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ID # (assigned by CSG): W-04WATRANSPORTDASHBOARD

Please provide the following information, adding space as necessary:

State: Washington

Assign Program Category (applicant): Government Operations (Use list at end of application)

1. Program Name
   Transportation Improvement Board GMAP Dashboard

2. Administering Agency
   Washington State Transportation Improvement Board

3. Contact Person (Name and Title)
   Stevan Gorcester, Executive Director

4. Address
   P.O. Box 40901, Olympia, Washington 98504-0901

5. Telephone Number
   360-586-1139 or 360-586-1140

6. FAX Number
   360-586-1165

7. E-mail Address
   SteveG@tib.wa.gov

8. Web site Address
   www.tib.wa.gov

9. Please provide a two-sentence description of the program.
   The Transportation Improvement Board is a performance managed organization which uses its business Dashboard for innovative management control and informed decision-making through the use of real-time performance feedback and accountability by communicating results effectively to staff and customers. The Dashboard displays data in a user-friendly format by automatically extracting metrics from the project database and updating performance status every time a dashboard page is opened, without the need for elaborate spreadsheets or “waiting” to run reports.
10. How long has this program been operational (month and year)? Note: the program must be between 9 months and 5 years old on April 2, 2007, to be considered.

The system was fully operational in June 2004.

11. Why was the program created? What problem[s] or issue[s] was it designed to address?

Six years ago, the Transportation Improvement board was running a $35 million deficit and canceling projects due to outdated financial management. The agency, which issues transportation grants to local governments, used paper spreadsheets to adjust over $600 million in commitments. Monthly staff reports to the agency’s board provided only cryptic financial data. At one point, project inventory exceeded today’s performance target by more than 400 projects and payments were delayed up to five months at the end of the 1999-2001 biennium.

Beginning in 2001, new management initiated an obviously urgent course correction and used performance management both to drive financial recovery and to establish transparency. The data from twelve years of project activity represented a unique information warehouse we could mine for useful statistics. Constant use of performance data led progressively to greater automation. In late 2003, we took a major step forward by pursuing development of a performance management dashboard for use by all staff. The TIB GMAP performance management dashboard accesses data from our project database and displays financial, project, and staff performance data in real time.

TIB is an acute example of the importance of performance feedback. The business dashboard has been integral to restoring financial stability to an agency in dire need of a new approach. TIB has corrected its former poor financial condition and eliminated the extensive over-programming. The rich communications value of the system helped avert the likely default on funding commitments to hundreds of local agency street projects.

12. Describe the specific activities and operations of the program in chronological order.

Each June, a call for projects is published for agencies to submit applications for funding of specific projects. Every project is field reviewed and scored based on specific criteria.

From the field review and scoring matrix, the funded projects are transferred into the Project Tracking System. This is an electronic interface so it eliminates re-keying errors that may happen through manual processes. All letters, schedules, and correspondence are managed through the Project Tracking System. This information is kept up to date in the Project Tracking System which feeds the data sets to the Dashboard.

The financial information is retrieved through the Agency Financial Reporting System (AFRS), which is the statewide accounting system all agencies are required to use. The financial information is extracted from this system and input into the financial database.

The Dashboard is the system where the financial and project information merge for the graphical display of the agency’s activities. This allows every employee to be informed of the activities of the agency.

13. Why is the program a new and creative approach or method?

The dashboard is an innovative way to display the public’s investment in a state agency because the public expects a return on investment much like a private company. Time to construct has long been a performance guide for transportation agencies and in the current market where construction costs are increasing at a rate of 30% or higher this past year, it is critical that projects be
completed on time and not miss established performance dates. This project is a creative way to look at the bigger picture for the agency as a whole with the ability to drill down to the individual project level and by dollar amounts. This solution provides our agency with the means to balance short-term, mid-term, and long-term expenditures to current and future revenues. The information that has historically been kept in separate departments is merged, allowing TIB staff and the Board to make calculated decisions with accountability.

TIB projects are funded from a cash flow model, and therefore, the real-time data feedback and strong project control that the development of this program offers is critical to this type of financial model.

The dashboard also measures effectiveness of the programs. Outcome indicators such as length of improvement, accident reduction, and economic impact are displayed in the dashboard. Length of improvements is provided through the Project Tracking System as each project is closed, the LOI is calculated. Data housed in other state agencies has been collected through a data sharing agreement to provide accident reductions by type and economic impact has been researched from public records through county offices.

14. What were the program’s start-up costs? (Provide details about specific purchases for this program, staffing needs and other financial expenditures, as well as existing materials, technology and staff already in place.)

Programming of the system was completed by a single in-house information technology programmer with system costs of about $40,000, distributed as follows:

- Software -- $10,000
- Training on software -- $15,000
- Hardware to host intranet -- $10,000

There was a consulting contract for $4,500 to refine the performance measures and gathering techniques for outcome measures involving economic development.

15. What are the program’s annual operational costs?

Our ongoing costs are approximately $40,000 per year, where other systems cost in the hundreds of thousands of dollars to maintain, and a team of programmers. In addition, the use of RSS feeds (XML or Extensible Markup Language technology) to automatically update performance data between our SQL project tracking system and the Dashboard is highly innovative and an efficient use of our programmer’s time thereby saving the agency money.

16. How is the program funded?

TIB is funded from 3 cents of the gas tax which is approximately $200 million per biennium. Administrative costs account for 1.5% of the amount received, or around $3.0 million per biennium. Since the program is institutionalized in the agency, it is difficult to dissect the funding for the dashboard from other operations of TIB.

17. Did this program require the passage of legislation, executive order or regulations? If YES, please indicate the citation number.

