VEBA-MEP for retiring employees where the value of the employee's sick leave accrual is transferred to a trust fund for payment of medical premiums. Work-life balance is taken into account by implementing the flexible schedule. Employees can choose from working 4/10 hour days or nine hour days with every other Friday off. The agency also participates in the Commute Trip Reduction program and provides bus passes at no cost to the employee. Table 5.2-1 includes the types of services offered to employees of TIB.

Category	Services
Health	Comprehensive health insurance (HMO/PPO) Dental Plans Vision Employee Assistance Plan Sick Leave with buy-back incentive Shared Leave Family Medical Leave Organ/Blood donation leave
Financial	Basic and optional life insurance Pension plans Deferred compensation plan (457) Pre-tax flexible spending accounts Direct Deposit Payroll deductions Credit Union affiliations VEBA-MEP
Work Environment	Flexible work hours Tiered annual leave accrual (up to 14 hours/mo, maximum accrual of 240 hours) Sick Leave donations Ergonomic evaluations Commute trip reduction program Military leave
Professional	Tuition reimbursement plan Support of continuing education for professional certification or degree Registration including travel to recommended trainings Association dues paid

Table 5.2-1

This year the agency updated all of the policies and procedures that affect employees. The specific issues included repealing old and outdated policies, creating new policies per changes in law, and reviewing and rewriting in "plain talk" all remaining policies. This piece was the direct result of the WAC updates that were completed in 2008. The systematic way of rewriting correspondence lead to the revision of all policies and procedures to be more readable for employees. Plain talk and plain writing are now the normal operating procedure for the agency. This is now fully incorporated into all aspects of business that TIB does.

6.0 Process Management
6.1 Work System Design

TIB systematically established four core competencies through the use of the SWOT, Balanced Scorecard Strategic Planning, and customer surveys. The core competencies include project management, customer service, sustainable financial management, and strategic planning/deployment through the balanced scorecard.

6.1a(1) Core competencies

The TIB uses the annual SWOT analysis and biennial strategic planning sessions to refine and rebalance the core values and key competencies for the agency. TIB has consistently valued process improvement to ensure timely and accurate reporting. If a new initiative is proposed as part of the strategic plan, it follows the PDCA diagram (fig. 6.1-1).
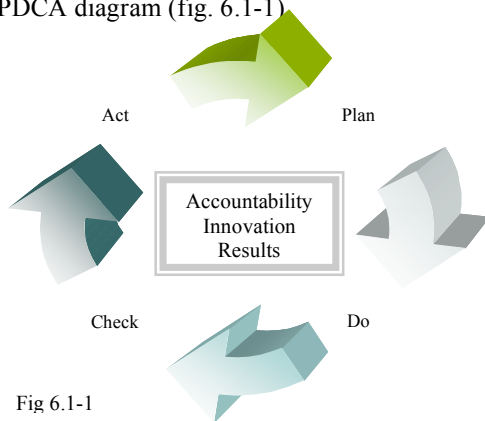
Fig 6.1-1

6.1a(2) Innovation of work systems

Work system design is based on the four principles that support TIB values and encourage innovations. An example is as recent as 2008 with changes to the urban criteria. Sustainability criteria was proposed for inclusion in the 2009 funding series, an ad-hoc committee was formed (plan), criteria items were developed (do), input solicited from customers (check), and the criteria was included with modifications (act).

The current business plan includes responses to our BPI initiative by strategy mapping all processes that TIB engages in. A cross-section of agency representatives is included for review and analysis of key processes. This includes a step-by-step map of the initiation, application, and administration of projects.

As part of the new SCPP program the agency was unable to meet the needs of the 174 small agencies in engineering design and construction oversight. The job is too large for the small staff that TIB has. What resulted was use of the GA Architecture/Engineering pre-qualified roster for smaller public works. A project is chosen (e.g. overlay of city streets) and a scoring sheet is generated from engineering firms in the location according to specialty. This sheet is sent to two engineers and the ED for review of qualifications. The scope of work is then sent to the top candidate for pricing. If there is a question about price or schedule, the agency has the option of negotiating with the firm or choosing to send the scope of work to the second firm chosen.

Other external resources are used particularly for this program. TIB has an interagency agreement with WSDOT to take advantage of economies of scale to get better prices for asphalt and other roadway construction materials.

6.1b(1) Key Work Processes

TIB's key work processes are determined by the RCW governing the funds and activities the agency administers. This is displayed in Table 6.1-2.

Key work processes involve all employees of TIB. The processes which are most critical to adding value are the ones the employees focus a majority of their time on. These core competencies and key work processes contribute to the mission and vision of the agency in a direct way. Without the work processes there would be no results and accountability. Without accountability, there is no TIB.

One example of a key work process was the undertaking of the Plain Talk initiative. The Plain Talk (PT) initiative was to review and change correspondence the agency sends out to customers to make it readable for the audience that you are trying to reach. What this has included is the listing of all correspondence sent by the agency and at what points do we make contact with the customers. Was this too little contact, or too much? Do the customers understand what is needed from them to move the project along? Do customers understand what steps are necessary in the process? If the customer is responsible for responding are they aware of this, or is it only information being transmitted to the customer?

6.1b(2) Determination of Key Work Process Requirements

The requirements for the core competencies and key work processes are shown in Table 6.1-2. What is not shown is the way it was determined. In 2004, the agency took a buying position of services. If TIB were a consumer, what would the agency prefer to purchase, was the question. For this, many answers emerged, but one main requirement was infrastructure maintenance instead of rebuilding all roadways.

This buying requirement was one of the results of the Priority of Government budgeting initiative from the Governor's Office. POG was initially set up for State General Fund funded agencies to prioritize spending. In transportation, the funding is a special revenue fund and can only be used for certain purposes. Within the purposes, though, the agencies need to prioritize where funds are spent and what citizens can expect for the taxes they pay.

Core Competencies	Key Requirements	How Requirements Determined	Performance Measure
Customer Service	Responsiveness; presentation; reliability	Based on expectations of customers and best practices	Customer satisfaction rating Workshop satisfaction rating
Financial Management	Transparent; follows GAAP; follows SAAM policies; Cash management modeling; revenue forecasting; debt ratio – long range solvency projections	GASB, GFOA, OFM rules/regulations, audit standards, State laws, and best practices from other government entities	Bond debt Expenditure compared to revenue Quarterly comparisons
Project Management	Responsiveness; open and transparent decision making; problem solving; customer successes	Historical trend analysis of time to complete project and road industry project standards	Processing times PCR score Project Closeout per fiscal year
Strategic Planning and Deployment	Highly data dependent for decision making; minimal bureaucracy; fact-based	PDCA, WSQA response, research on best practices from private industry, SWOT analysis.	Employee survey Accomplishments
Key Engineering Work Processes	**Requirements**	**How Determined**	**Performance Measure**
Small city street maintenance	Functionality of streets, downtown revitalization	% street segments under PCR score of 70 Industry standards	# of red towns Change in PCR score
Project development	Meetings with public works directors, functionality of streets, type of improvements needed	Local needs assessment, six year transportation plan, roadway condition	Percent unfunded over historical cutoff
Project selection	Update of criteria, inclusion of new components, vetting projects, response to unfunded applications	Scoring based, area competition for best projects	Number of projects funded Active projects
Contact management	Quality contact of customers, information sharing	Contacts database, repeat applications	Contacts agency with project Contacts agency without project Average Project Life
Project closeouts	Database update, final payment, final quantity report	Ribbon cutting event, date roadway is open to traffic	Number of projects closed per fiscal year
Key Administrative Work Processes	**Requirements**	**How Determined**	**Performance Measure**

Workforce Development	Timely and frequent feedback, sensitive to commitments made	Annual employee survey, Annual PDP, HRMS payroll reports	FTE level
Employee Relations	Accurate, timely information on operations	Input from employees, staff meetings, problem resolutions	Employee survey
Correspondence	Sensitive to time commitments and delivery	Customer survey	UCE Processing time
Accounting	Accurate, accessible to information, responsive to requests	Internal control survey, audit resolutions, customer complaint management	Quarterly accounts payable outstanding Payment turnaround times Account Balances
IT Support	Systems are reliable and user friendly	System reliability, biennial portfolio of IT initiatives	Completed initiatives
Fleet Management	Reliable, convenient, well taken care of vehicles	Employee complaint management, industry standards of care	Monthly report on mileage and usage *(provided through WSDOT)*
Plain Talk initiative	Correspondence is easy to understand, items needed are bulleted, steps are numbered	Readability is tested through customer interactions after ED approval of letters	Number of letters plain talked
Debt management	Prudent investments, conservative financing	Projects of significant value added to debt portfolio	Cost per citizen Outstanding bond debt

Table 6.1-2

6.1b(3) Innovative work processes

Processes are designed to meet key requirements through testing and revisions before full implementation and before technology is introduced into the process. A cost/benefit analysis is completed for the innovation to make sure it is not prohibitive or shift costs to our customers.

Technology integration falls to one full time programmer and one statistician. The positions are responsible for researching best practices, emerging technology, and proposing solutions using technology. These positions are included in the development of the initiative and therefore, have a say in the development of the innovation. The relationship the IT programmer has with vendors is one main reason the agency has been successful in implementing technological advancements in the area of transparency and open government.

As a small agency, efficiency and cost containment are a part of the culture of the agency. It is even more imperative with the change in the economic forecast for the nation and in particular, Washington State. The long-term forecast for revenue has been reduced significantly. Innovation is the only way to enhance delivery of projects especially larger scale projects. Collaboration with multiple agencies is one way the agency can deliver on promises for construction funds for roadways.

Due to the innovative nature of TIB, the agency won two national awards for comprehensive performance management and reporting. With this success, the ED has been speaking across the nation on the innovations and technological advancement of TIB.

