

SAO's work supports WSDOT's achievement of the 5 state policy goals

The Strategic Assessment Office provides in-depth analysis of dozens of agency activities and programs. The reports produced by SAO are *timely, accurate, cost-effective, and honest*. They provide transparent reporting on agency activities to a diverse constituency.

Safety

SAO analyzes and reports statewide collision and fatalities information. This information is used by WSDOT engineers to make data-driven decisions to deploy the most effective strategies to improve highway safety. Key measures include:

- Traffic Fatalities: Number and rate of traffic fatalities per 100 million vehicle miles traveled.
- Collision Reduction: Percent reductions in injury- and damage-causing collisions following safety improvements.

Preservation

Annual assessments of pavement and bridge conditions are used by agency management and policy-makers to understand and address preservation needs for tens of billions of dollars worth of highway and ferry assets. When national incidents—such as the Minneapolis bridge collapse—occur, SAO ensures that information and analysis of Washington's facilities are readily available. Key measures include:

- State Highway Pavement: Percent of state highway pavement in fair or better condition.
- Bridges: Percent of state bridges in fair or better condition.
- State Highway Maintenance: Percent of targets met for state highway maintenance.
- Ferry Vessels and Terminals: Percent of state ferry terminals in fair or better condition.

Mobility (congestion relief)

SAO leads the agency's congestion working group, which publishes a comprehensive analysis of congestion in the Puget Sound. The State Auditor recognized this analysis and reporting as a 'best practice' among state DOTs. This report assesses whether strategies and projects are having an effect on congestion, determining the magnitude of that effect, and help guide future decisions. Key measures include:

- Travel times on the most-congested state highways.
- Hours of delay on state highways.

- Trip Reliability: Reliable travel times on the most congested highways around Puget Sound.
- Incident Response: Average length to clear major incidents lasting more than 90 minutes on key highway segments.
- Ferries: Percent of trips on time and ridership.
- Passenger Rail: Percent of trips on time and ridership on state-supported Amtrak Cascades.

Environment

SAO works with the agency's Environmental Services Office to develop and publish measures on the agency's environmental stewardship work, as well as progress and challenges in meeting WSDOT's environmental commitment. Information is provided on key issues such as:


- Fish Passage: Number of culverts fixed and miles of stream habitat opened up.
- Stormwater: Number of WSDOT stormwater treatment facilities built.
- Environmental Compliance: Agency compliance with federal and state environmental regulations.

Stewardship

SAO assures that WSDOT's reporting on capital project delivery is comprehensive, accurate, consistent, accessible, and useful to policy-makers and the public. SAO's work covers before-and-after studies on congestion and safety projects, delivery performance, and significant delivery challenges such as rapidly increasing materials costs. This "no surprises" reporting is an important tool in delivering the largest capital construction program in WSDOT's history. Key measures include:

- Capital Project Delivery: Percent of projects funded by the 2003 and 2005 revenue packages completed on time and within budget.
- Achievement of key milestones in project delivery.
- Detailed quarterly analysis of major projects (e.g. Hood Canal Bridge).
- Actual expenditures against estimates.

SAO's rigorous analysis and accurate reporting enable value-for-money decision making

SAO's Coverage	SAO Activities	SAO Products	SAO Added Value
 <p>WSDOT's seven regions, Washington State Ferries, 41 offices & divisions</p> <p>2008 Budget & Policy Highlights \$6 billion annual budget, 71 budget activity measures</p> <p>IT'S YOUR NICKEL. WATCH IT WORK. MAKING EVERY DOLLAR COUNT. 391 Nickel and TPA projects</p> <p>Five Policy Goals Transportation Systems: 18,000 highway lane miles, 3600 bridges, 23 ferry vessels, 20 terminals</p> <p>WSDOT's 7,200 employees</p> <p>Partner state agencies</p> <p>Washington Transportation Plan</p> <p>State Performance Audits</p>	<p>Systems & data analysis</p> <p>Data management</p> <p>Quality control</p> <p>Performance journalism</p> <p>Research</p> <p>Measure development</p> <p>Intra- and inter-agency partnering</p> <p>Performance management training</p> <p>Coordination & efficiency</p>	<p>Decision support</p> <p><i>Gray Notebook</i></p> <p>Strategic Plan / Strategic Implementation Plan</p> <p>Attainment Report</p> <p>Before and After analysis</p> <p>Congestion Report</p> <p>Washington State Quality Award</p> <p>Government, Management, Accountability, & Performance</p> <p>Scholarly and technical papers/publications</p>	<p>Trust</p> <p>Accuracy</p> <p>Timeliness</p> <p>Explanation</p> <p>Relevance</p> <p>Transparency</p> <p>Credibility</p> <p>Consistency</p> <p>Accessibility</p>

Strategic Assessment Office



WSDOT's Strategic Assessment Office provides the following services:

- Leads performance management and reporting,
- Delivers external accountability products, and
- Assesses transportation system results.