Partially. In 2005, Governor Gregoire signed Executive Order 05-02 mandating performance reporting for all state agencies. GMAP is the resulting program and stands for Government Management, Accountability and Performance. The dashboard was already on-line when the Executive Order was signed.

18. What equipment, technology and software are used to operate and administer this program?
The database that provides most of the information is an SQL database and the dashboard processes updates to most metrics using RSS feeds, similar to news service web subscriptions. Programming of the Dashboard uses Macromedia ColdFusion as a development platform and Crystal Xcelcius for data management. Programming was done on an Apple Mac G5 and the system runs on an Intranet website.

19. To the best of your knowledge, did this program originate in your state? If YES, please indicate the innovator’s name, present address, telephone number and e-mail address.

Business dashboards originated in the private sector, our application of a business dashboard and the innovative use of RSS feeds was developed in our office.

Development of performance metrics and overall direction was led by the Executive Director:

Stevan Gorcester  
Executive Director  
PO Box 40901  
Olympia, WA, 98504  
(360) 586-1140

Software programming and technology innovations were done by:

Gregg Plummer  
Information Technology  
PO Box 40901  
Olympia, WA, 98504  
(360) 586-1140

20. Are you aware of similar programs in other states? If YES, which ones and how does this program differ?

Yes, we are aware of other states that have dashboard technology. Virginia and Washington D.C. have dashboards, but they appear to be less dynamic than this one. Their main goal is “on time/on budget” performance. We are not aware of any agencies using dynamically updated performance information using RSS. Our dashboard gives an up to the minute account of the fund balances, project closeouts, and an inventory of every project by county and city within the State of Washington. This is the only performance dashboard in Washington State government. We are providing technical assistance to various other agencies inside and outside of the State government.

21. Has the program been fully implemented? If NO, what actions remain to be taken?

The program has been fully implemented, but it is evolving. We continue to develop new measures and dashboard modules. Performance management is not a single event, but evolves with the organization so our business Dashboard is in constant change.

22. Briefly evaluate (pro and con) the program’s effectiveness in addressing the defined problem[s] or issue[s]. Provide tangible examples.

Policy Decisions
The dashboard and overall performance management integrates budget and policy decisions. In using the data that is provided in the dashboard, TIB makes decisions on current and new project
starts in future years. This approach mandates a different thinking in government entities. No longer are decisions made on a whim, rather, there is a defined set of criteria that the agency cannot ignore.

**Employee performance**
Employee performance has improved from having the project information out in the open. No longer are the correspondences and paperwork only in the project file or in an “in-box” waiting to be completed. Information is displayed for project progression and transaction processing which are driven by the performance of the employees. There has been an average reduction of 10% in processing time for many of the forms.

**Payment processing**
The dashboard tracks the days between when a project billing is received in the office to when it is paid. For small agencies, any payment beyond 30 days will cause them to pay interest to their contractor which in turn, increases project costs. TIB’s standard is under 30 days for payment turn around. TIB has consistently been at 12 to 14 days to turn around a small agency grant payment. For the urban customers, we have a standard of 60 days for a similar reason. 30 days has been the standard for the last 3 months.

**Trend analysis**
In the past, there has only been anecdotal information about benefits to local economies and businesses. In the past seven years, TIB sponsored projects have increased the assessed valuation for parcels by about 3% higher than normal inflationary rate from data analysis through the dashboard. Time to construct, percentage increase in project costs, and billing trends are also displayed in the dashboard. By having the information to look at from prior periods, the agency is better able to predict revenue levels, peak billing times, and anticipated delays in project construction.

Overall, the main innovation is a smooth running operation with little to no down time. The agency can make informed decisions without having to wait for information. The information is always available.

23. **How has the program grown and/or changed since its inception?**
The public expects results from their investment in public entities. The system is able to organize data into a usable format that tells a story of active management, productivity, and stability. Service measures appropriate for inclusion in the annual report, budget to actual data, response times, and taxes collected are all items that could be included in the Dashboard subject to available data. Database management is a key piece of our active management process.

24. **What limitations or obstacles might other states expect to encounter if they attempt to adopt this program?**
A key limitation that other states should expect is availability of reliable data. Data must be available in an accessible. In TIB’s case, we already had a project database that captured the essential project items. Schedules, project costs, and commitments were available to the agency in paper spreadsheets and in the memory of some of the managers.
2007 Innovations Awards Program
Program Categories and Subcategories

Use these as guidelines to determine the appropriate Program Category for your state’s submission and list that program category on page one of this application. Choose only one.

Infrastructure and Economic Development
- Business/Commerce
- Economic Development
- Transportation

Government Operations
- Administration
- Elections
- Public Information
- Revenue

Health & Human Services
- Aging
- Children & Families
- Health Services
- Housing
- Human Services

Human Resources/Education
- Education
- Labor
- Management
- Personnel
- Training and Development
- Workforce Development

Natural Resources
- Agriculture
- Energy
- Environment
- Environmental Protection
- Natural Resources
- Parks & Recreation
- Water Resources

Public Safety/Corrections
- Corrections
- Courts
- Criminal Justice
- Drugs
- Emergency Management
- Public Safety
Save in .doc or rtf. Return completed application electronically to innovations@csg.org or mail to:

CSG Innovations Awards 2007
The Council of State Governments
2760 Research Park Drive, P.O. Box 11910
Lexington, KY 40578-1910

Contact:

Nancy J. Vickers, National Program Associate
Phone: 859.244.8105
Fax: 859.244.8001 – Attn: Innovations Awards Program
The Council of State Governments
E-mail: nvickers@csg.org

This application is also available at www.csg.org, in the Programs section.

Deadline: April 2, 2007