

# Effective Communication of Asset Conditions and Needs

Making a Case for Funding

**Daniela Bremmer**

WSDOT: Director, Strategic Assessment Office

**Asset Management Conference**

**Workshop: Setting Targets to Optimize Performance**

April 17, 2012; San Diego, California

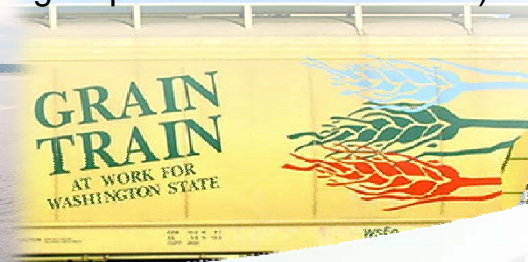


## Washington's transportation system is big, complex and multimodal

Comprehensive system connects roadways, airports, waterways and railways

### On the state-owned system alone:

- **Highways:** 87 million vehicle miles/day (18,500 state highway lane miles)
  - 309 lane miles of the 320 miles funded for HOV systems are in place (Including transit and HOV treatments on arterials and ramps)
  - More than 3,600 bridges and structures
- **Ferries:** 23 million passengers/year (23 ferry vessels, 19 terminals in Washington, and 450 total sailings per day with 900 total sailings)
- **Aviation:** 17 WSDOT-managed airports (138 public-use airports)
- **Passenger rail:** Nearly 850,000 passengers in 2011 (partner in Amtrak Cascades state passenger rail)
- **Freight rail:** 3,600 miles of operated public and private freight railroads move 103 million tons of freight. (2009 data)
  - Grain Train delivers more than 1.6 million tons of grain since 1994, 100 tons per car in 2010. (The Grain Train program runs 118 cars, including 29 added in 2010.)
  - WSDOT owns 326 miles of short-line railroad. (During 2010, shipping on the Palouse-Coulee City rail system increased 20% over 2009 to 8,000 carloads)
- **Transit support**
  - Business and state partnerships in commute programs support more than 810,000 workers statewide (160 million vehicle miles traveled reduced annually)
  - Vanpool program includes more than 2,400 vans (largest public fleet in the nation)



## Our History ...

WSDOT finds a need to tell its own story

WSDOT enhances communications to address concerns



## Reasons that drove WSDOT to an unprecedented level of performance measurement and management

1. Addressing a voter-initiated repeal of the MVET tax, a 30% revenue erosion
2. Blue Ribbon Commission and gubernatorial concerns over departmental inefficiency and lack of accountability
3. Media/talk show preoccupation with the state's "transportation crisis"
4. General distrust of agency and its ability to deliver – the need to tell our story
5. To pave the way for a revenue ask despite these concerns

## Tool: WSDOT's quarterly performance report

The *Gray Notebook* (then called "Measures, Markers and Mileposts") became the agency's face and primary communication brand.



# Our History ...

Why the poor public perception of WSDOT?

Bridging the Gap = Communicating

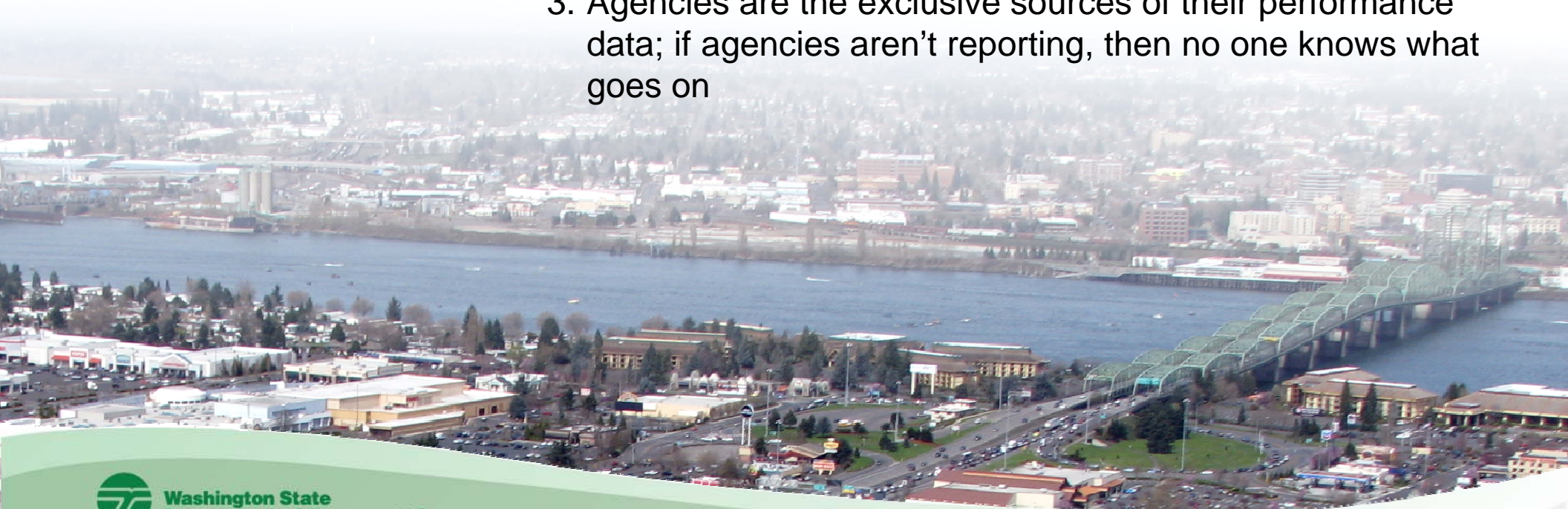
## “Information Asymmetry” created a communications problem

### Information Asymmetry definition:

A state of imbalance between what an *agency knows* about its performance, compared to what the *public knows* about the agency's performance.

