Department of Transportation Performance Plan

Art Holmes, Director

November 21, 2008

CountyStat

Agenda

- Welcome and Introductions
- DOT At-A-Glance
- Hiring Freeze
- Headline Measures
- Wrap-up

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CountyStat Principles

- Require Data Driven Performance
- Promote Strategic Governance
- Increase Government Transparency
- Foster a Culture of Accountability

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DOT's Contribution to Montgomery Results

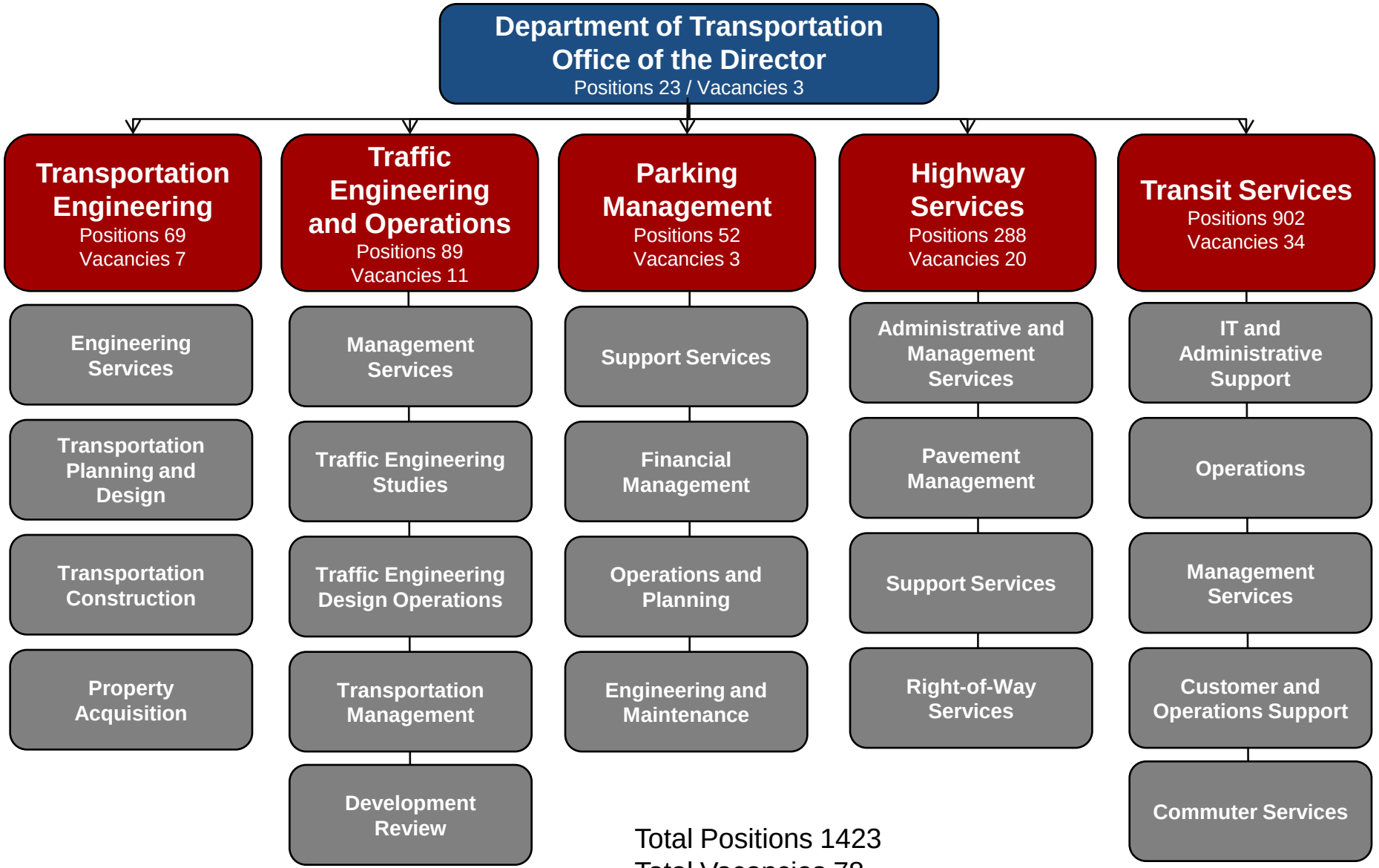
- A Responsive and Accountable County Government
- Affordable Housing in an Inclusive Community
- An Effective and Efficient Transportation Network
- Children Prepared to Live and Learn
- Healthy and Sustainable Communities
- Safe Streets and Secure Neighborhoods
- A Strong and Vibrant Economy
- Vital Living for all of Our Residents