SAO implements "no surprises" performance reporting through the Gray Notebook (GNB) and the Governor's "Government Management, Accountability and Performance" (GMAP) report. The office develops and updates WSDOT's strategic plan, as well as OFM's Attainment Report and the Priority of Government (POG) measures. Its analysis supports the agency's achievement of the state's five transportation policy goals, and other initiatives such as enhanced project delivery and climate change. To learn more, visit Accountability on the web at <http://www.wsdot.wa.gov/Accountability>.



Relevance of SAO's work: trust, timeliness, accessibility

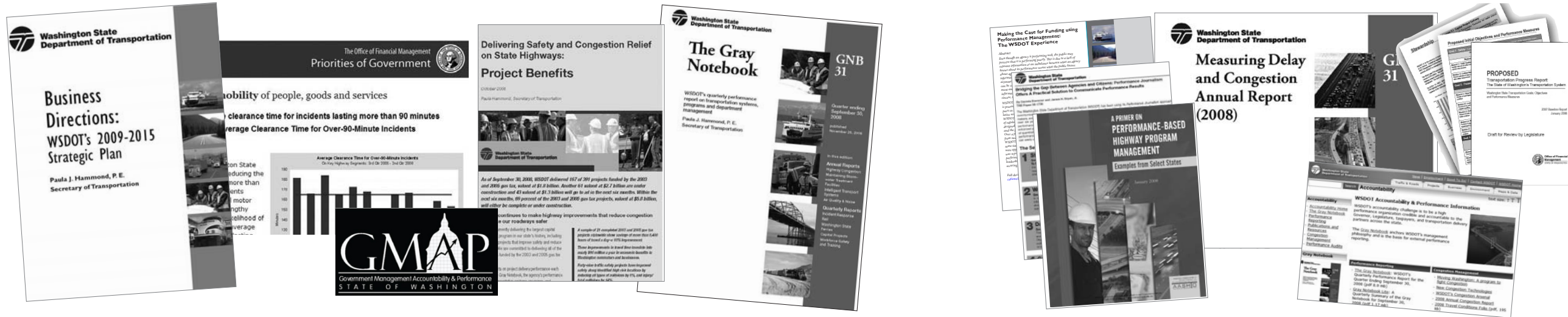
SAO provides strategic direction and management for accountability and system performance assessment agency-wide. The office's work provides decision-makers with reliable, timely, and relevant information upon which to base policy and budget choices, to ensure the most effective use of taxpayers' money. The proven reporting techniques and exacting analysis SAO provides, with the vital assistance of partnering offices throughout WSDOT, will be a valuable asset in the event Congress approves a federal stimulus package. SAO stands ready to provide the detailed and nationally recognized performance reporting that Congress, the Legislature, and the taxpayers will demand.

For more information contact:
Daniela Bremmer, Director, Strategic Assessment Office bremmed@wsdot.wa.gov
WSDOT Strategic Assessment Office
P.O. Box 47374
Olympia, WA 98504-7374
360-705-7955
Accountability website: <http://www.wsdot.wa.gov/Accountability>

Strategic Assessment Office Contributions

Lead Performance Management and Reporting → Deliver External Accountability Products →

Assess Transportation System Results →



The Strategic Assessment Office's work and products support attainment of the Five Statewide Policy Goals for Transportation:

- Safety
- Preservation
- Mobility (Congestion Relief)
- Environment
- Stewardship

To learn more, turn the page...

Responsibilities and Functions

Produce quarterly Gray Notebook report on agency performance for all transportation modes and systems

The *Gray Notebook* (GNB) provides in-depth reviews of agency and transportation system performance. The GNB uses the Performance Journalism approach – using clear, easy-to-understand language, sometimes called ‘Plain Talk’ – to communicate performance results to diverse audiences, including the general public, the media, legislators, the governor, policy-makers, and transportation partners around the world. (RCW 43.17.385)

Analyze and report on capital project delivery

SAO works to assure the accuracy and consistency of project schedule, scope, and budget information reported to policy-makers and the public in the *Gray Notebook's* Beige Pages and GMAP. (RCW 43.88.090 (4))

Communicate and maintain performance information on line

SAO monitors, updates, and keeps current WSDOT's Accountability web pages, including posting on-line new editions of the *Gray Notebook*, *GNB Lite*, subject index, the Strategic Plan, Attainment Report, and Performance Measurement

Library, as well as WSDOT's GMAP pages. SAO also manages a web-based dashboard of WSDOT performance information, and researches and updates the Best Practice Web Library.

