

Moving a DOT to Excellence with Performance Measures

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Organizational Excellence Through Performance Management for State DOTs

June 2, 2015

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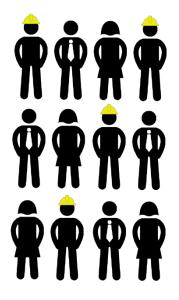
- ✓ RIDOT At a Glance
- ✓ RIDOT's Journey in Performance Management
- ✓ State Performance Management Model (AASHTO)
- ✓ Organizational Performance Management Topics
 - ✓ State and Federal Examples
- ✓ Focus on Performance



- Responsible for providing and maintaining the surface transportation infrastructure that serves the needs of Rhode Island residents and visitors.
 - Highway 3,300 lane miles of roadway
 - Bridges 1,154 bridges
 - Bike Paths 60+ miles of bike and pedestrian paths
 - Mass Transit (Commuter Rail) 5 Train Stations
 - Safety 104,000+ Traffic Devices/25,000+ Catch Basins



Workforce



706 FTE's

- FY 2014 Budget
 - Capital BudgetExpenditures \$260M
 - Highway Operations-\$90M



- Simple You can't control or improve what you can't measure!
- RIDOT Achieve Organizational and System
 Excellence
- State Governor's Initiative for all state agencies
- Federal MAP-21 includes national performance measurements



- 2008 FHWA Sponsored Scan Tour
 - Missouri, North Carolina Best Practices
- 2009 Educational Phase
- 2010 Phase I Research Project
 - University of Rhode Island & RIDOT Team
- 2011 Governor Lincoln Chafee's Initiative
 - Performance Management for all state agencies
- 2012 MAP-21: Establishment of National Goal
 Areas for Performance Management

 2012 (Summer) – Establishment of RIDOT's Office of Performance Management

Primary Functions					
Collecting/Analyzing/Trending	Monthly Reporting (OMB)				
MAP-21 Preparation	TIGER Reporting				
Dashboard	Lean Management				

Notables:

- Only Certified Performance Management Office in Rhode Island government
 - National Center for Public Performance (NCPP) at Rutgers
- Yellow Belt Certification in Lean
- Development of Performance Dashboard





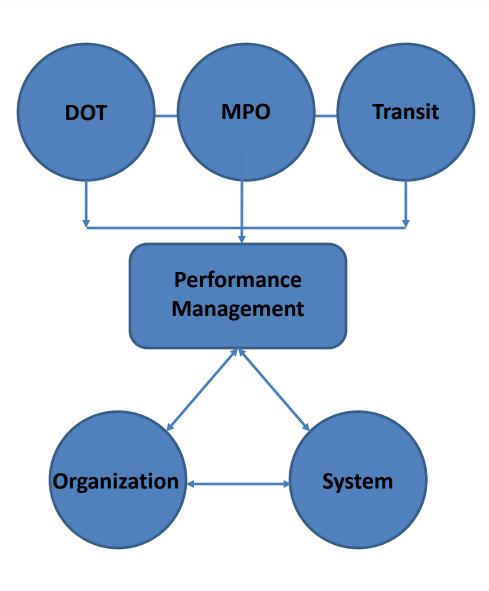
1992: Standing Committee on Quality (SCOQ)



- 2008: Standing Committee on Performance Management (SCOPM)
- Coordinate on Performance Management Issues with:
 - Other AASHTO Committees & Subcommittees
 - AMPO, APTA, FHWA, FTA

SCOPM CHARTER excerpt

The Standing Committee on Performance Management is dedicated to provide State DOTs the expertise and resources to support performance based management and to create a results-driven environment to maximize the performance of both transportation systems and organizations.