DOT At-A-Glance

What DOT Does and for Whom	How Much
OVERALL The mission of the Department of Transportation (DOT) is to provide an effective and efficient transportation system to ensure the safe and convenient movement of persons and vehicles on County roads; to plan, design, and coordinate development and construction of transportation and pedestrian routes to maintain the County's transportation infrastructure; to operate and maintain the traffic signal system and road network in a safe and efficient manner; and to develop and implement transportation policies to maximize efficient service delivery.	▪ **FY09 Budget:** $190,980,390 (incl. Director's Office) ▪ **FY09 CIP:** 60 projects, $59,178,000 ▪ **Work Years (WY):** 1,235.5 (incl. Director's Office)
Highway Services / Roadway Maintenance Manages the maintenance of all County roads. Operating Budget activities include: resurfacing; patching; shoulder and storm drain maintenance activities. Capital Budget activities include Primary/Arterial and Rural/Residential Resurfacing and Rehabilitation.	▪ $32,634,270 Operating Budget ▪ 17.5% of Department's Operating Budget ▪ $17,600,000 Capital Budget ▪ 223.2 WYs (plus 22.8 CIP WYs)
Traffic Engineering & Operations Proactively identifies and addresses hazardous conditions and responds to residents' concerns about traffic and pedestrian safety on the County's roadways. Manage and operate the transportation system to achieve peak efficiency.	▪ $9,983,170 Operating Budget ▪ 5.3% of Department's Operating Budget ▪ 53.8 WYs (plus 34.3 CIP WYs) ▪ 13 Projects; $15,500,000 (CIP)

DOT At-A-Glance

What DOT Does and for Whom	How Much
Transit Services / Ride On Operates and manages the Ride On bus system, providing service to both transit-dependent residents as well as those who have other transportation options. Regulates taxi service in the County, promotes transportation alternatives to employers and employees in the County, and manages special programs for the elderly and disabled.	▪ $117,381,240 million Operating Budget ▪ 60.6% of the DOT Operating Budget ▪ 871.4 WYs ▪ 372 buses
Transportation Engineering Plans, designs, and constructs the projects included in the Transportation Capital Improvement Programs.	▪ $2,120,690 Operating Budget ▪ 1.1% of the DOT Operating Budget ▪ 12.6 WYs (plus 56.4 CIP WYs) ▪ 57 projects; $ 47,178,000 (CIP)
Parking Management Operates, maintains, and develops the County's Parking Lot Districts under policies and business practices that maximize the effectiveness of available parking supply, while simultaneously enhancing the economic development of specific central business districts and promoting a balanced transportation system.	▪ $25,884,530 FY09 Operating Budget ▪ 13.3% of the DOT Operating Budget ▪ 52.3 WYs (plus 2.8 CIP WYs) ▪ 5 Projects; $8,600,000 (CIP)



Total Positions 1423
Total Vacancies 78

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Hiring Freeze

- **DOT has worked to minimize the impact on its operations**
- **Several administrative and other non-direct service positions will be held vacant to meet Savings Plan targets**
- **Frozen Positions:**
  - Denied Exemption Request: 3 positions
    - MLS II (Director's Office)
    - Administrative Specialist I (Traffic)
    - Executive Administrative Aide
  - Positions frozen by department to meet Savings Plan: 17 positions
    - Engineer III
    - Arborist
    - Work Force Leader
    - Public Service Craftsworkers
    - Administrative Specialist III
    - Transit Supervisors (will be filled from within, resulting vacancies frozen)
    - Compliance Manager (will be filled from within, resulting vacancies frozen)
    - Safety & Training Manager (will be filled from within, resulting vacancies frozen)
    - Sr. IT Specialist
    - IT Specialist III