6.1c Emergency Readiness

TIB is not considered a first responder for any disaster preparedness. The natural disasters Washington State is more prone to are earthquakes
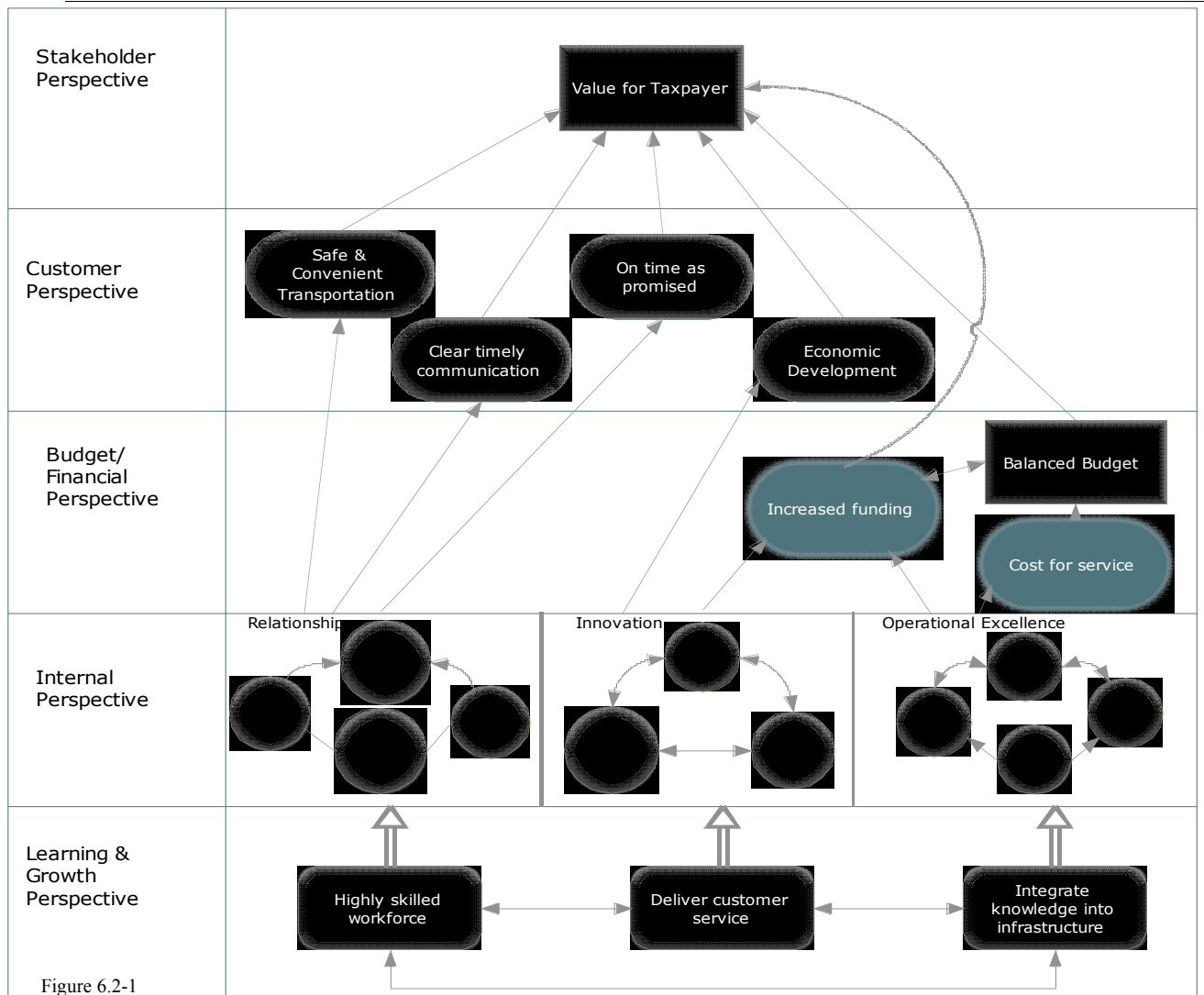
Figure 6.2-1

and flooding. Many of these activities are ones that have available federal funds from FEMA. TIB does participate in matching federal money, but we are not a federal grant agency.

The emergency resumption plan is available on site. It has been tested on a number of occasions including the Nisqually Earthquake of 2001, the flooding of 2006 and 2007 which were considered 100 year floods, and roadway slides which were also a result of saturation by flood waters.

New in 2008 was the Continuity of Operations Plan for a flu pandemic. This plan outlines the actions to be taken to safeguard employees both that have and have not been exposed to the avian or other flu. Sections include the reporting mechanism for employees who have relatives who are exposed and showing symptoms, what they can do to prevent further exposures, and business planning if the agency must close during the outbreak.

6.2 Work Process Management and Improvement

The system for designing processes and improving on those implemented is through the PDCA process. Before a

new process is introduced full scale, a pilot project will be done as a test. By testing before a full roll out, feedback is solicited and used to improve the process.

An example of this is the Low Energy Lighting Pilot Project with the City of Buckley. Part of a sustainable roadway is lower energy use lighting for street lights. This has not been a focus in many communities, but can cost upwards of 30% of their maintenance budget for just using energy. TIB contracted with CH2M Hill, Inc. for a feasibility study of the use of low energy street lights. The results of this study are being implemented as a pilot project in one community as a test. If it is successful, the roll out to other communities will be in the near future.

6.2a(1) Work Process Management

The performance measures used for management of the key work processes is listed in table 6.1-2. These measures are based on process requirements and are the principle way TIB performs the day-to-day operations of the agency. One common thread among

most of these performance measures is they are pages on the Performance Management Dashboard. The dashboard is the primary location for process management. Key indicators including quarterly and annual snapshots are available to keep trend data available. Because the dashboard is dynamic and ever changing with data, the snapshots are necessary to keep the historic data available to check on progress.

Customer input is used in managing processes through periodic checks by the staff. This is usually through conversations between the engineering staff and the customers. But this is not the only way, the customer survey is also a tool that TIB uses to monitor for processes that need changing.

6.2b Work Process Improvement

The approaches used to improving work process are described in the Profile section, specifically listed in P2c. As a small agency, the natural way to operate is based on teamwork and cross-functional sharing of ideas. But one way that TIB has taken a lead in is the use of technology to benefit and improve all work processes. But, before technology is introduced into a process, a full understanding of the steps is mapped through the business process improvement initiative. BPI involves mapping the process out as is, then find where the agency intervenes and offers assistance. Questions include:

- Is it the right amount of contact, too much, or too little?
- What critical steps should be included?
- Does this make sense to do it this way or can we provide it better, cheaper, and faster?

Another point to consider when improving processes is the sophistication of the customer. At TIB, we have two distinct customer groups, small city and urban agencies. The segment which had traditionally not been included is the middle range population cities. This encompasses over 5,000 to approximately 20,000 residents. What works for a large city will not necessarily work for a small city customer. Segmentation of data is important when analyzing the data generated based on the two size distinctions.

Improvements and lessons learned are shared through the interaction of our engineers with the executive director and administrative staff. Problem solving by analyzing the lessons learned has been a key in improving the breadth of responses available for the engineers to suggest to customers who are coming across problems. Previous deficiencies are analyzed to generate new solutions to problems of environmental, scheduling, funding, and other coordination problems. This offers newer solutions to problems that could plague new projects that are submitted and ultimately funded.

7.0 Results

Business results include the Key Intended Performance Outcomes, internal measures, and other measures important to stakeholders and customers.

Comparative data is not readily available for an agency of our size and with our activities. Many times, the cost associated with conducting surveys and benchmarks far outweighs the incremental changes that could be gained.

The main way that TIB participates is by replicating best practices from private industry. The Performance Management Dashboard is a direct result of looking at best practices from private sector groups. The Balanced Scorecard Strategic Planning is a known best practice from Harvard Business Review and Drs. Kaplan and Norton. Other practices were initially driven by legislation changes or executive order, but delivered in new and innovative ways to meet the structure of the agency.

Due to space limitations, some processes and results are not available in this application. The primary source for outcomes and measurement are through electronic systems within TIB.

.7.1 Product and Service Outcomes

Results presented in the figures address the key product by program. Our customer groups are segmented in the small city (under 5,000 population) and urban (over 5,000 population).
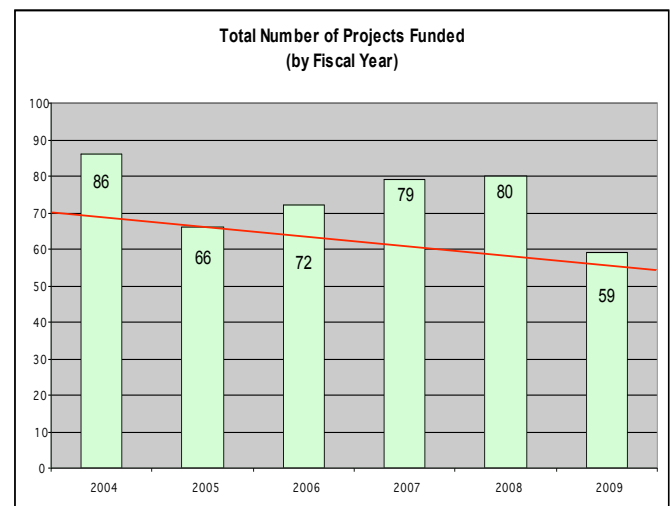
:***Figure 7.1-1 Total Number of Projects Funded by Fiscal Year*** – The red line is the decreasing level of sustainable projects. In 2004 the calculation based on project revenues was to add 70 new projects per fiscal year, in 2010 it is projected to be down to only an additional 52.