Provide agency-wide strategic direction and strategic planning

SAO develops WSDOT's strategic plan, and provides management and strategic direction for agency-wide performance assessment and strategic planning, and related policy and budget development. SAO works with the budget office to integrate the strategic plan with the agency budget, and monitors and updates the strategic plan over the biennium. (RCW 43.88.090 (3); RCW 47.04.280 (Policy Goals); RCW 47.01.071 (5))

Provide program support and technical assistance

SAO provides internal training, technical support, and quality control to help WSDOT programs in matters related to performance measurement and reporting. SAO supports reporting on all transportation modes (Ferries, Public Transportation, CTR, Rail, Freight and Aviation) in their quarterly or annual assessments. (RCW 43.88.090; RCW 43.17.385; DOT Initiative)

Governor's Government Management Accountability & Performance

SAO develops and publishes WSDOT's quarterly Government Management, Accountability and Performance (GMAP) report. SAO coordinates with partners at the Department of Licensing, Washington Traffic Safety Commission, and Washington State Patrol when developing reports. SAO integrates accountability reports on budget, human resources, and audit follow-up into GMAP reports. (RCW 43.17.385; Executive Order 05-02)

Agency responses to performance audits

SAO develops and provides performance information to auditors (JLARC and State Auditor), and helps draft agency responses. (Initiative 900; RCW 46.68.290)

Support for OFM tasks and requirements, including Attainment Report

SAO coordinates with and supports the Office of Financial Management in the following activities:

- Developing and maintaining budget activity level performance measures.
- Monitoring and updating measures, and developing quarterly reports on

Responsibilities and Functions

performance results. SAO also responds to special requests for reports.

- Supporting the annual Priority-of-Government (POG) process and tasks for WSDOT.
- Working with OFM, GMAP, and legislative staff to develop performance reporting agreements, protocols, and reports.
- Supporting OFM during development of the Attainment Report, including data and analysis of system indicators and WSDOT's performance under the five statewide transportation policy goals (see page 4).

(RCW 43.88.090; Required by OFM (Budget Directive); Governor's Directive)

Pursue Research, Best Practice, and Knowledge Management

SAO helps WSDOT keep abreast of state, national, and international best practices. Office staff coordinate with national and international partners on performance measurement and systems analysis; host delegations and special forums; conduct research; write professional papers and articles; and develop and implement enhanced performance measure methodologies and approaches.

Annual Congestion Report

SAO helps develop the metrics and conduct the analysis; then publishes the agency's annual highway system and congestion performance report. The office leads and staffs the agency's Congestion Working Group, monitors various highway system performance measurement studies and activities, and develops agency congestion measurement approaches and management tracking system. (DOT Initiative; Best Practice; GASB; Executive Order 5-2)

Annual Bridge and Pavement Conditions Asset Reports

SAO conducts system analysis for the annual asset management report concerning state-owned bridges and highway pavement. (DOT Initiative; Best Practice; GASB; Executive Order 5-2)

Other Annual Reports

SAO also annually conducts analysis and prepares reports on other WSDOT programs, including aviation, safety rest areas, freight, highway maintenance, environmental compliance, etc. (DOT Initiative; Best Practice; GASB; Executive Order 5-2)

New Initiatives

SAO may develop measures and methods to assess benefits of potential stimulus package projects, and of emerging environmental issues such as climate change.

Washington State Ferries and Terminal Conditions (2009)

SAO will be expanding system analysis and measurement for ferry vessel and terminal conditions and preservation activities.

Highway Safety Program and Highway Construction Projects 'Before and After' Benefits Analysis

The Governor instructed WSDOT to collect 'before and after' data for all Nickel and TPA projects. SAO assists the regions and HQ offices in delivering consistent, accurate, and timely information on completed projects. (RCW 43.88.090 (4))

Washington State Quality Award

SAO leads the agency's applications to WSQA. These applications support evaluations of strategic planning; customer and market focus; measurement, analysis, and knowledge management; workforce focus; process management; and organizational results. By 2010 applications covering the entire agency must be submitted to WSQA. (RCW 43.17.390)