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Headline Performance Measures
Original

Operations

1. Primary/Arterial Resurfacing: Percentage of Annual Requirement Funded
2. Residential Resurfacing: Percentage of Annual Requirement Funded
3. Backlog of Traffic Studies

Ride-On

1. Passengers Transported (Millions)
2. Complaints per 100,000 Riders
3. Missed Trips per 1,000 Trips
4. Accidents per 100,000 Miles
5. Passengers per Hour of Service

Capital Development

1. Projects Completed Within Three Months of Plan
2. Sidewalk Construction in Linear Feet

DOT has revised its headline measures to more accurately reflect the balance and distribution of its core work functions.

Headline Performance Measures Revised

Highway Services

1. Primary/Arterial Road Quality (Percent Rated Fair or Better)
2. Residential/Rural Road Quality (Percent Rated Fair or Better)

Traffic Engineering & Operations

3. Commute Time *(Under Construction)*
4. Number of Traffic Studies Pending
5. Percent of Traffic Studies Completed within Established Timeframe *(Under Construction)*

Transit Services / Ride-On

6. Passengers Transported per Capita
7. Complaints per 100,000 Riders
8. Scheduled Runs Missed per 1,000 Runs
9. Accidents per 100,000 Miles
10. Customer Service *(Under Construction)*

Transportation Engineering

11. Projects Completed Within Three Months of Plan *(Under Construction)*
12. Projects Completed Within 10% of Cost Estimate *(Under Construction)*

Parking Management

13. Ratio of Expenses to Revenues
14. Customer Service *(Under Construction)*

Comparison of Headline Measures to DOT Functions

	Measure #													
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Highway Services	X	X												
Traffic Engineering & Operations			X	X	X									
Transit Services /Ride-On						X	X	X	X	X				
Transportation Engineering											X	X		
Parking Management													X	X

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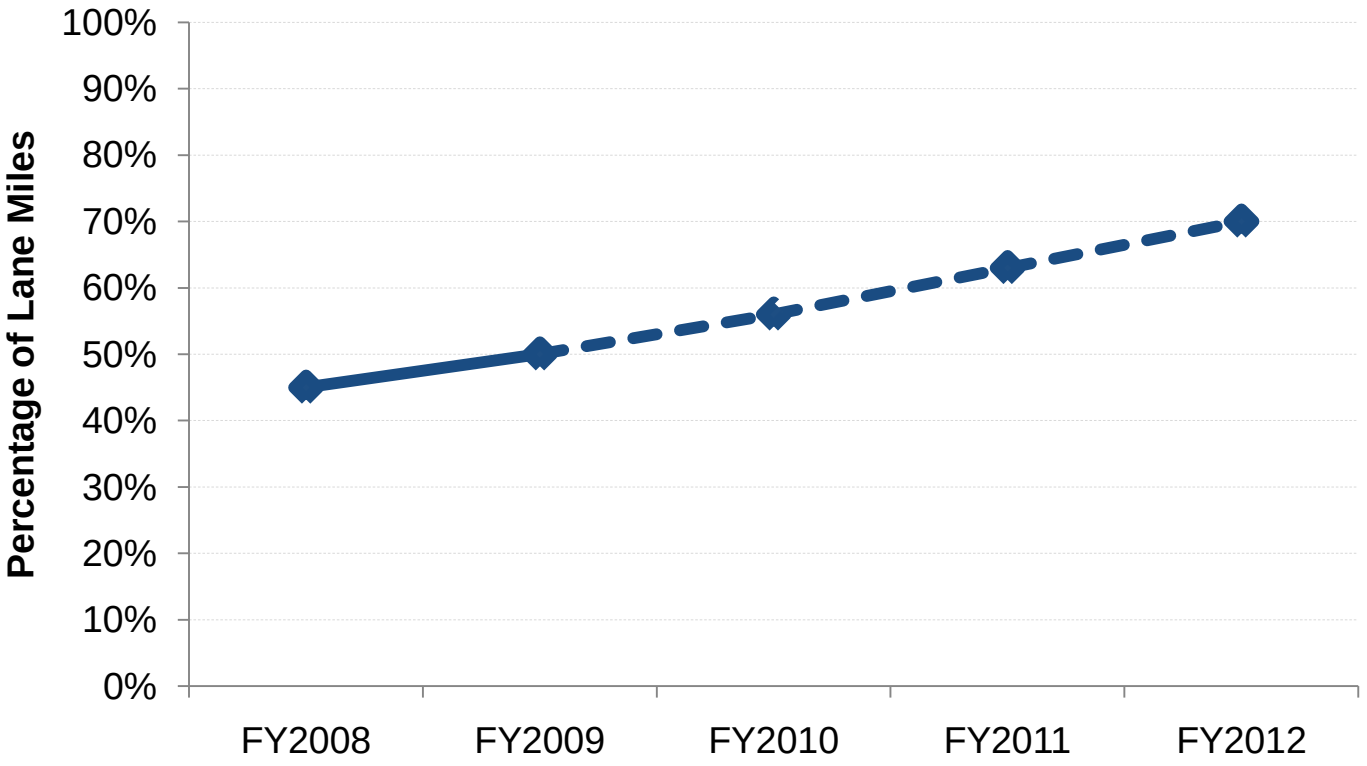
Highway Services – Road Quality Rating System