### Causes:

1. Ineffective communication from the agency to the citizens
2. Most people get their information from the media
3. Agencies are the exclusive sources of their performance data; if agencies aren't reporting, then no one knows what goes on

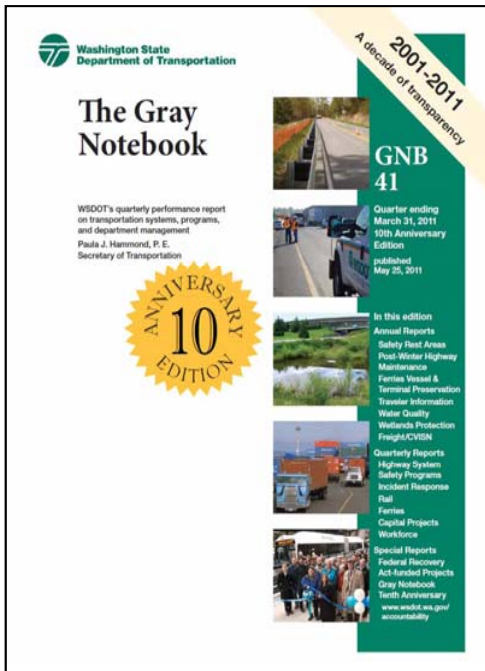




# Our History ...

## WSDOT's Response:

### Communication and Accountability



*The Gray Notebook,  
WSDOT's quarterly  
performance report*

## WSDOT responded to the challenge of bridging this information gap: our brand

### WSDOT's Strategic Approach - *adopted in 2001*

1. Accountability and transparency
2. Comprehensive performance analysis and reporting for all programs
3. Adaptive and dynamic performance measurement to meet changing needs

### Tool: WSDOT's quarterly performance report – *our brand* *The Gray Notebook (GNB)*

### WSDOT's Strategic Plan – *linking the pieces* Commits to transparency and accountability

More than a report, the *Gray Notebook* anchors WSDOT's management philosophy: “*What gets measured, gets managed*” and “*No Surprises Reporting.*”

# Our History ...

## How did WSDOT Craft the *Gray Notebook Brand*

Into a key  
communications  
tool to support  
general revenue  
increases and asset  
management?

“If we could turn back the clock a few decades, we might say that the government program least likely to be caught up in taxpayer backlash would be transportation. After all, this is an area of public spending where we get something tangible for our money. The results can be seen – and used – by those paying for the cost.....”

*Puget Sound Business Journal, May 2002*

## The Accountability $R_x$ : Performance Results + Clear Communication



## Communicate Performance:

### Principles of transparency

*Our goal: “to share the performance of WSDOT’s most complex and diverse programs and projects clearly and concisely in a format that everyone can easily understand and explain to their neighbors....”*

1. Use candor and transparency: “The good, the bad, and the ugly” – no exceptions
2. Use “Plain Talk” – language people can understand
3. Combine quantitative and narrative reporting in Performance Journalism to tell the story
4. Make reports easily accessible to the public and the media
5. Be current and timely





## WSDOT's Performance Management Philosophy for all Programs:

WSDOT pioneered the concept of *Performance Journalism* and it formed the basis for the *Gray Notebook*

## Performance Journalism crafts compelling stories; Performance Management achieves results

1. Communicate clear, relevant and easy-to-understand measures and results using Performance Journalism
2. Demonstrate how programs contribute to priorities
3. Monitor and analyze detailed program data
4. Evaluate effectiveness (Before and After)
5. Hold regular problem-solving sessions
6. Allocate resources based on strategies that work – performance based investment decisions
7. Target and define your key audience
8. Regularly report to governor, legislature, media and public on performance - seek and create opportunities to report

## Tangible Results and Benefits:

Accountability, credibility, and funding

## Enhanced WSDOT credibility and accountability supports positive funding considerations:

### *2003 State Gas Tax Increase*

- Transportation Revenue Package: 5 cents/gallon gas tax increase took effect July 1, 2003 (\$4 billion)

### *2005 State Gas Tax Increase*

- Transportation Revenue Package: 9.5 cents/gallon gas tax increase (phased in over three years) July 1, 2005 (\$7 billion)

### *Nov 2005: 'No' on I-912*

- Through a simple majority vote, Washington State citizens had a choice to eliminate the 9.5 cents gas tax that was passed by the 2005 WA Legislature.
  - 47% voted YES – eliminate the new gas tax
  - 53% voted NO – don't eliminate the new gas tax

### *Nov 2011: 'No' on I-1125*

- Washington State citizens voted 'no' to restrict how tolling revenues are used





## Other System and Asset Benefits

# How does Asset Management benefit from Performance Reporting?

### **Ability to tell your story and report on condition and needs**

1. Informed media
2. Informed officials and decision makers
3. Informed managers and employees

### **Allows for better management of the system and enhanced operations**

1. Squeeze every ounce of productivity out of your existing investments
2. Understand effectiveness of various strategies and investments when applying limited resources

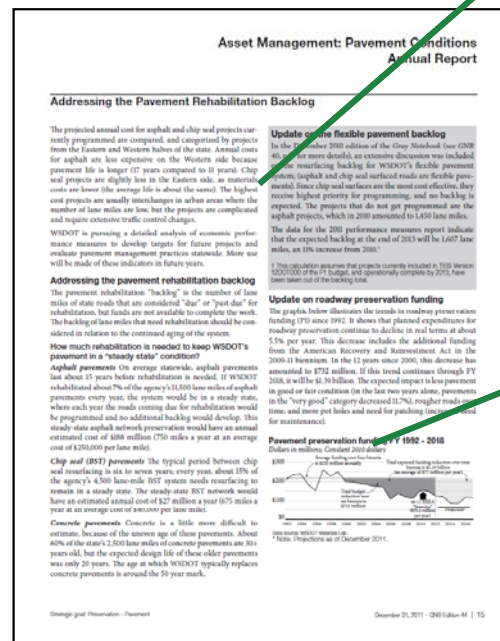




# Telling the story

## Pavement:

Target lowest life-cycle cost



# Communicating the funding crisis, while achieving pavement preservation goals

WSDOT uses graphs and charts to illustrate declining funding:

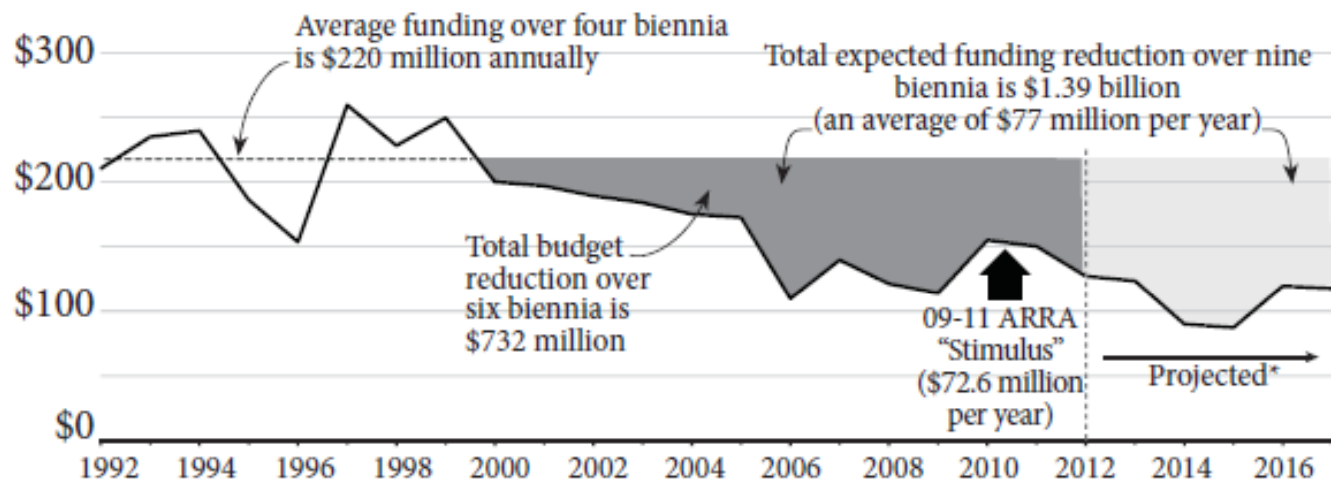
- Maintaining over 20,000 lane miles while funding dropped by \$600 million in 10 years (27% reduction)

WSDOT uses performance management to create efficiencies:

- Target lowest life-cycle cost – WSDOT achieves pavement condition goals amidst funding crisis (next slide)

## Pavement preservation funding FY 1992 - 2018

Dollars in millions; Constant 2010 dollars



Data source: WSDOT Materials Lab.

\*Note: Projections as of December 2011.

# Telling the story

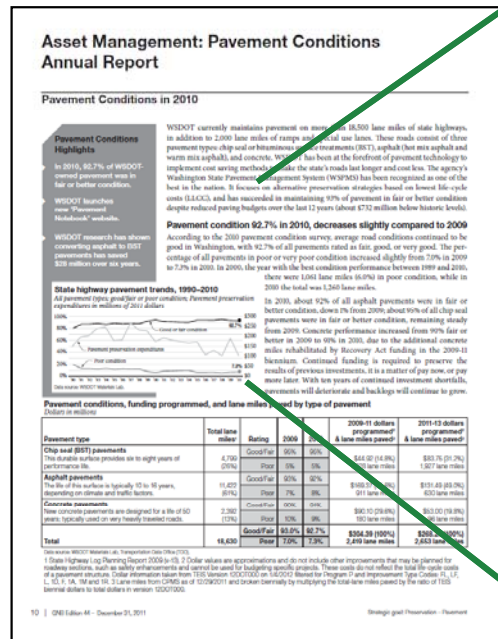
## Pavement:

Innovations to lower costs, preserve life

# WSDOT's pavement technology innovations help offset declining investments

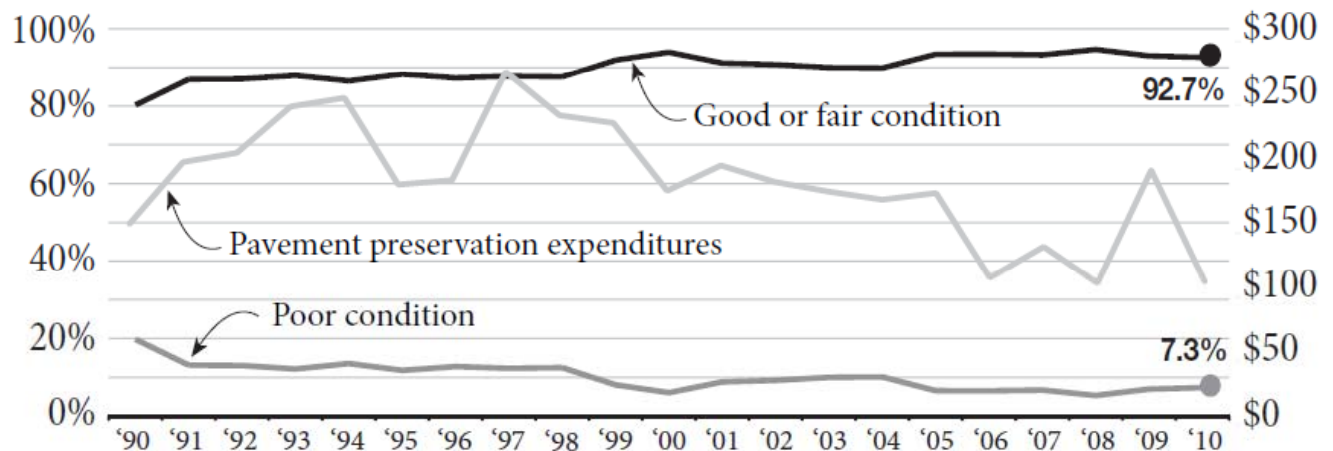
WSDOT uses pavement technology to make the state's roads last longer and cost less. Efficiencies include:

- Dowel bar retrofits on concrete pavements
- Selective panel replacement and diamond grinding on concrete pavements
- Converting higher cost asphalt pavements to lower cost chip seal pavements (\$151 million saved as of December 2011)



## State highway pavement trends, 1990-2010

*All pavement types; good/fair or poor condition; Pavement preservation expenditures in millions of 2011 dollars*



Data source: WSDOT Materials Lab.