The total number of projects funded is based on the amount of projected revenues to sustain the project during its life cycle of costs. As pictured in the Profile Section P-1.1 TIB's Continuum, decision made today affect the future in about four years. Therefore, decisions made in 2009 will affect the cash available in 2012. Unlike other granting agencies in the state, the amount TIB is able to provide depends on the revenue generated by consumers each time they fill up their gas tanks. State General Fund or Federally funded programs are usually allocation based, in that they pick projects and then fund them based on the request. This is an important distinction when looking at the numbers of projects chosen and the funding sizes of each program.
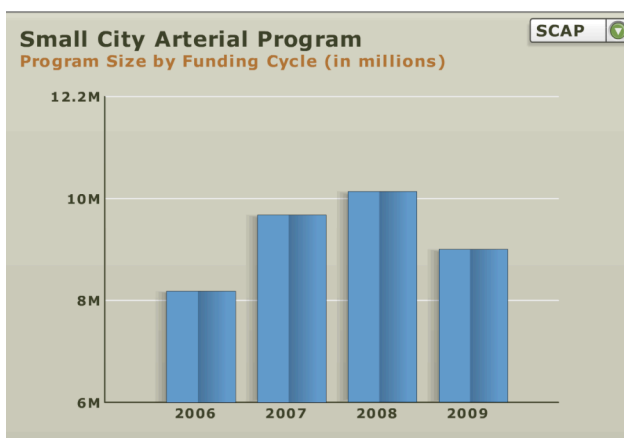
Figure 7.1-2 Small City Arterial Program Size – Segmented by population shows the amount of funding available to small city customer agencies for arterial rehabilitation projects.
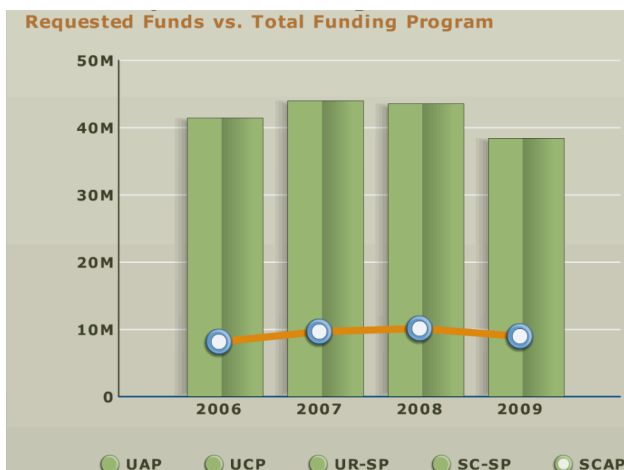
Figure 7.1-3 Small City Arterial Program Requests – Compared to Figure 7.1-2 above, the amount requested far outweighs the amount of funding available. For the past four cycles, the amount available has been steady at $10 million, and requests have been for four times the amount available.
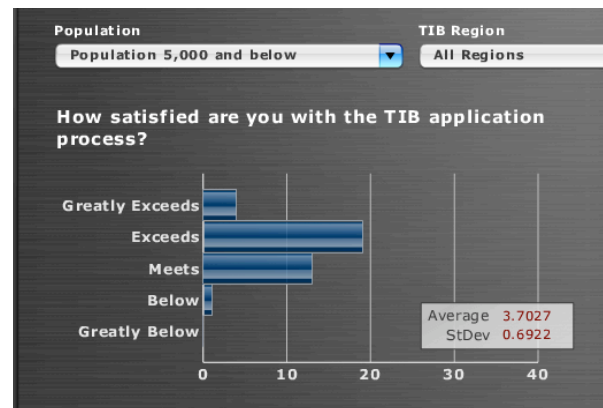
Figure 7.1-4 Small City Customer Satisfaction –TIB measures the applicant's satisfaction with the process. This can be further segmented between those with and without projects, and by regional area of the state.
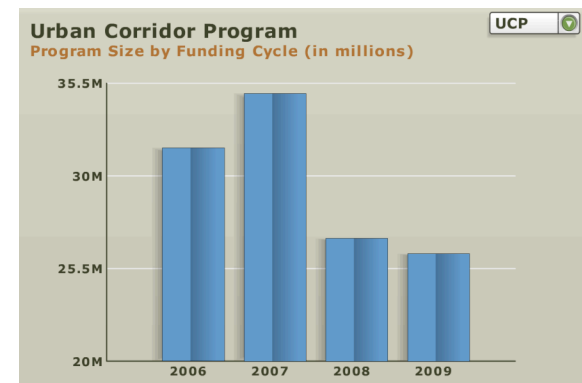
Figure 7.1-5 Urban Corridor Program Size – Segmented by population shows the amount of funding available to urban customer agencies for corridor projects. These projects are much larger in scale, require much more coordination due to a wider array of local participants in the project, and address economic development activities.
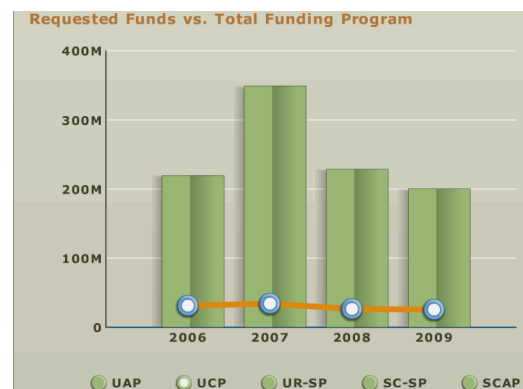
Figure 7.1-6 Urban Corridor Requests – Compared to Figure 7.1-5 the amount requested far exceeds available funds
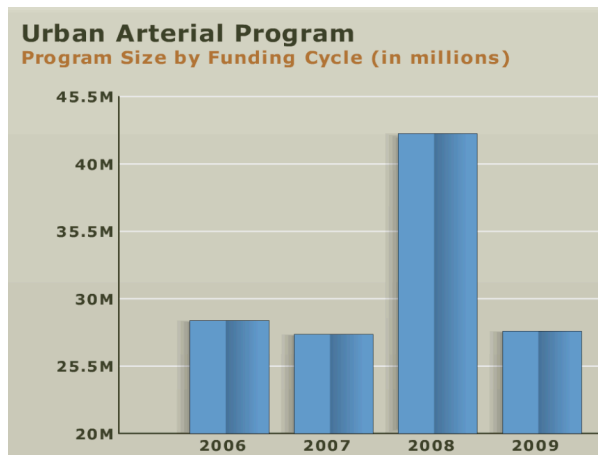
Figure 7.1-7 Urban Arterial Program- This program's main criteria item is safety. In 2008 a special allocation was added to address some of the most needed projects in the state. Savings from prior years and reduction in bond debt (Figure 7.3-4) were used to fund these priority projects.
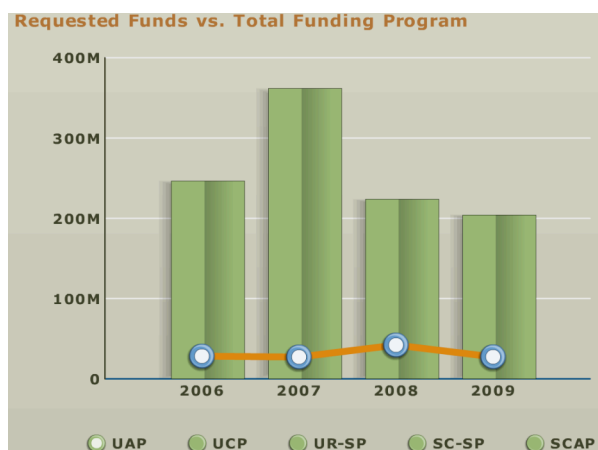
Figure 7.1-8 Urban Arterial Program Requests - Compared to Figure 7.1-7 the amount requested far exceeds available funds. The amounts requested have shrunk due to tightening of application standards. An agency is now allowed five applications per funding cycle due to the quality initiative (QI).
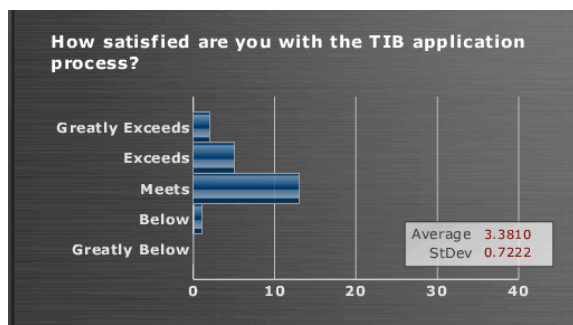
Figure 7.1-9 Urban Customer Satisfaction - TIB measures urban applicant's satisfaction with the application process.

One work plan item is to increase the satisfaction with the application process. Electronic applications for urban customers is one of the planned items.

Another service that TIB provides is funding workshops. Each year, TIB sponsors workshops for customer agencies to assist with writing the application. These workshops are half-day, free sessions that address the criteria in each program, what makes a good project, and answers individual's questions. This is also followed up with on-site review if the applicant agency requests it.
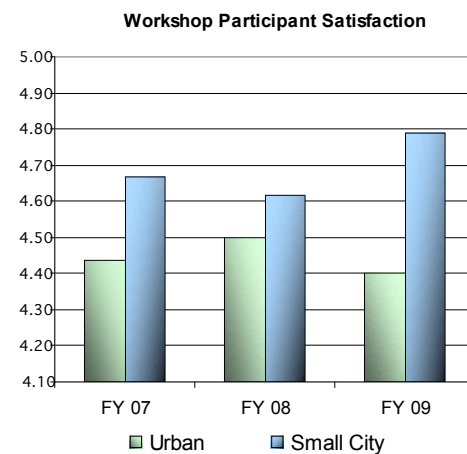
Figure 7.1-10 Workshop Satisfaction – The workshops are segmented between urban and small city customer groups.
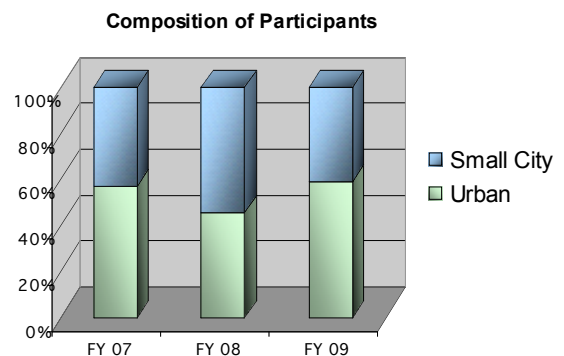
Figure 7.1-11 Workshop Composition – By segmented group, this gives the makeup of the attendees of the workshops. New for this year, TIB is tracking the success rate for those who attended the workshop.