Road Rating	Maintenance Goal	Description
Tier 1: Very Good & Good	Keep good roads in good condition	▪ Preserve pavement using Crack Seal and Slurry Seal to preclude moisture and extend service life. ▪ 40% of annual requirement funded
Tier 2: Fair & Poor	Restore structural capacity of roads rated as fair and poor	▪ Resurface using Hot Mix Asphalt, including as necessary full depth patching, milling, and overlays from one to two inches. ▪ 25% of annual requirement funded
Tier 3: Very Poor	Rehabilitate roads that have reached the end of their service life	▪ This includes full-depth reconstruction or may include full depth patching, deep milling, and new base and wearing courses. ▪ Annual requirement funded rises from 19% in FY09 to 75 percent in FY11.

Both Highway Service measures are based on data collected using the above quality categories.

Measure 1: Highway Services –

Primary/Arterial Road Quality (Percent Rated Fair or Better)



Percent of primary and arterial roads in the top three of five quality categories. All 874 land-miles of primary and arterial roads will be rated biennially as part of the DOT's Resurfacing Program .

Measure 1: Highway Services –
Primary/Arterial Road Quality (Percent Rated Fair or Better)

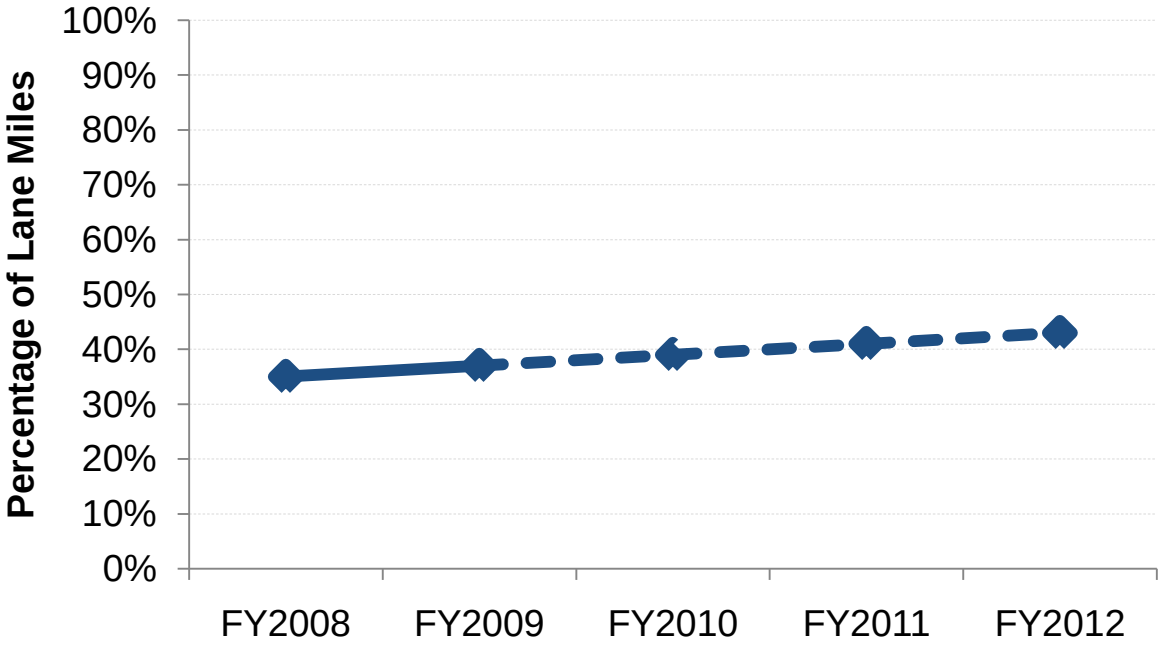
What constitutes good performance for this measure?
- The ability to increase lane mileage rated fair or better by 5% or more