# Telling the story

## Ferries:

### Terminal condition; Vessel life-cycle

**Washington State Ferries  
Ferry Vessel & Terminal Preservation**

**Ferry Vessel & Terminal Preservation Highlights**

- 80% of terminal systems have a condition rating of good or fair.
- 72% of vessel systems are operating within five standard life cycles.
- As a result of terminal preservation investments through March 2011, 7.1% of the value of terminal systems need preservation compared to the 2009 baseline objective of 8.8%.
- As a result of vessel preservation investments through March 2011, 33.4% of the value of vessel systems need preservation compared to the 2009 baseline objective of 24.7%.

**WSF structural condition rating categories for terminal systems**

Type of facility or system	# of systems	Good 90-100	Fair 70-89	Poor 50-69	Substandard 0-49	Not rated
Landing aids*	179	55%	22%	12%	11%	0%
Vehicle transfer spans	210	35%	49%	16%	0%	0%
Overhead loading systems	66	62%	30%	8%	0%	0%
Trestle & bulkheads	72	31%	58%	7%	3%	0%
Pavement	77	25%	42%	19%	14%	1%
Buildings	136	45%	54%	1%	0%	1%
Passenger only facilities	15	53%	33%	13%	0%	0%
<b>Total average</b>	<b>755</b>	<b>43%</b>	<b>42%</b>	<b>11%</b>	<b>4%</b>	<b>0%</b>

Data source: WSDOT Ferry System.  
\* Landing aids includes wingwalls and dolphins.

# Preserving Ferries terminal assets

- 85% of terminal systems have a condition rating of fair or better
- Terminal preservation investments result in 7.1% of the value of terminal systems needing preservation, compared to 6.6% target

## Vessel preservation: life-cycle assessment

- WSDOT tracks the life cycle status of vessel systems in terms of how close systems are to the end of standard life cycle
- Low vessel preservation investments resulted in 33.4% of the value of vessel systems needing preservation, compared to the 24.7% target
- Four vessels pulled from service in 2007. Emergency replacement funds needed: Construction of three new vessels within 2009-2011

### Ferries flunk inspection **Seattle Times, December 9, 2007**

They've worked 20 years past their expected life span, were ordered into retirement in 2001 and yet remained active until last month...

By Kyung M. Song  
Seattle Times staff reporter

They've worked 20 years past their expected life span, were ordered into retirement in 2001 and yet remained active until last month despite cracks, holes and pitting.

But the curtain may be close to falling on Washington state's four oldest ferries.

Emergency inspections on two of the 80-year-old Steel Electric-class ferries on Seattle's Harbor Island have uncovered more extensive pitting and corrosion than expected, posing a dilemma for state officials who must now decide whether repairing the vessels would be a wise investment.

Opting to buy new boats could leave the Port Townsend-Keystone route without car-ferry service for two years while the boats are built, said Traci Brewer-Rogstad, deputy executive director of the ferry system.



enlarge  
The 80-year-old Steel Electric-class ferry Quinault will not be returned to service unless the damage to its hull is repaired.

#### Related

- [Lummi Island ferry's red ink may sink discounts](#)
- [Archive | Ferry options would all be costly](#)
- [Archive | Cracks in hulls sideline 4 state ferries](#)



# Telling the story

## Bridges:

Condition rating used to prioritize spending

**Asset Management: Bridge Assessment Annual Report**

**Bridge Condition Ratings**

**Bridge Preservation Highlights**

- For FY 2011, 95% of WSDOT's bridges are in good or fair condition.
- For FY 2011 WSDOT has added deck codes as part of the performance measure used to classify the condition of bridges.
- A full census of the existing 56,283 bridges will begin on July 24 and last four months, to complete the construction of the new bridge.
- The last phase that will complete existing the 56,283 bridges and deck bridge is under way and should be complete in 2013.

**Bridge condition updates 95% of WSDOT bridges in good or fair condition**

WSDOT uses a performance measure which classifies a bridge as good, fair or poor using the National Bridge Inspection Standards (NBIS) bridge superstructure, substructure, and deck codes. Previously, WSDOT only used superstructure and substructure codes for fiscal year (FY) 2011, the deck code was included as part of the performance measure because WSDOT has made improvements in the measurement and consistency of this data and the bridge deck is a primary load-carrying element. Prior to FY 2011, deck area codes were excluded due to data quality issues, which WSDOT has since worked to improve through better tracking.

In order for a deck rating to be classified as "poor," 2% or more of the total bridge deck area must have been temporarily repaired by maintenance crews and/or there is active concrete deterioration. The inclusion of the NBIS deck code in FY 2011 is the main reason the percentage of bridges in the poor condition category increased. Because the criteria WSDOT uses to determine the number of bridges in "Good/Fair/Poor" condition now matches the criteria used by the Federal Highway Administration (FHWA) to classify bridges as structurally deficient (SD), the number of WSDOT bridges rated "poor" is now equal to the number classified as SD.

WSDOT reports on the condition of its bridges to Washington's Office of Financial Management in accordance with reporting standards set by the Governmental Accounting Standards Board (GASB). This measure is consistent with data provided in the Comprehensive Annual Financial Report (CAFR), a detailed presentation of the state's financial condition. The Governor's Government Management Accountability and Performance (GMAP) goal is to maintain 97% of all bridges statewide at a rating of good or satisfactory (fair).

For FY 2011, 95% of WSDOT bridges were in good condition and 9% were in fair condition. In FY 2011, 52 (0.09%) bridges were rated in poor condition. There were 80 bridges (0.14%) classified as poor due to the deck code inspection rating.

Another way to look at the ratings for the bridge network is by deck area versus the number of bridges as shown in the table to the right. Both the number of bridges and the amount and percentage of deck area in "poor" condition has grown since FY 2008.