AASHTO Standing Committee on Performance Management (SCOPM)

National Agreement: AMPO, APTA, FHWA, FTA

3 Focus Areas:

- ✓ Organizational Management
- ✓ Systems Performance
- ✓ Federal Policy, Regulations, Programs



- 1. Vision
- 2. Mission
- 3. Values
- 4. Guiding Principles
- Organizational Platform
- 6. Business Planning a. Strategic (multi-

year)

- b. Tactical (annual)
- c. Long-range

- 7. Goals (organizational and system)
 - a. Goal Areas
 - b. Goal Statements
 - c. Objectives &Tactics
- 8. Performance Measurements
- Performance Reporting
- 10. Messaging



MISSION/VISION STATEMENTS



- MISSION: To provide the best multi-modal transportation system for Colorado that most effectively and safely moves people, goods, and information
- VISION: To enhance the quality of life and the environment of the citizens of Colorado by creating an integrated transportation system that focuses on safely moving people and goods by offering convenient linkages among modal choices

VALUES



- **1. Dedication** We will provide service around the clock under all circumstances
- **2. Respect** We will treat the public as our valued customer, and treat one another how we would like to be treated
- **3. Innovation** We will improve and integrate transportation services using creative thinking and best available practices and technology, while minimizing disruption to traffic
- **4. Diversity** We will promote an inclusive workforce and a culture that serves employees and customers fairly
- **5. Honesty** We will provide the public accurate information that is understandable and accessible





VALUES

- **1. Public Service** We are committed to the pursuit of professional excellence motivated by serving the public interest and providing high quality products and timely services.
- 2. Integrity Ethics, fairness and honesty define the way we do our work and conduct ourselves. We have the courage to both be innovative and make tough decisions.
- **3. Respect** We value individual diversity and the unique strengths, skills, expertise, and background of our employees. We treat others in a polite and courteous manner.
- **4. Personal Development** Through a wide variety of learning opportunities, we nurture the development and use of leadership, technical and professional skills in all of our employees.
- **5. Collaboration** We maximize our collective talents through teamwork and partnerships based on mutual trust, respect, support, cooperation and communication.
- **6. Family** We support, care about, listen to and respond to employees and their family needs.

ORGANIZATIONAL PLATFORMS

Balanced Scorecard - NHDOT



Baldridge - MoDOT, OHDOT, FHWA





■ ISO 9000 – IDOT, FHWA's EFLHD



Total Quality Management



GUIDING PRINCIPLES

- "NYSDOT Forward Four"
 - Preservation First,
 - System Not Projects,
 - Maximize Return on Investment,
 - Make it Sustainable



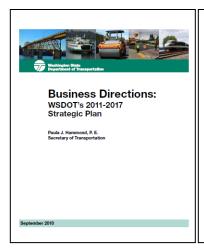




BUSINESS PLANNING

Strategic (multi-year)









Tactical (annual)





Long-range (20- to 50-yr)





GOAL AREAS AND GOAL STATEMENTS

"MAPSS"

- 1. <u>Mobility</u>: Delivering transportation choices that result in efficient trips and no unexpected delays.
- **2.** <u>Accountability</u>: The continuous effort to use public dollars in the most efficient and cost-effective way.
- **3.** <u>Preservation</u>: Protecting, maintaining and operating Wisconsin's transportation system efficiently by making sound investments that preserve and extend the life of our infrastructure, while protecting our natural environment
- **4.** <u>Safety</u>: Moving toward minimizing the number of deaths, injuries and crashes on our roadways.
- **5.** <u>Service</u>: High quality and accurate products and services delivered in a timely fashion by a professional and proactive workforce.



PERFORMANCE MEASUREMENTS AND TARGETS

OF TRAILS

"MAPSS" PERFORMANCE DASHBOARD

Mobility: Delivering transportation choices that result in efficient trips and no unexpected delays.