Contributing Factors
- The Primary and Arterial Resurfacing Program has shown funding levels of 60% or better (the highest level of resurfacing funding in all road classifications) since FY05
- All primary and arterial pavements have been recently evaluated, rated, and prioritized as part of a countywide Pavement Management Initiative roadway condition survey
- Use of other resurfacing materials, techniques and processes have been funded to allow for the most effective treatment based on the specific level of roadway pavement distress

Restricting Factors
- Annual funding levels have not been sufficient to maintain the required cycle of primary road resurfacing
- The cost of Hot Mix Asphalt has been volatile over the past year, reducing planned lane mileage outputs.
- Winter freeze/thaw cycles advance pavement deterioration
- Primary Arterial roadway are subject to high levels of de-icing agents thereby exacerbating deterioration

Pavement ratings help prioritize the department's maintenance, rehabilitation, and resurfacing efforts and will help target the worst roads for rehabilitation and repair.

Measure 2: Highway Services –
Rural/Residential Road Quality (Percent Rated Fair or Better)



Percent of rural and residential roads in the top three of five quality categories. All 3,914 land-miles of rural and residential roads will be rated biennially as part of the DOT's Resurfacing Program .

Measure 2: Highway Services –
Rural/Residential Road Quality (Percent Rated Fair or Better)

What constitutes good performance for this measure?

- The ability to increase lane mileage rated fair or better by 2% or more

Contributing Factors

- Prevention of roads rated as “Good Condition” from slipping to fair condition (or worse), by using crack seals and Slurry Seals to preclude moisture and extend service life
- Resurface, using Hot Mix Asphalt, and restore structural capacity for all roads classified in the network analysis as Fair and Poor condition. (provides a 13-15 year lifespan)
- Full-depth ‘bottom up’ reconstruction. Alternatively, based on a detailed analysis and field testing, this approach may include extensive full-depth patching (>35%), deep milling, and new base and wearing courses

Restricting Factors

- Of the 55-percent rated poor or very poor, 370 lane miles require extensive rehabilitation
- Based upon current funding trends, the residential road infrastructure is on a greater than 60 year resurfacing cycle, the industry standard recommends resurfacing every 13-15 years
- The cost of Hot Mix Asphalt has been volatile over the past year, reducing planned lane mileage outputs.
- Currently, 40% percent of annual requirement is being met

Pavement ratings help prioritize and target the worst roads for rehabilitation and repair.