**Bridges in "Poor" condition, by deck area**

Fiscal Year	Number of bridges	Deck area (sq ft)	Percentage of deck area in "poor" condition
2011	52	4,262,802	0.09%
2010	63	3,871,066	0.14%
2009	76	3,664,892	0.16%
2008	54	2,245,235	0.17%

**Bridge structural condition ratings**

Condition ratings by fiscal year (based on the number of bridges)

Description	2006	2007	2008	2009	2010	2011*
<b>Good</b> A range from no problems to some minor deterioration of structural elements.	88%	88%	88%	89%	90%	86%
<b>Fair</b> All primary structural elements are sound but may have deficiencies such as minor section loss, deterioration, cracking, spalling, or scour.	9%	9%	9%	8%	8%	9%
<b>Poor</b> Advanced deficiencies such as section loss, deterioration, cracking, spalling, scour, or seriously affected primary structural components. Bridges rated in poor condition may have truck weight restrictions.	3%	3%	3%	3%	2%	5%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95%

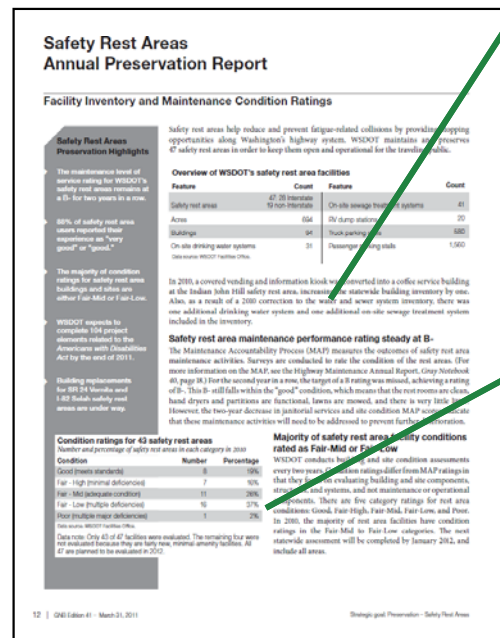
**Percentage of Good + Fair bridges**

	2006	2007	2008	2009	2010	2011*
	97%	97%	97%	97%	98%	95

# Telling the story

## Safety Rest Areas:

Facilities condition and public perception



# Facility condition ratings prioritize replacement

- The majority of condition ratings for safety rest area buildings and sites are either Fair-Mid or Fair-Low
- 88% of safety rest area users who submitted comment cards reported their experience as "very good" or "good"
- Condition ratings used to prioritize facility replacements

## Condition ratings for 43 safety rest areas

*Number and percentage of safety rest areas in each category in 2010*

Condition	Number	Percentage
Good (meets standards)	8	19%
Fair - High (minimal deficiencies)	7	16%
Fair - Mid (adequate condition)	11	26%
Fair - Low (multiple deficiencies)	16	37%
Poor (multiple major deficiencies)	1	2%

Data source: WSDOT Facilities Office.

Data note: Only 43 of 47 facilities were evaluated. The remaining four were not evaluated because they are fairly new, minimal-amenity facilities. All 47 are planned to be evaluated in 2012.

# Telling the story

## Capital Facilities:

Preventive maintenance is planned work

Asset Management: Capital Facilities Annual Report	
<b>Operating Program</b>	
Major upgrade and replacement projects Facility projects range from minor remodels to large scale site acquisition and commercial development. Projects valued at \$20 million or more are typically Regional Complex replacement projects, such as the Olympic Region Headquarters and the Vancouver Light Industrial Replacement project. Projects valued at more than \$5 million are generally large maintenance facility such as the Northwest Region maintenance facility replacement project. Projects under \$5 million are smaller scale, such as replacement of the Heat facility and the Salsburg building. Projects over \$1 million are typically regarded as facility replacement or major upgrade projects involving line item appropriation, they are generally requested separately using OSM pre-design study guidelines. No facility replacement or major upgrade projects are planned for 2011-13.	
<b>Capital facility replacement costs</b> Estimated costs as of June 2010	
Project type	Value
Projects worth less than \$1 million	\$42,296,000
Projects worth between \$1 and \$10 million	\$171,541,000
Projects worth more than \$10 million	\$111,040,000
Operating program addresses facilities maintenance	
Daily operations and maintenance activities help keep WSDOT buildings and structures open for use. Implementation of a coordinated statewide facility maintenance system has allowed WSDOT to benchmark and identify critical equipment and systems, outline required maintenance schedules, and develop predefined levels of service. Elements of this program are used to evaluate, quantify, and provide funding to each region for daily facility maintenance and operational needs. To further refine and prioritize work, WSDOT measured levels of service and developed methods to measure work performance. For example, quarterly preventive maintenance activities achieved are compared to planned activities, allowing WSDOT to better understand completion rates. This data will allow the agency to prioritize future allocation and workforce needs.	
<b>Preventive maintenance</b> Preventive maintenance is regularly scheduled maintenance work necessary to prevent equipment breakdowns and to maintain proper facility and equipment operations.	
Inspection, calibration, adjustment, cleaning, lubrication, and parts replacement are all components of preservation work. The most important aspect of such maintenance is that it is planned work, identifying need, then maintaining and replacing items before a failure occurs. To mitigate equipment failures and manage preventive maintenance, WSDOT uses a Computerized Maintenance Management System (CMMS). Each building system and/or piece of equipment associated with a site or building is inventoried and maintained in the CMMS system with an assigned level of priority or criticality. Assigning a criticality level to systems and equipment helps WSDOT prioritize preventive maintenance activities and assists in communicating which activities are funded. Criticality levels are prioritized by nine categories (see table below). Failure to complete life safety (10) or code compliance (9) activities could jeopardize employee health or safety, while categories 8, 7, and 6 ensure operation of critical systems. Categories 5 and below are not funded within the current budget.	
<b>Preventive Maintenance Criticality Matrix</b>	
Funded criticality	Activities
10 - Life safety	Hazardous building or site conditions that jeopardize life safety of occupants and impacts building occupancy
9 - Code compliance	Mandated compliance with local, state or federal building regulations
8 - Critical systems	Prevention of serious facility deterioration and significantly higher costs if not immediately addressed
7 - Environmental compliance	Mandated compliance with local, state, or federal environmental regulations, which do not impact building occupancy
6 - Primary systems	Required to support primary systems and equipment. Comprises the majority of site and building equipment and systems
<b>Unfunded criticalities and activities</b>	
5 - Secondary systems	Work required to support secondary systems and equipment
4 - Long-term cost effective measures	Energy or functional conservation measures with a rapid return on investment
3 - Non-structural maintenance	Prevents facility component deterioration and/or potential loss of use or affects economies of operation
2 - Appearance	Required to maintain the image of WSDOT facilities

# Planning for preventive maintenance:

Identifying needs, then maintaining and replacing items before a failure occurs.