7.2 Customer Focused Outcomes

The following figures address key customer-focused results. Many of the items TIB tracks is external to our normal business. As a funding partner in projects, TIB does not have direct control over materials prices, bid schedules, or contract management. Many of the same things that Departments of Transportation nationally are experiencing, TIB is too with added costs for materials that are petroleum based products.
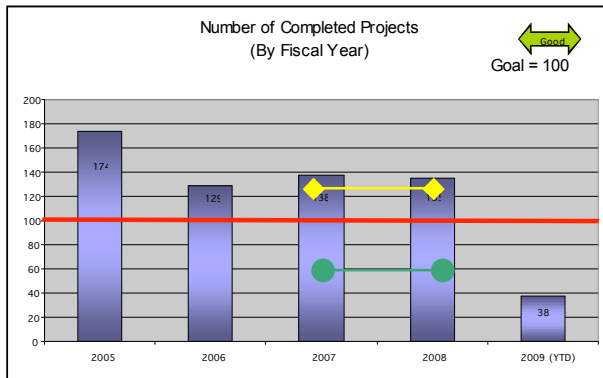
Figure 7.2-1 Completed Projects – TIB tracks the number of projects customers complete throughout the fiscal year. When projects are closed through our process, the street or sidewalk is opened for use by customers and stakeholders. The yellow line is WSDOT's number of completed Nickel and TPA Projects and the green line is their other completed projects (per the Grey Notebook). WSDOT projects are much larger in scale, this is only a comparison of project completion.
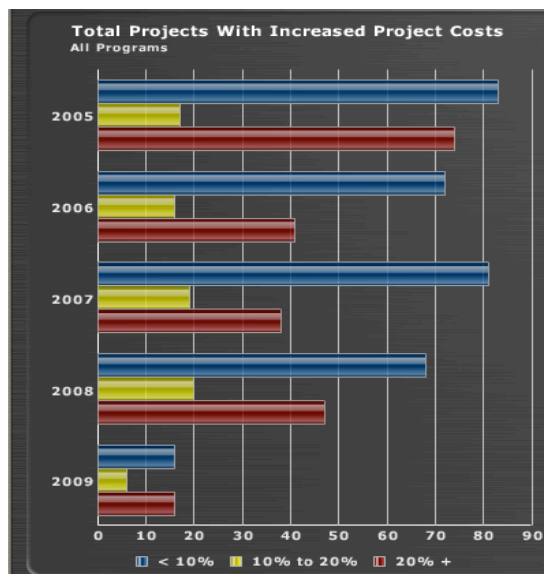
Figure 7.2-2 Increased Project Costs – The road building industry has seen upwards of 40% increases in both materials and labor costs. Shortages of both have increased

costs significantly. Customers face higher costs, but TIB is a partner in funding the increases.
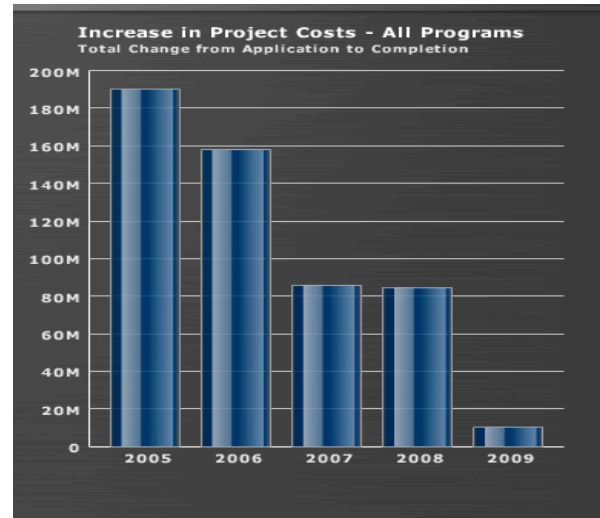
Figure 7.2-3 Increase in Project Cost From Application to Completion - This tracks the difference from the application to the final known costs of a project. Beginning in 2005, TIB required a stamped Engineer's Estimate, rather than just a cost projection. This has lead to better estimating as can be seen in the downward trend of the graph.
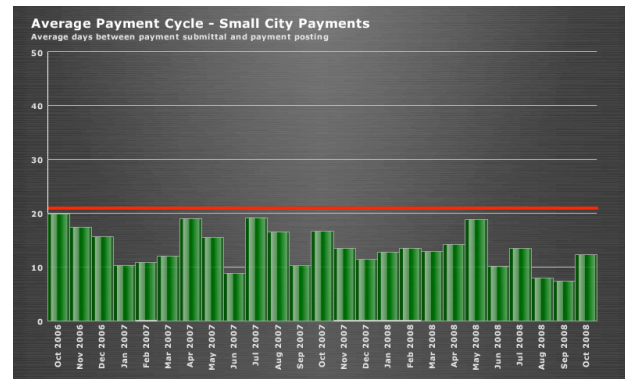
Figure 7.2-4 – Average Payment Cycle for Small City- Small City customers usually engage in contracts with road building entities and therefore, must pay their contractors on an agreed to schedule. TIB is usually the main funding agency in Small City grants and must turn around payment requests quickly for these agencies to in-turn pay their contractors. This quick cycle adds to Small City customer's satisfaction in TIB's processes.
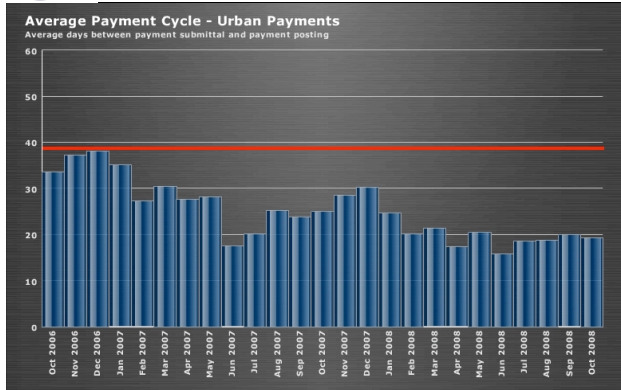
Figure 7.2-5 Average Payment Cycle for Urban Customers- Urban projects are larger in scale and have multiple funding partners. Cashflow for the Urban customer is relative to size and other funding sources unlike small city customers. The relatively short turn around time for payments to urban customers has also lead to meeting customer satisfaction levels.
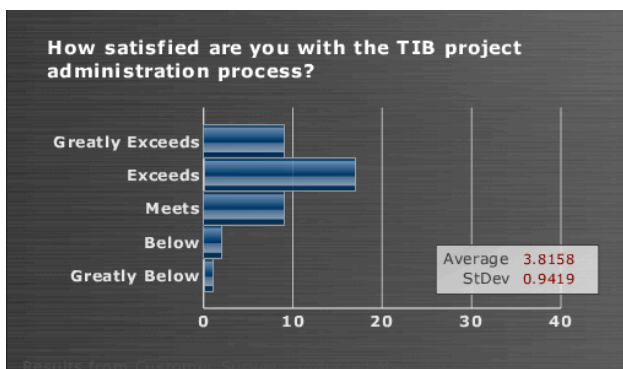
Figure 7.2-6 Small City Customer Satisfaction – This survey is given at the end of the project for TIB to measure how the administration of the project was.
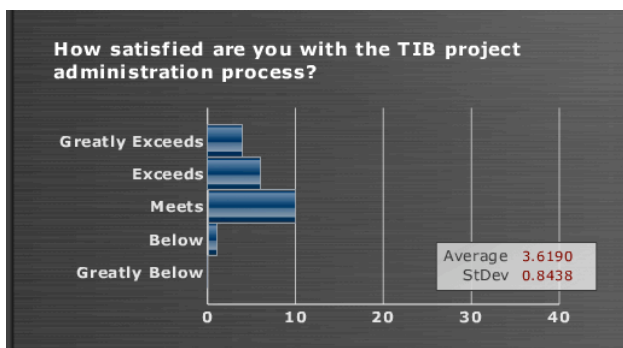
Figure 7.2-7 Urban Customer Satisfaction – A survey is given at the completion of the project for TIB to measure satisfaction of project administration.

TIB's customer satisfaction survey is still being tested in order to refine processes. Our survey is administered upon the completion of the project and is very short