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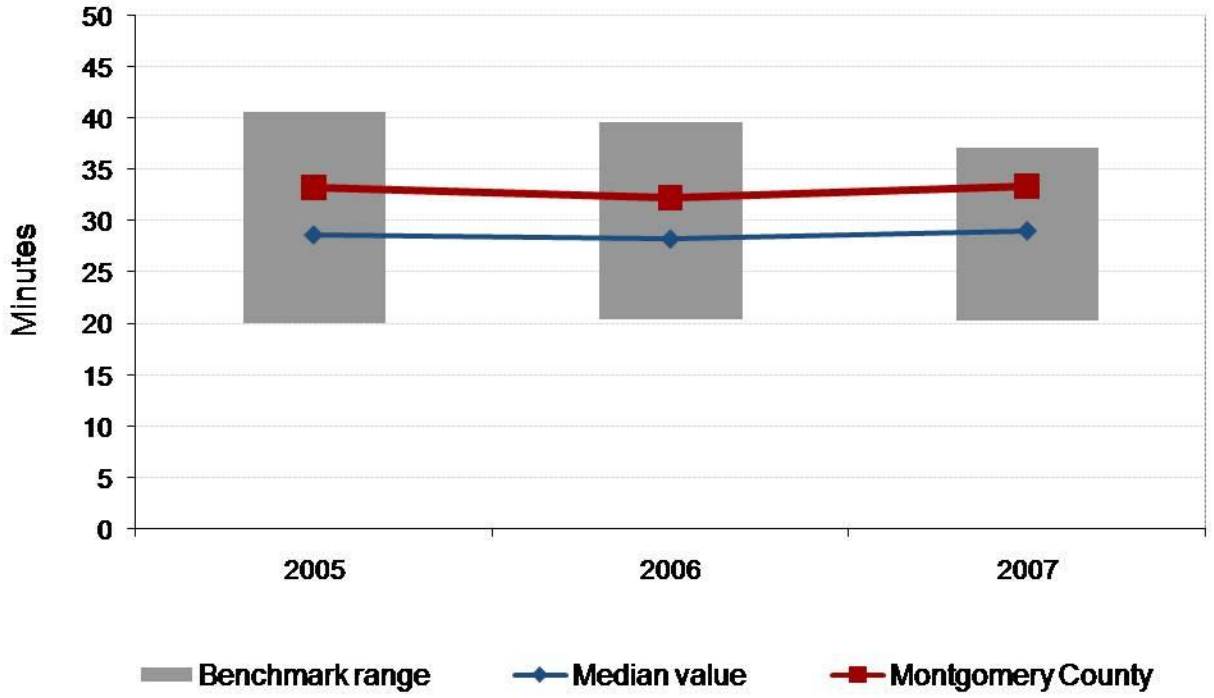
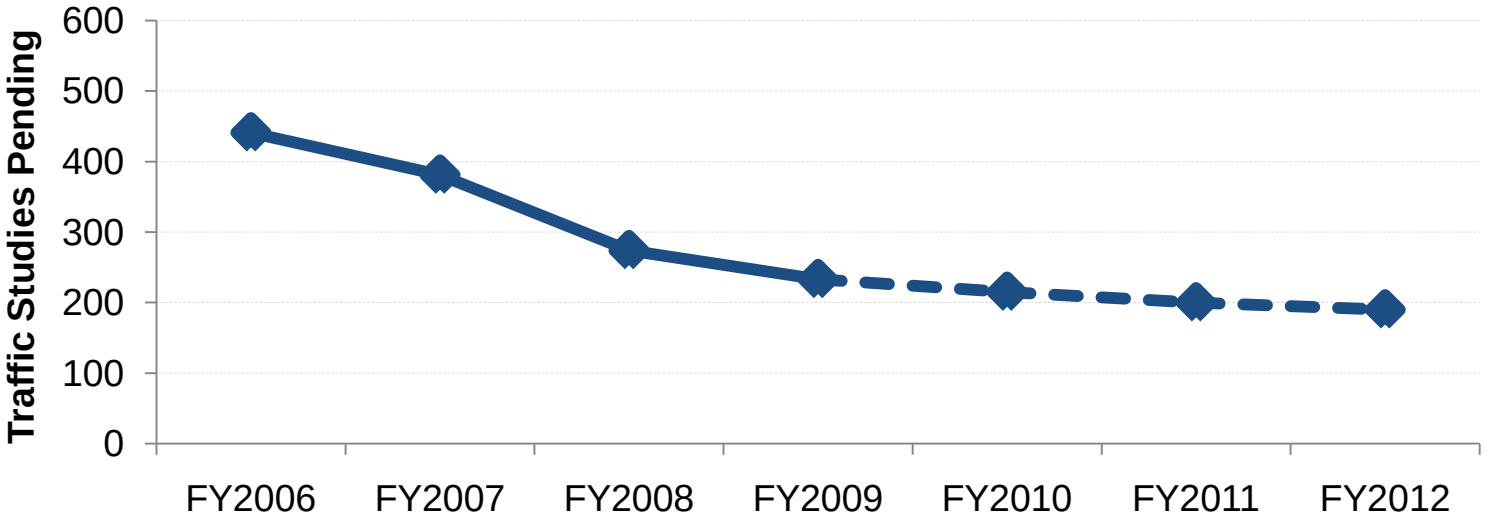
New Measure 3: Traffic Engineering & Operations – Commute Time