## Computerized Maintenance Management System

WSDOT inventories each building system in CMMS, and assigns a level of criticality which is used to prioritize investments.

- Life-safety and code compliance (9-10) affect employee health, safety
- Levels 6-8 operate critical systems
- Levels 5 and below are not funded within the current budget
- Emergency repairs are top priority and absorb funding

### Preventative Maintenance Criticality Matrix

Funded criticality	Activities
10 - Life safety	Hazardous building or site conditions that jeopardize life safety of occupants and impacts building occupancy
9 - Code compliance	Mandated compliance with local, state or federal building regulations
8 - Critical systems	Prevention of serious facility deterioration and significantly higher costs if not immediately addressed
7 - Environmental compliance	Mandated compliance with local, state, or federal environmental regulations, which do not impact building occupancy
6 - Primary systems	Required to support primary systems and equipment. Comprises the majority of site and building equipment and systems

### Unfunded criticalities and activities

5 - Secondary systems	Work required to support secondary systems and equipment
4 - Long-term cost effective measures	Energy or functional conservation measures with a rapid return on investment
3 - Non-structural maintenance	Prevents facility component deterioration and/or potential loss of use or affects economies of operation
2 - Appearance	Required to maintain the image of WSDOT facilities

Data source: WSDOT Capital Facilities Office.

# Challenges

- Capital Facilities investment deficit of over \$150 million
- Room for improved communication of asset preservation



# Other Performance Reporting Tools:

Telling the story about WSDOT's asset condition and value

# WSDOT's portfolio of communication tools:

## Folios: 1- to 8-page briefs focused on a single topic

- ARRA, mobility, safety, transportation investments

## Website

- Accountability page for Gray Notebook
- Program web-pages with specific performance reported

Each communication venue helps WSDOT establish good public relationships, with candor and transparency, and to define our processes for performance reporting and decision-making.

### WSDOT and the American Recovery and Reinvestment Act

A look at transportation recovery Act in Washington on its second anniversary

**Recovery Act transparency and accountability**  
This report provides an analysis of how the Washington State Department of Transportation used the injection of federal funding to get people to work preserving and building the state's transportation system.

**Two years into the Recovery Act...**  
This report marks the two year anniversary - February 2008 - of the Recovery Act, and serves as a status update. WSDOT has made in the two years since February 17, 2008, more than 100 highway projects, repairing 825 lane miles and installing or upgrading safety features on highways and installing or upgrading safety features on urban and rural roads. Transit services have expanded and received dozens of new buses. Major roads that would have been closed for years, have opened providing commuters relief on I-5 and I-90. And on the I-5 highway which lanes into Foster Cove. These projects have created or retained jobs. As of 2008, employees have earned more than \$100 million more than 1.8 million labor hours on 200 highway projects. While much has been done, the work is not finished. Continuing to build state's infrastructure projects to replace that were ready to be built, would improve the infrastructure, and would stimulate the economy. Projects that were ready to be built, would improve the infrastructure, and would stimulate the economy. Projects that were ready to be built, would improve the infrastructure, and would stimulate the economy.

### Delivering Safety and Congestion Relief on State Highways: Project Benefits

October 2008  
Paula Hammond, Secretary of Transportation

**Economic Downturn Reduces Travel Demand in the Central Puget Sound**  
Major Puget Sound commute routes see travel times improve as economic conditions worsen. This is an analysis of patterns of travel times and vehicle volumes on freeways in the greater Seattle area during the second half of 2008 and the first two months of 2009. This report complements a previous study published last fall concerning high tolls and increased travel times during the first half of 2008 (please see the September 30, 2008 Gray Notebook, pp. 12-16).

**As of September 30, 2008, WSDOT delivered 167 of 391 projects funded by the 2003 and 2005 gas tax, valued at \$1.8 billion. Another \$1.2 billion are under construction and 47 valued at \$1.2 billion will go to in the next six months. Within the next six months, 60 percent of the 2003 and 2005 gas tax projects, valued at \$6.7 billion, will either be complete or under construction.**

**WSDOT continues to make highway improvements that reduce congestion and make our roadways safer.**  
WSDOT is currently delivering the largest capital construction program in our state's history, including hundreds of projects that improve safety and reduce congestion. We are currently delivering all of the 2003 and 2005 gas tax projects funded by the 2003 and 2005 gas tax.

### Economic Downturn Reduces Travel Demand in the Central Puget Sound

Washington State Department of Transportation

**Travel Trends 2008-2009**  
January-June 2009  
Due in part to high travel times, travel times improved in the Central Puget Sound area during the second half of 2008 and the first two months of 2009. This report complements a previous study published last fall concerning high tolls and increased travel times during the first half of 2008 (please see the September 30, 2008 Gray Notebook, pp. 12-16).

**Travel times improved on 15 of 18 commute routes during the second half of 2008.**  
Overall, travel times for the 18 major commute routes examined in this study were lower for most trips during the July-December 2008 time period. Compared to the same time period in 2007, 15 of the 18 trips had improved travel times, while the other three trips showed little or no change. This distribution is similar to the overall pattern of results from WSDOT's analysis of the first six months of 2008 vs. 2007, where eight of 18 trips had lower travel times and the other 10 trips had small or no change during a period of high fuel prices. However, the second half of the year does show a more pronounced shift toward faster travel times than was seen in the first half of the year.