so not to burden the customer. What we have also found is survey "fatigue" from some customers who are getting surveyed by many agencies.
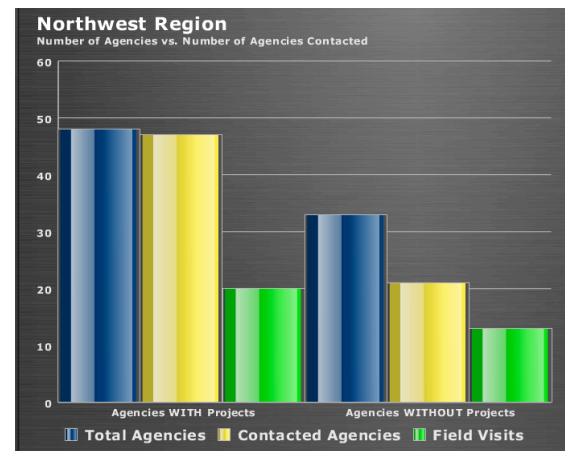
Figure 7.2-8 Customer Contacts – Our customers are contacted on a quarterly basis if they have an active project. If they are a customer who does not have a project, they are still contacted, but less frequently. This has proven to be an effective measure especially in the cases of local agency staff turnover. Customer contacts are tracked by region to ensure coverage of the state.
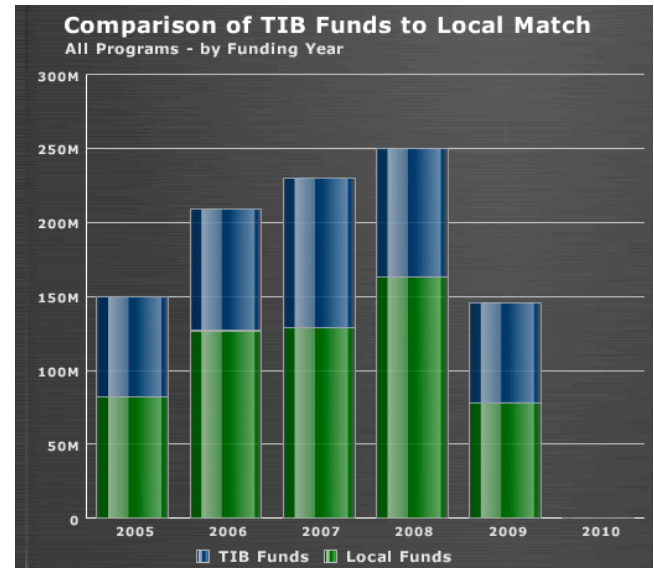
Figure 7.2-9 Comparison of TIB Funds to Local Matching Funds – For selected urban customers, local matching is required. For small city customers, some match is expected, but not to the degree that it is for urban customers. This shows the amount of match that is provided for TIB funded projects. With shrinking revenue the matching is more difficult to obtain.
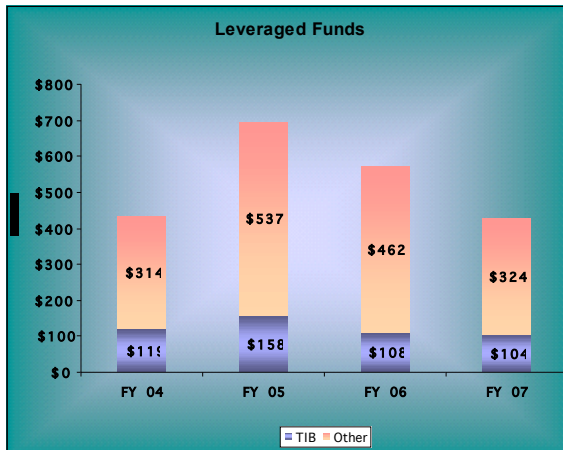
Figure 7.2-10 Leveraging of Funds – Funding from TIB is also used to gain access to other funding sources like federal funds that require a match. This shows the amount of other funds that customers were able to leverage due to TIB providing the matching amount for the federal grant.
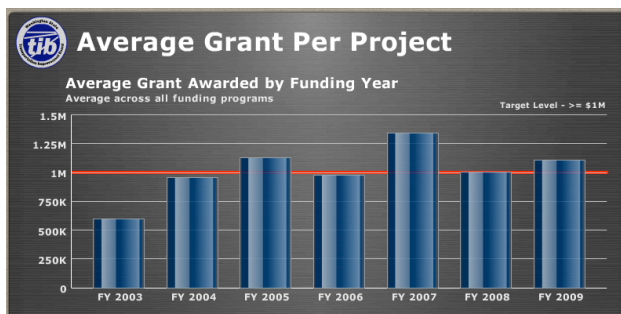
Figure 7.2-11 Average Grant per Project – The target level is $1 million per grant. In the past, agencies were given small amounts of money (e.g. $40,000 for a Seattle project) which was not an effective approach. In 2003, once the tracking of the grants and what they achieved was in full view, the management changed objectives. The customers were able to apply for grants for larger scale projects to get corridors completed and address safety issues with larger amounts of TIB funding. *(The outcome of this is discussed in section 7.5)*

In 2008, TIB has been recognized by two national organizations for excellence. The first award is from the Government Finance Officer's Association – Excellence in Financial Management for Policy and Management – Open and Transparent Government Operations through the Dashboard. The second award is the Council of State Governments Innovations Award. Both recognize the open and transparent operations of the agency by which the Dashboard provides the citizens the same data the ED uses to make decisions on a daily basis.

7.3 Financial and Market Outcomes

The following figures address key financial and market results that show the ongoing sustainability of the agency based on sound management practices. This was not always the case, as provided in section 1.1 Leadership. Prior to 2001, the agency did not have any idea how much money was in the bank, what projects were still outstanding, and which ones were in peril of massive failure. The previous instability of the agency and the turn around is open and transparent.
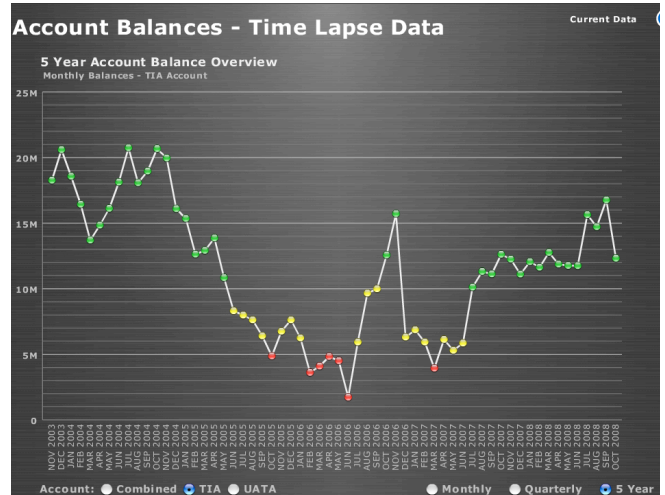
Figure 7.3-1(a) Transportation Improvement Account five year overview
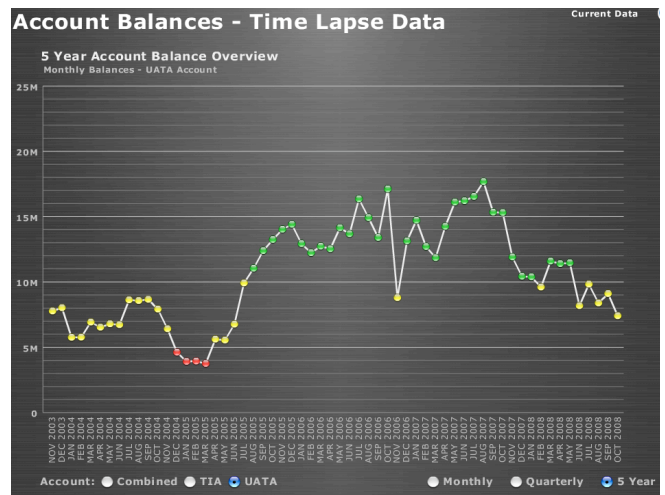
Figure 7.3-1(b) Urban Arterial Trust Account five year overview

It is important to look at the two graphs together. The agency account balances were at and in which cycles. These funds had significant trouble as the agency tried to move through an over-extension of the urban programs in 2000. The administration made

commitments without an analysis of any cashflow analysis or plan on how to pay for it. Soon after the commitments were made, the entire administration retired or left the agency.
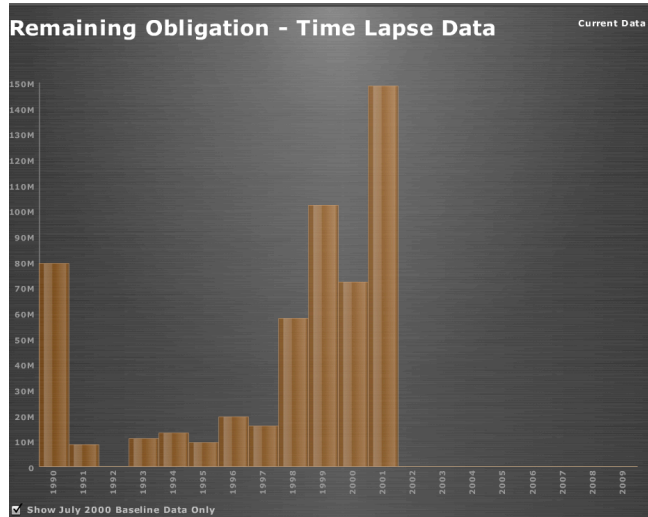
Figure 7.3-2 Remaining Obligation Baseline of 2000 – This time lapse view was captured for the Executive Director to visually present to the Board what the tasks ahead looked like. Not only did the 2001 funding series look way out of place, but there was also 1990 series projects that were still owed $80 million, and 1999 series that were owed over $100 million.
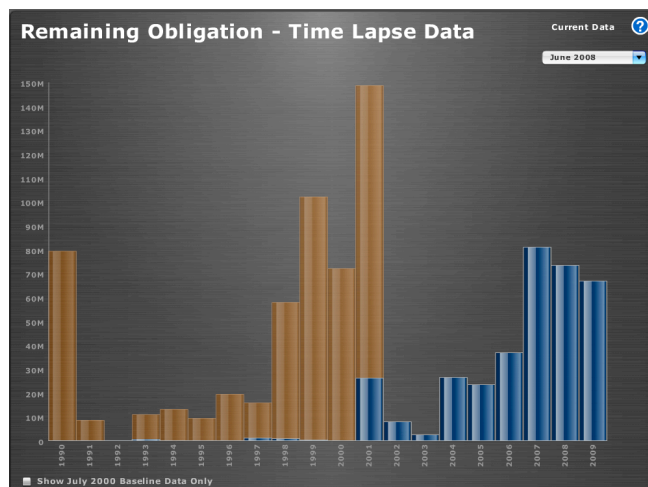
Figure 7.3-3 Remaining Obligation as of June 2008 – This time lapse data is captured every six months for comparison of where the agency is as opposed to where it was. This was brought to light so this type of decision would not be made again. In the 2007, 2008, and 2009 (the furthermost right bars) fund series a step down approach was used due to revenue projections being lowered each year over the past four years.