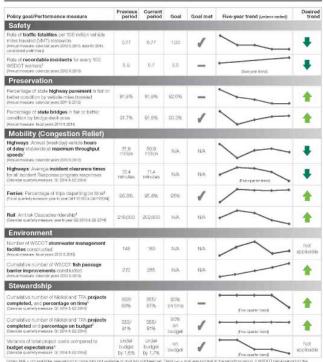
Delay (hours of vehicle delay) Seasonal quarter Winter 2015	Number of hours spent in interstate traffic below posted speed	1,582,128 hrs.	Reduced hours of delay	√	1	Vehicle delay decreased compared to the 2014 winter quarter. This improvement is attributed to a milder winter with below average snowfall (a lower number is better).
Reliability (planning time index) Seasonal quarter Winter 2015	Index based on extreme travel time in a period	1.15	More on time arrival	√	1	Two more corridors had reliable travel time than in the winter 2014 quarter. Drivers in the Milwaukee urban corridor continue to experience the least reliable travel times (a lower number is better).
Transit availability Calendar year 2014	Percent of population served by transit	54.0	75.0		\Leftrightarrow	Economic factors affecting this measure include rate of inflation in relation to funding.
Bicycling conditions on rural highways Calendar year 2014	Percent of rural highway miles with favorable bicycling conditions	State hwys: 67.2; County roads: 90.4	bicycles are		\	While percentage increases are very small, conditions rated as favorable increased by 28 miles on state roads 73 miles on county roads.
Incident response Calendar year 2014	Average time to clear full closures on the interstate	4 hrs. 30 min.	4 hours		1	Three significant incidents lasting over seven hours each pushed the 2014 average clearance time to 4 hours and 30 minutes (a lower number is better).
Winter response State fiscal year 2014	Percent to bare-wet within a specific time period after a storm	59 for 18-hr roads; 66 for 24-hr roads			-	The winter severity index was extremely high. Numerous storms and long periods of cold temperatures made salt much less effective.





PERFORMANCE REPORTING **State and Federal DOT Examples**

WSDOT's Goals. Performance and Trends



Quarter ending December 31, 2013

Lynn Peterson, Secretary of Transportation

highway maintenance condition targets met in 2013 15 fish passage barriers

5.8%

80%

decrease in WSDOT's

Construction Cost Index used to track price changes in construction activities in 2013

PERFORMANCE HIGHLIGHTS

84

pedestrian and bicyclist

from 67 in 2010.

fatalities in 2012, an incre

Consecutive year Washington ha

been named the No. 1 "Bicyc

or better condition in 2012

91.8%

\$343 M

WSDOT's pavement

425,000

accounts in FY2013

rehabilitation backloo

drivers had Good To Go!

\$ 115.2 M

corrected by WSDOT in 2013 to restore access to 66 miles of potential habitat

formal environmental violation notings reneived in 2013.

010

900

The Gray Notebook Lite provides selected highlights from WSDOT's quarterly performance report on transportation systems, programs and department management. To see the full Gray Notebook report. http://wsdot.wa.gov/publications fulltext/araynotebook/Dec13.pdf



for 1 (SME PRINCES - June 20, 2014)

WSDOT's Goals, Performance and Trends



PERFORMANCE REPORTING State and Federal DOT Examples

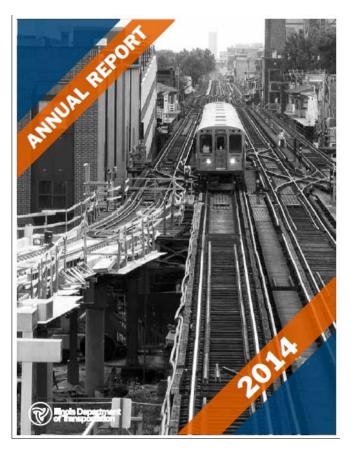




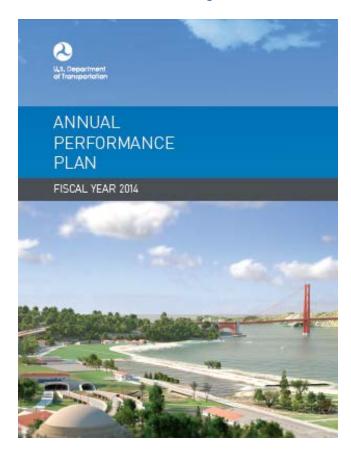
MoDOT's *Tracker* is a tool to assess how well we deliver services and products to our customers. Much like a GPS tracking system, this tool can only show the direction in which the department is headed. We must determine if it is going in the right direction to best serve our customers.