### Transportation Investment it's a necessity...not an option

37.5 cent per gallon gas tax

**421 projects funded**  
325 delivered  
84% completed or under construction

**5¢ 2003 projects**  
**9.5¢ 2005 projects**

**11¢ Cities and counties**  
**4¢ Debt service**

**State/city/county roadways and highways**  
136,000 lane miles to maintain  
57.191 billion vehicle miles traveled on all roads in 2010

**PUBLIC TRANSPORTATION**  
31 systems, 12 have reduced service  
212 million passenger trips  
4.8 million trips by individuals with special needs

**\$3 billion revenue gap to maintain, preserve and operate the state's highway and ferry system at current levels (2013-2023)**

**11.6% in lost sales tax revenue between 2008 and 2010**  
(Based on 2008 and 2010 sales tax revenue)

### Performance Management and Accountability at WSDOT

January 2010

**Early adopter, sized leader**  
The Washington State Department of Transportation has been recognized as a leader in performance management, reporting, and accountability to improve results and build trust. WSDOT is committed to working with the Legislature to help build a reporting and accountability system to help build a reporting and accountability system to help build a reporting and accountability system.

**Accountability matters - to voters, WSDOT employees, government partners, and stakeholders at every level**  
In 2008, WSDOT initiated a program of regular performance measurement, reporting, and accountability to improve results and build trust. WSDOT is committed to working with the Legislature to help build a reporting and accountability system to help build a reporting and accountability system.

Gas tax  
purchasing  
power declines  
over time

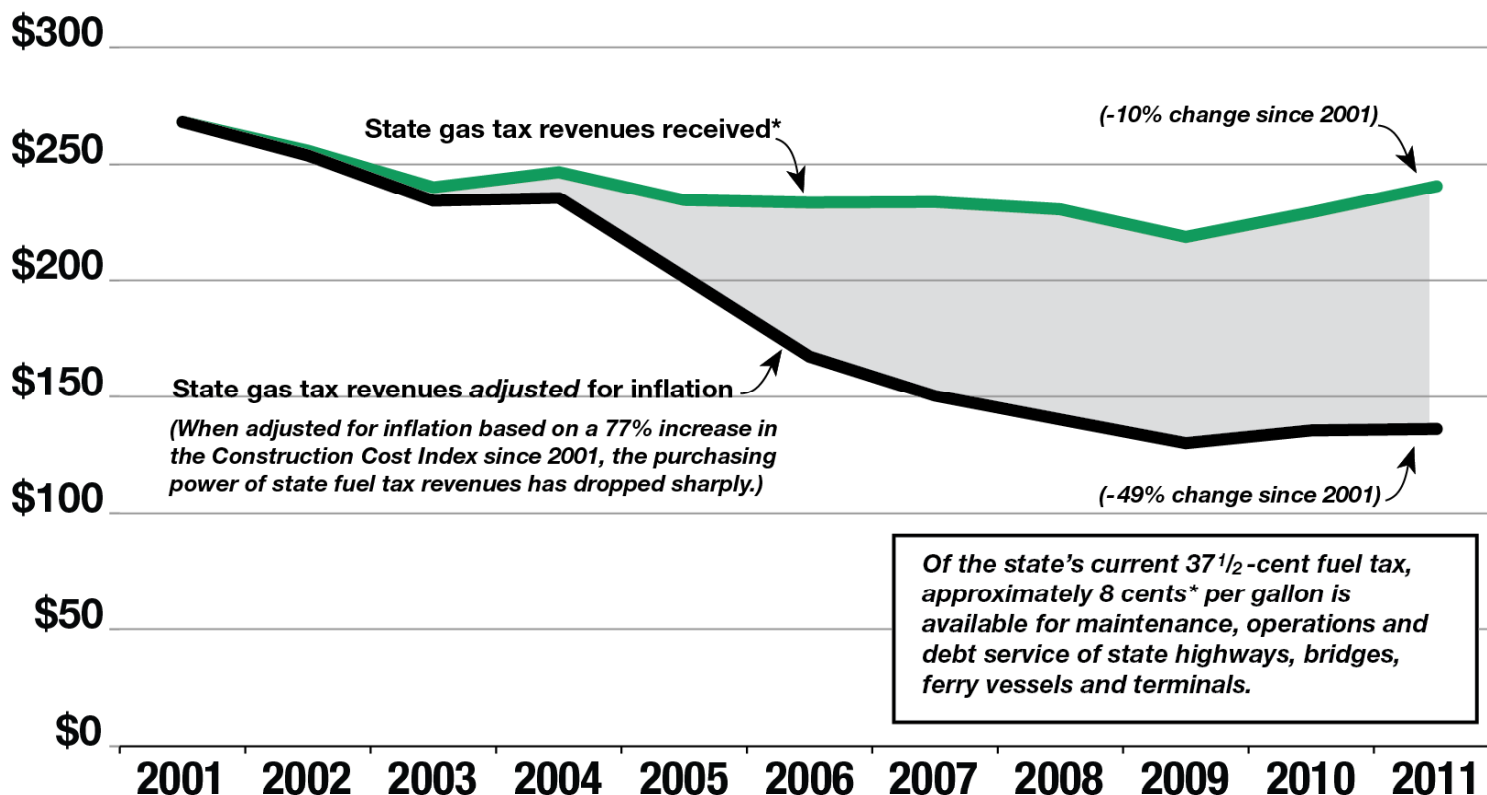
Gas tax not  
indexed to  
inflation

## ...and compelling communication is more important than ever

### Funding crisis

- Revenue significantly under projections
- Inflation increasing cost of maintenance and construction
- Challenge in getting another tax increase

Actual dollars in millions



• Includes maintenance, preservation, safety improvements, and other department operations.

\*\* Less Debt Service.