Outstanding Debt						
	07-09	09-11	11-13	13-15	15-17	17-19
UATA	$26.5	$14.9	$8.9	$6.1	$3.4	$0.6
TIA	$130.0	$115.2	$100.4	$87.4	$74.4	$61.4

$27.94/citizen in 2009
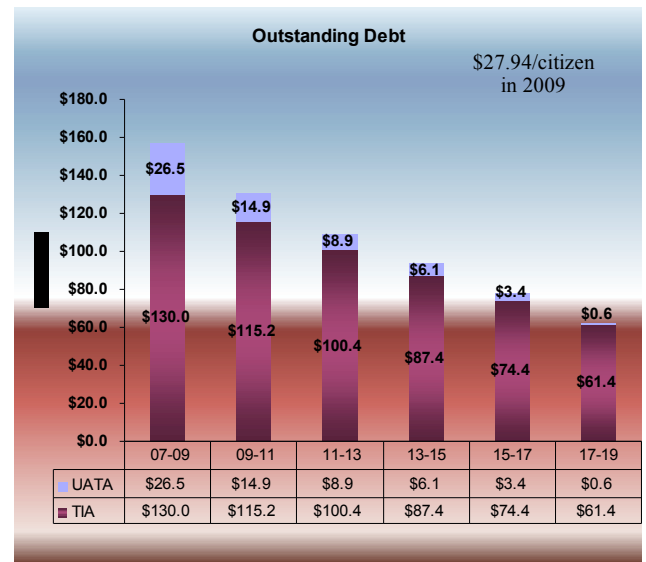
Figure 7.3-4 Outstanding Debt – The amount of outstanding debt is also important when determining the amount of funding available for future years. Heavily bonded TIA is now stabilized due to shrinking the project sizes over the past five years. With UATA bond debt almost gone, the agency can use the previous cash committed for payments on that debt to leverage projects. There is a strict TIB policy for bond issuance based on strategic need and not just delaying the costs to the future generation.

Revenue Forecast (in thousands)					
	07-09	09-11	11-13	13-15	15-17
TIA	$89,010	$87,702	$92,080	$95,957	$99,307
UATA	$110,144	$122,666	$133,557	$138,745	$143,236
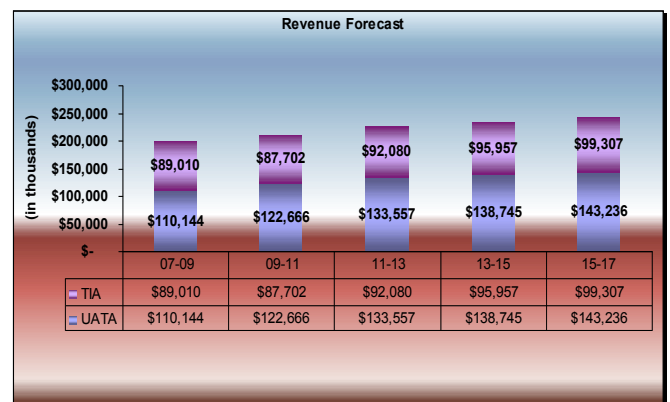
Figure 7.3-3 Revenue Forecast – TIB is revenue based and as such, keeps a keen eye on the changes in the revenue forecast. Over the past year, the revenue forecast has decreased by over $ 65 million in the out years. That is why the agency has stepped down in the call size (as shown in Figure 7.3-3). Another reduction in the program will be for the 2010 Call for Projects is anticipated in the amount of $10 million less for projects.
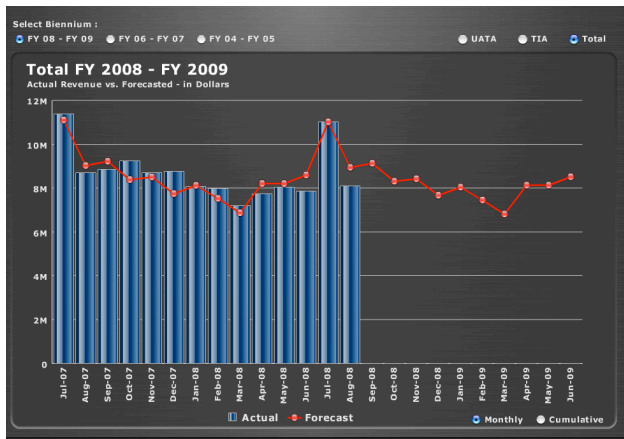
Figure 7.3-4 Revenue Forecast Compared to Actual Revenue Deposited – The red line shows the projected amount of revenue anticipated and the blue bars show the actual amount deposited into the two main funds. This is compared to prior biennia and used for projecting the revenue trends.
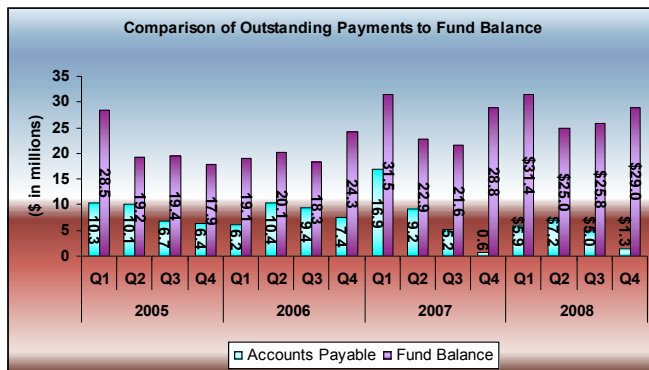

Figure 7.3-5 Comparison of Outstanding Payments to Fund Balance per Quarter – This chart shows the amount of fund balance that is available to pay for bills received. The agency needs to have available funds for large bills from active projects. This ensures that we are on target to meet the demand that is forecast for all active projects.
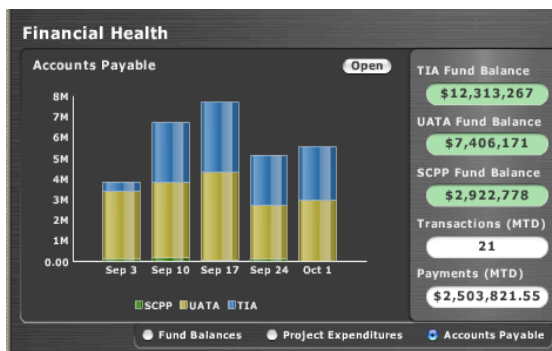
Figure 7.3-6 Financial Health – This chart is on the front page of the Dashboard and depicts the outstanding balance

of accounts payable compared to the fund balance (bank balance). Funds are deposited once per month, usually on the last business day of the month.
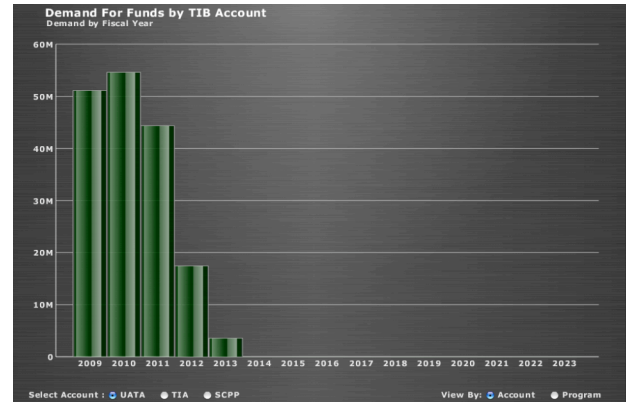
Figure 7.3-7 Demand Schedule – Each program has an anticipated demand schedule or payment request schedule. This is based on analysis of over 200 previously closed projects. The demand for funds takes the average payout schedule and puts it into an aggressive approach to a project schedule, in order to be conservative with future funding. The demand schedule in the tracking system is updated on a project by project basis routinely (usually quarterly).

Table 7.3-8 – Dashboard menu – It is important to note that not all of the financial measures are included the WSQA application. All of the items in the menu would be part of the on-site visit. A full understanding of the powerful nature of the information contained in the Dashboard which is fed from the Project Tracking System and the Accounting Data from OFM comprise the entire functionality of how the agency operates, how the agency makes business decisions based on data, and the full transparency and openness TIB operates in.

7.4 Workforce-Focused Outcomes

The results presented address the workforce requirements outlined in P.1a(3). As a state agency, competitive pay and benefits has been more difficult to sustain when COLA's are not approved and the state is in a hiring "freeze". The only way a state agency can be competitive with private industry is in a positive work environment and offer challenging work. Job security is measured through the stability of the FTE level for the past five years.
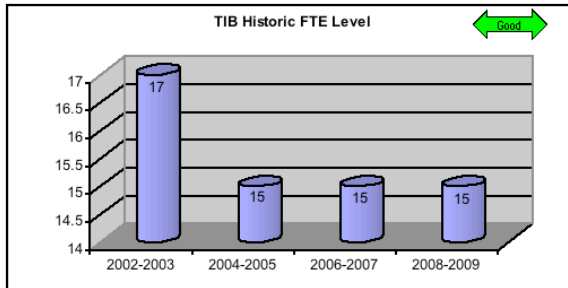

Figure 7.4-1 Historic FTE Level – This is the level of allowed FTE's per budget documents. The actual level of FTE's is calculated at 12 actual people with three vacant positions. The only time there would be an increase in the number of people is if a new program with administrative funding is given to TIB by the legislature. The FTE level has remained constant which reflects sustained high productivity from continuous process improvement efforts.
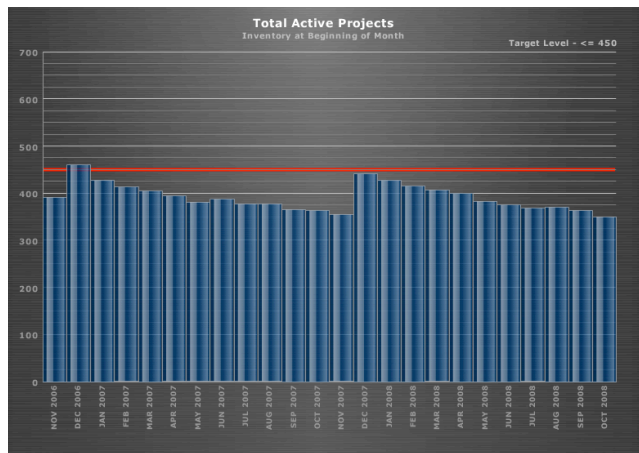
Figure 7.4-2 Total Active Project Level – Between the four project engineers, the workload is approximately 100 projects per engineer. This has been calculated as a sustainable level due to the geographic nature of the state. Figure P.1-3 shows the regional distribution of the state by engineer.