PERFORMANCE REPORTING State and Federal DOT Examples







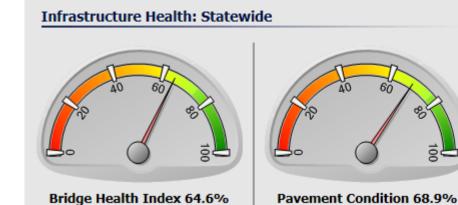


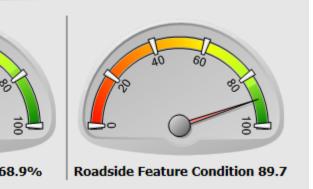


MESSAGING State and Federal DOT Examples











NCDOT

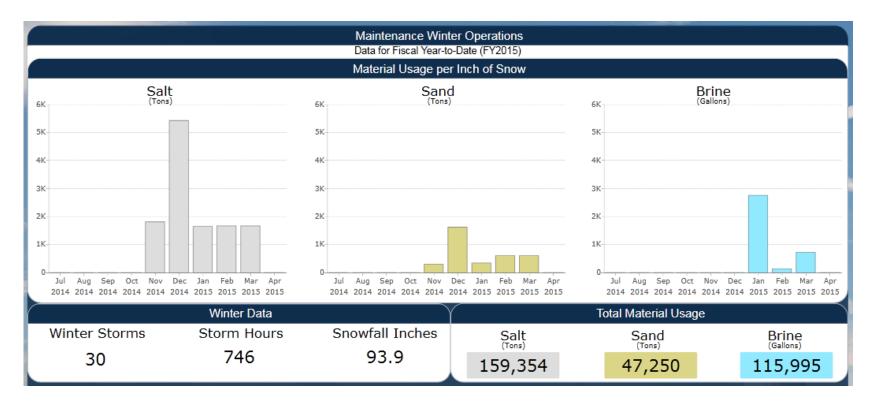
 Over the last five years, RIDOT has spent an average of \$10.4 million on winter maintenance

• 51.6% was for materials, including salt.





 Maintenance Division was an early adopter of Performance Measurements





SALT APPLICATION

The Department is committed to reducing winter costs and alleviating environmental concerns related to the use of salt products to treat roadways during winter storms. RIDOT has retro-fitted a portion of its winter operations fleet to use a closed-loop system to reduce salt usage in winter storms.

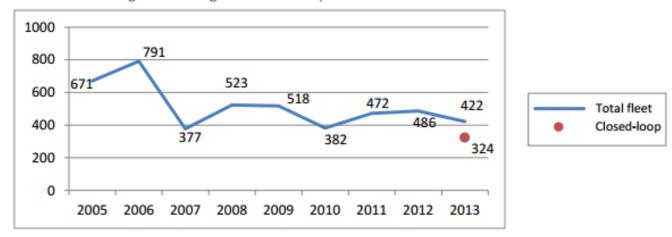


Figure F: Average Pounds of Salt per Lane Mile

Key Points:

- This graph represents average salt usage for all RIDOT and contractor equipment, in pounds per lane-mile. The solid line represents usage for the entire fleet, while the dot illustrates the amount used by fleet equipment equipped with closed-loop systems as of 1/30/2013.
- The Department has reduced roadway salt application by more than 27.0 percent over the last seven years. For additional information about winter maintenance cost reductions, see the Focus on Performance page.



- Tracking through Performance Management allowed us to make the business case for closed loop systems
 - Closed-loop controllers provide more uniform salt and sand application and computerized data tracking
 - These systems achieve a 20-30 percent reduction in material usage compared to conventional spreaders
- To date, RIDOT has installed "closed-loop" systems in 86 of 107 (80.0 percent) state-owned snowplows



- ✓ Performance Management makes sense You can't control or improve what you can't measure!
- ✓ You can achieve both organizational and system excellence through Performance Management
- ✓ A wealth of resources available to the Transportation
 Community on Performance Management
 - ✓ AASHTO, FHWA, TRB, Other States, etc.
- ✓ Don't go at it alone Phone a friend!



- To research and assess training and educational needs of contributing members, develop and deliver training, and facilitate the sharing and retention of performance management best practices.
- 14 partners to date
- State Led/AASHTO Administered
- http://www.pooledfund.org/Details/Solicitation/1394



NEXT STEPS 31

JOIN US!





THE END?



PERFORMANCE MANAGEMENT IS A PROCESS OF CONTINUOUS IMPROVEMENT

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THANK YOU

Ευχαριστώ

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