## Key messages include:

*“Transportation investment is not an option – it is a necessity.”*

## WSDOT redoubling communication efforts

### ***Key Messages from the “State of Transportation” 2012 presentation include:***

- **A strong transportation system is needed for a strong, healthy state**
- **Transportation investments create jobs, spur recovery, create vibrant communities and position businesses for the global economy**
  - Maintaining, preserving and improving Washington’s statewide, multimodal transportation system is vital. It is the foundation that moves goods to market, people to jobs and families to activities
  - Investing in transportation creates living-wage jobs. It builds the infrastructure to support long-term economic growth. It supports the flow of commerce and the health of businesses large and small





## Investing in transportation puts people to work

2003 and 2005 revenue packages supported an average of 10,000 jobs annually

### Key Messages (continued):

- Statewide unemployment drops to 8.3% in January 2012\*
- Private-sector construction jobs have been impacted
  - Laborers: 30% unemployment statewide decrease in employment from the peak
  - Building trades: 40% unemployment statewide decrease in employment from the peak and 35% in the Puget Sound region
- Federal Recovery Act-funded highway projects provided more than \$199.5 million in payroll to workers between March 2009 and January 2012
- 74% of highway program dollars are contracted to the private sector



## Investments deliver benefits – WSDOT delivers results

Projects enhance  
safety, mobility,  
economy and  
environment

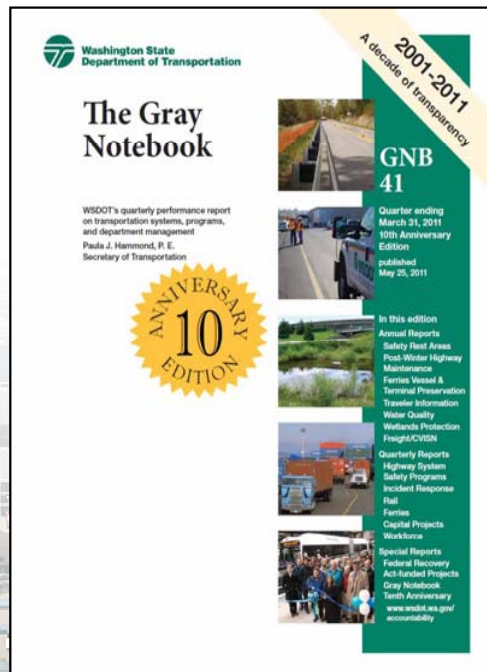
### Key Messages (continued):

- **Safety:** Between 2005 and 2010, annual traffic fatalities declined 29%, resulting in lowest fatality rate in state's recorded history
  - Low-cost improvements: Cable median barrier and centerline rumble strips together reduced serious and fatality collisions up to 48%
  - Washington State Ferries has the best pedestrian safety record in the world\*
- **Highways:** 95% bridges and 93% of pavements are in fair or better condition in 2011
- **State ferry terminals:** 85% are in fair or better condition
- **Mobility:** In 2010, 45 out of 48 HOV lane segments provided better reliability compared to general purpose lanes
- **Travel options:** In 2011, Washington's statewide transit-operated vanpool program added 160 vanpools, for a total of 2,971
- **Environment:** Since 1991, investments have restored 258 fish passages, improving access to 850 lineal miles of habitat



Then & now:

A decade of  
accountability and  
communication



## Then: **Blue Ribbon Commission (2000)**

- Convened to address concerns about government efficiency and accountability
- Response to unfavorable public perceptions of WSDOT
- Focus was on WSDOT's performance and transparency
- Critical need to invest in transportation, but little public trust

## Now: **Connecting Washington Task Force (2012)**

- Collaborative and diverse group focusing on critical transportation needs
- Conversations focused on transportation needs and revenue
- Agency credibility and trust



# Resources:

---

**WSDOT's Accountability Website:** <http://www.wsdot.wa.gov/accountability/>

**WSDOT's quarterly performance report: the *Gray Notebook*:**

<http://www.wsdot.wa.gov/Accountability/GrayNotebook/navigateGNB.htm>

- Safety Rest Areas (GNB 41, p. 12)
- Ferries (GNB 41, p. 18)
- Bridges (GNB 42, p. 8)
- Capital Facilities (GNB 43, p. 10)
- Pavement (GNB 44, p. 10)

**Performance Measurement at WSDOT, four page folio**

[http://www.wsdot.wa.gov/NR/rdonlyres/91089378-E709-49EF-AE42-AE80BC44A91C/0/TRB\\_Performance\\_Folio.pdf](http://www.wsdot.wa.gov/NR/rdonlyres/91089378-E709-49EF-AE42-AE80BC44A91C/0/TRB_Performance_Folio.pdf)

**WSDOT's Strategic Plan:** <http://www.wsdot.wa.gov/Accountability/PerformanceReporting/StrategicPlan.htm>

**Performance Journalism:** [http://www.wsdot.wa.gov/NR/rdonlyres/685F6B37-9082-47DE-81FC-676EE95C5EE9/0/Bridging\\_Gap\\_PJ\\_TRBprintedvsn.pdf](http://www.wsdot.wa.gov/NR/rdonlyres/685F6B37-9082-47DE-81FC-676EE95C5EE9/0/Bridging_Gap_PJ_TRBprintedvsn.pdf)

***Making the Case for Funding: The WSDOT Experience*** (2008, Transportation Research Record)

[http://www.wsdot.wa.gov/NR/rdonlyres/E5D34B36-6662-4464-B4BA-1E858BBD710D/0/2007\\_TRB\\_Making\\_Case\\_Funding.pdf](http://www.wsdot.wa.gov/NR/rdonlyres/E5D34B36-6662-4464-B4BA-1E858BBD710D/0/2007_TRB_Making_Case_Funding.pdf)

**Performance Management and Accountability at WSDOT, four page folio**

[http://www.wsdot.wa.gov/NR/rdonlyres/024555DA-3CAD-4793-8FD9-8BF1CF4A6D07/0/2010\\_WSDOT\\_PerformanceManagement\\_Folio.pdf](http://www.wsdot.wa.gov/NR/rdonlyres/024555DA-3CAD-4793-8FD9-8BF1CF4A6D07/0/2010_WSDOT_PerformanceManagement_Folio.pdf)

---

## Contact Info:

Daniela Bremmer  
Washington State Department of Transportation  
Director, Strategic Assessment Office  
360-705-7953 [Daniela.Bremmer@wsdot.wa.gov](mailto:Daniela.Bremmer@wsdot.wa.gov)