	Average	Variance
I can see a clear link between my work and TIB's goals.	4.222	1.444
My supervisor gives me ongoing feedback that helps me improve my performance.	3.667	0.750
My performance evaluation provides me with meaningful information about my performance.	3.571	0.952
TIB demonstrates a commitment to a performance based culture.	4.444	0.528
TIB is committed to holding people accountable for results.	4.222	0.694
I know how my organization measures its success.	4.333	0.750
I know what is expected of me at work	4.444	0.278
My supervisor holds me and my co-workers accountable for performance	4.222	0.444
My supervisor has the knowledge, skills, and abilities necessary to manage performance effectively.	4.125	0.982
My supervisor is held accountable for his or her performance management responsibilities.	3.750	1.929

Figure 7.4-3 DOP Employee Survey Results – For the process of performance confirmation, DOP requires an employee survey that includes specific questions. A 65% response rate of a 4 or 5 (out of 5 point scale) provides the basis for going forward with the performance management confirmation process. At this time, TIB has met the required response rates and is pursuing performance confirmation through DOP (see Section 5.1).

	2007	2008	Difference
Direction	4.30	4.00	-0.30
Customer Focus	4.18	3.83	-0.34
Diversity	3.90	3.78	-0.12
Feedback	3.92	3.73	-0.19
Information	4.13	3.47	-0.65
Job Satisfaction	4.05	3.94	-0.11
Learning	4.20	4.08	-0.12
Participation	4.13	4.19	0.05
Performance		4.30	
Overall Average	4.07	3.81	-0.40

Figure 7.4-4 TIB Employee Survey Results – Comparison of the results areas from the 2007 and 2008 employee surveys. In 2008, the category of Performance was added which received a relatively high score. One limitation of the data is that the sample size is so small, a single individual can skew the results. Also, when this survey was administered, the agency was in a state of reorganization. In any

case, TIB is committed to work on communications (Information) and Direction.

The Communications Plan is being tested at this time which includes routine Roundtable All Staff Meetings for information sharing on what is going on in the agency where each person will share their workload issues, and Employee Suggestion Box. So far, the Employee Suggestions have included the Roundtable meetings and a teambuilding retreat.

Worker's compensation claims are usually sized per 100 employees for normalization which is too large for our agency, but TIB has not had any claim since 2003.

7.5 Organizational Effectiveness Outcomes

Results presented in the following figures address the key work process and operations described in Section 6.0 Process Management.
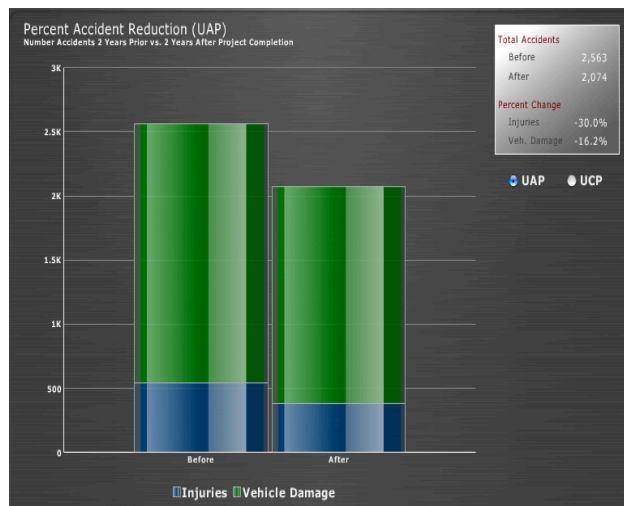
Figure 7.5-1 Urban Arterial Program Accident Reduction- Safety is the highest ranking priority for UAP projects. This graph is based on a sample of accidents comparing pre-project and post-project data. This is a standard reporting measure for UAP projects.

Figure 7.5-2 Small City Arterial Program Completed Projects – Measures the number of projects closed per year. The goal is to close at least 35 projects per year with an average life cycle of 3.5 years to complete.
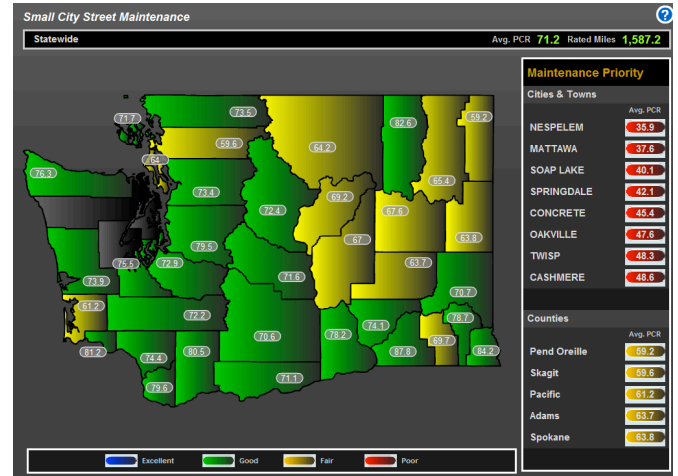
Figure 7.5-3 Small City Preservation Program Pavement Condition Rating (PCR) Score – This is statewide look at the average pavement condition throughout the state of Washington for cities with populations under 5,000. The red towns listed on the right side are the ones with the worst pavement condition scores in the state. These towns have been targeted to receive additional projects to bring their average score up to a score of 70 or "good" (green).
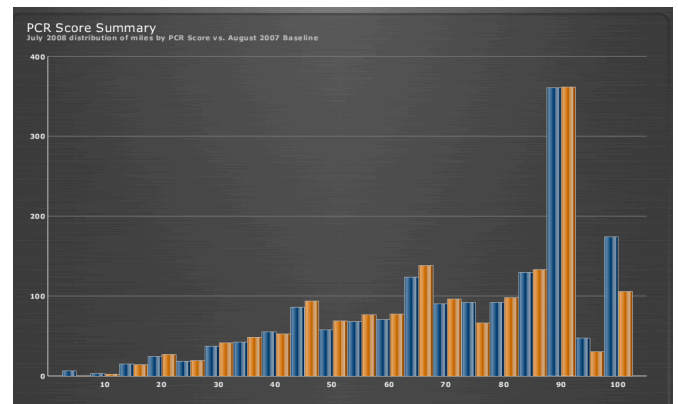
Figure 7.5-4 Small City PCR Score - Pavement condition histogram distributes small city street condition according to ratings found on inspection. This represents the condition of each segment of roadway. The baseline in orange is based on ratings as of August 2007. The blue bars show the segments treated through July 2008.
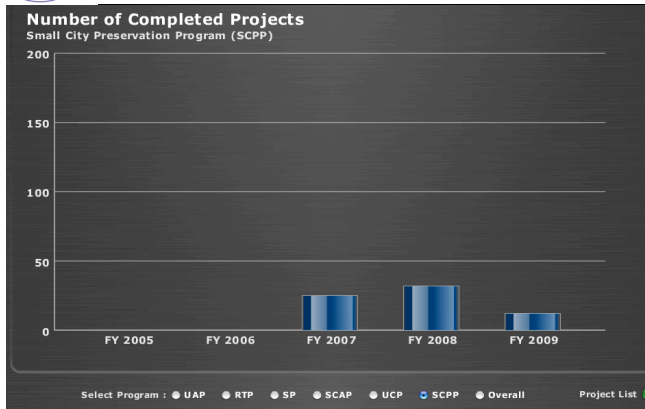
Figure 7.5-5 Number of Completed Projects for Small City Preservation Program - The average amount of time it takes to complete one of these projects is under two years. A project list is available as an excel download.
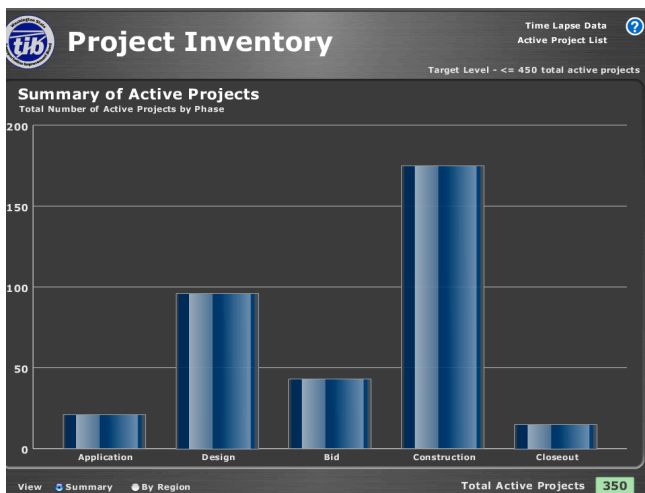

Figure 7.5-6 Active Projects by Phase – Distribution of projects based on the phase is important for balancing out the workload and payments. Projects in Construction phase are billing large amounts of money each month.
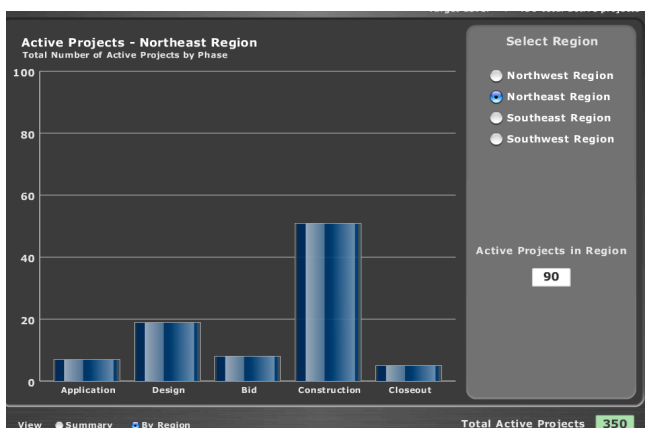

Figure 7.5-7 Active Projects by Region – Active projects

are further segmented into regional activities. The balancing of the workload by phase is an important quality measure for grant operations.
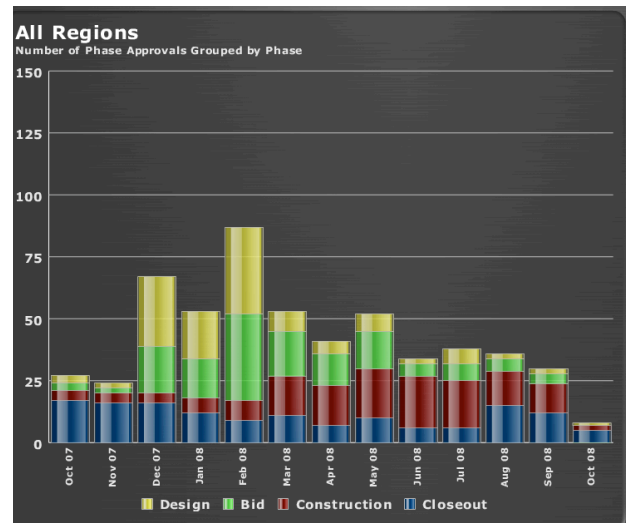
Figure 7.5-8 Number of Phase Approval Per Month- This measures workload for distribution and timing of activities.
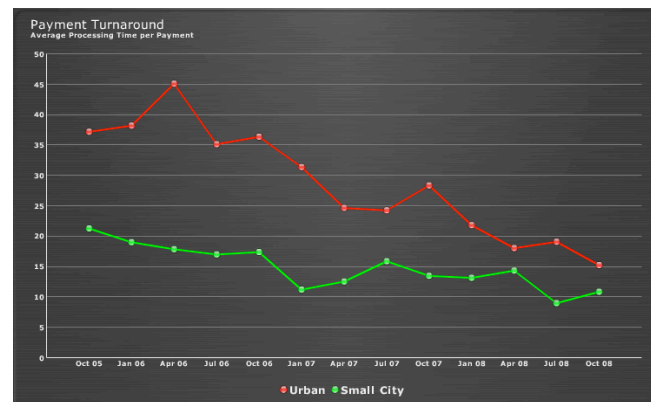
Figure 7.5-9 Payment Turnaround – This measures workload for distribution and timing of payments. This is a key process that is managed and tracked on a regular basis. The chart shows the quarterly payment turn around number of days to pay.
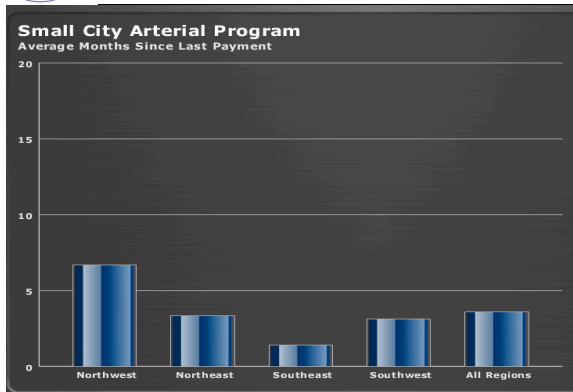
Figure 7.5-10 Average Months Since Last Payment – This operational measure depicts the average number of months agencies take to request payment for TIB grants on active projects. If long spans of time are between billings, problems may be arising.
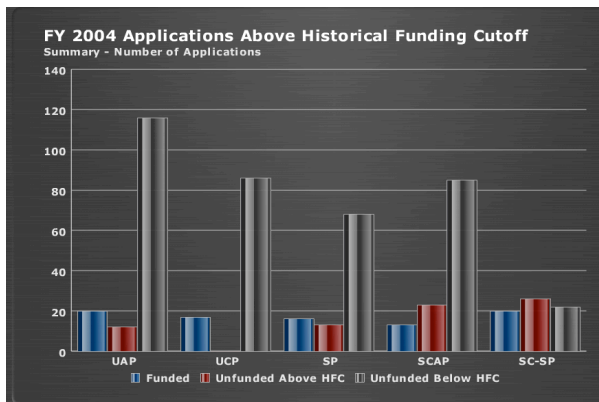

Figure 7.5-11(a) 2004 Applications Above the Historical Funding Cutoff – The historical funding level is a benchmark to use for future funding.
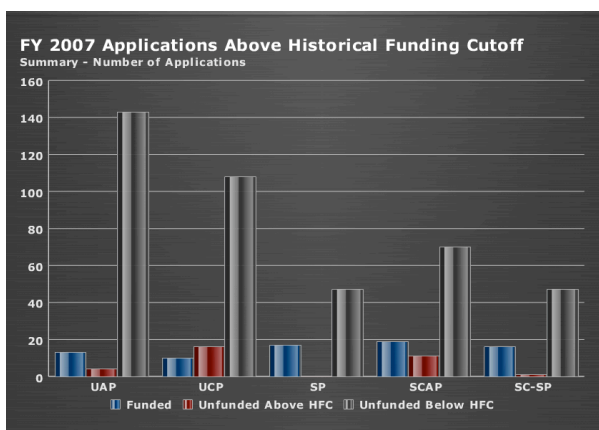

Figure 7.5-11(b) 2007 Applications Above the Historical Funding Cutoff – A comparison between the 2004 and the 2007 funding cutoff shows The number of unfunded projects which are above the historic level has come down

significantly. The number of funded projects is also going down, but at a slower rate.
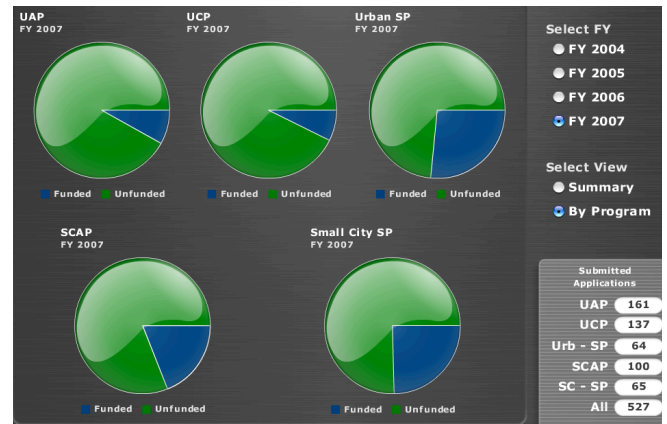

Figure 7.5-12 Funded and Unfunded Projects by Fiscal Year- This graph represents the number of applications that are submitted and reviewed for each program.
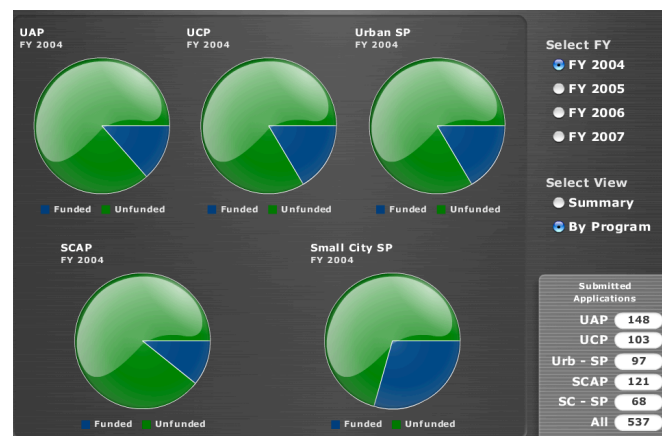

Figure 7.5-13 Funded and Unfunded Projects – Comparison of number of applications submitted can be tracked over many fiscal years. This leads to trend analysis on which customers submit applications and who is funded.

7.6 Leadership and Social Responsibility

The following figures are key governance and senior leadership results included in the strategic plan and outcomes. Ethical behavior, fiscal accountability, and legal accountability.
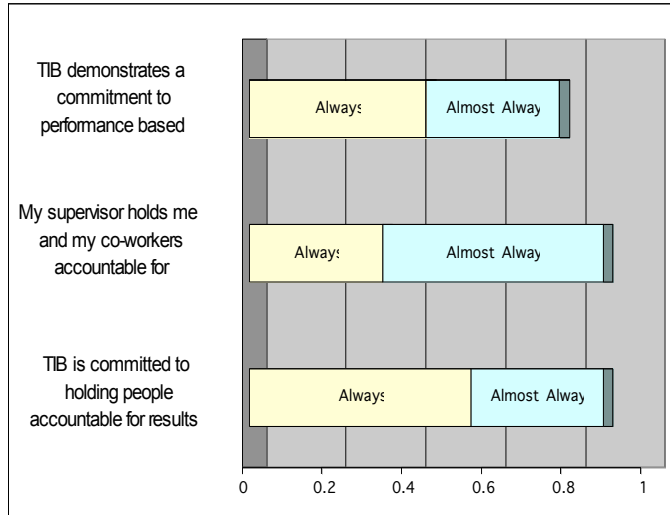

Figure7.6-1 Employee Survey Results – This shows the answer most given for the three questions on leadership.

The State Auditor's Office is responsible for auditing TIB's financial statements on a biennial basis. TIB is responsible for the accuracy and completely of the accounts we administer. TIB has not received an audit finding in the past four audit cycles. Only one management item was noted in the last audit which was rectified by a change in the WAC.

Significant leadership accomplishments include:

Improve and Innovate	• In June 2007, TIB met all performance goals for the first time since setting targets • Completed all mapping of small city streets • Completed field inventory
Manage Projects to Ribbon Cutting	• BNSF Consultations were established for local governments
Catalyst for Project Completion	• Program Stability • Red Towns Initiative
Dollars in the Ground	• CHAP funding retained for small cities

For 2009, leadership activities include:

Contract tracking database
Update Project Tracking system
Refine Accident data collection and reporting
Electronic application for urban customers
Review dashboard updates