CountyStat Recommendation

CountyStat recommends that DOT report on and monitor the indicator-level variable mean travel time to work as reported yearly in by the Census in its American Community Survey

Measure 4: Traffic Engineering & Operations –
Number of Traffic Studies Pending



Note: Traffic studies are used to determine if speed and volume criteria are satisfied for consideration of engineering based counter measures (i.e. traffic calming devices such as speed humps, small traffic circles, etc.

Pending Traffic Studies are the running total of active traffic studies; a study is commissioned when a written request is received by DOT if a similar one has not recently been performed in the area.

Measure 4: Traffic Engineering & Operations –
Number of Traffic Studies Pending

What constitutes good performance for this measure?

- Incoming and completed studies in any year are equal, i.e. approximately 185 studies in progress

Contributing Factors

- Hazardous situations rarely go unnoticed and left unaddressed since system users are concerned about safety of the transportation system, and do not hesitate to contact DOT to report problems
- A variety of resources exist in the industry that are available for use that promote consistency, innovation, and appropriate solutions

Restricting Factors

- Perceived safety problems vs. realized safety problems
  - Residents perceive a problem and insist something must be done, but data, observations and expertise reveal no problem
  - Public is rarely accepting of "No problem found" as a response, and in the process, DOT becomes more reactive than proactive
- Staff vacancies & turnover
  - The market for qualified engineers and technicians makes it difficult to hire and retain staff
  - Key senior staff are eligible for retirement (or very near) and continuity/succession is of concern to division management

Measure 5: Traffic Engineering & Operations –
Percent of Traffic Studies Completed within Established Timeframe

Objective

- To be accountable to resident requests and focus DOT resources effectively

Strategy to implement measure

- **Step 1:** Modify database to capture relevant data
- **Step 2:** Develop categorization system for traffic studies based on complexity or other criteria
- **Step 3**: Establish criteria for a good performance
- **Step 4:** Track and report results

Traffic studies are commissioned when an appropriate written request is received by DOT. DOT will not re-study an issue within two years unless there has been a significant change in traffic operations. A study is considered complete when the final report has been reviewed and approved.

Measure 5: Traffic Engineering & Operations –
Percent of Traffic Studies Completed within Established Timeframe

What constitutes good performance for this measure?

- Percent of traffic studies by category competed within established timeframes

Contributing Factors

- Consultants utilized to work on backlog of simple studies
- Triaging of requests to assign appropriate level of data collection and review to each type of study
- There will be increased use of consultants to now focus on the long range, complex studies
- Area Engineers are cross-trained to conduct all types of studies as opposed to specializing which created back-ups in certain types of studies

Restricting Factors

- Non specificity of resident traffic study requests. There is a growing trend to ask for "comprehensive" studies of traffic patterns in entire neighborhood as opposed to pointing out specific concerns
- The number of study requests per year continues to increase as traffic in the County grows (over 400 requests for studies in FY08)
- Concentration by staff on short range or moderate range studies
- Access restriction studies and traffic calming/speed hump studies are governed by legislation and are resource intensive

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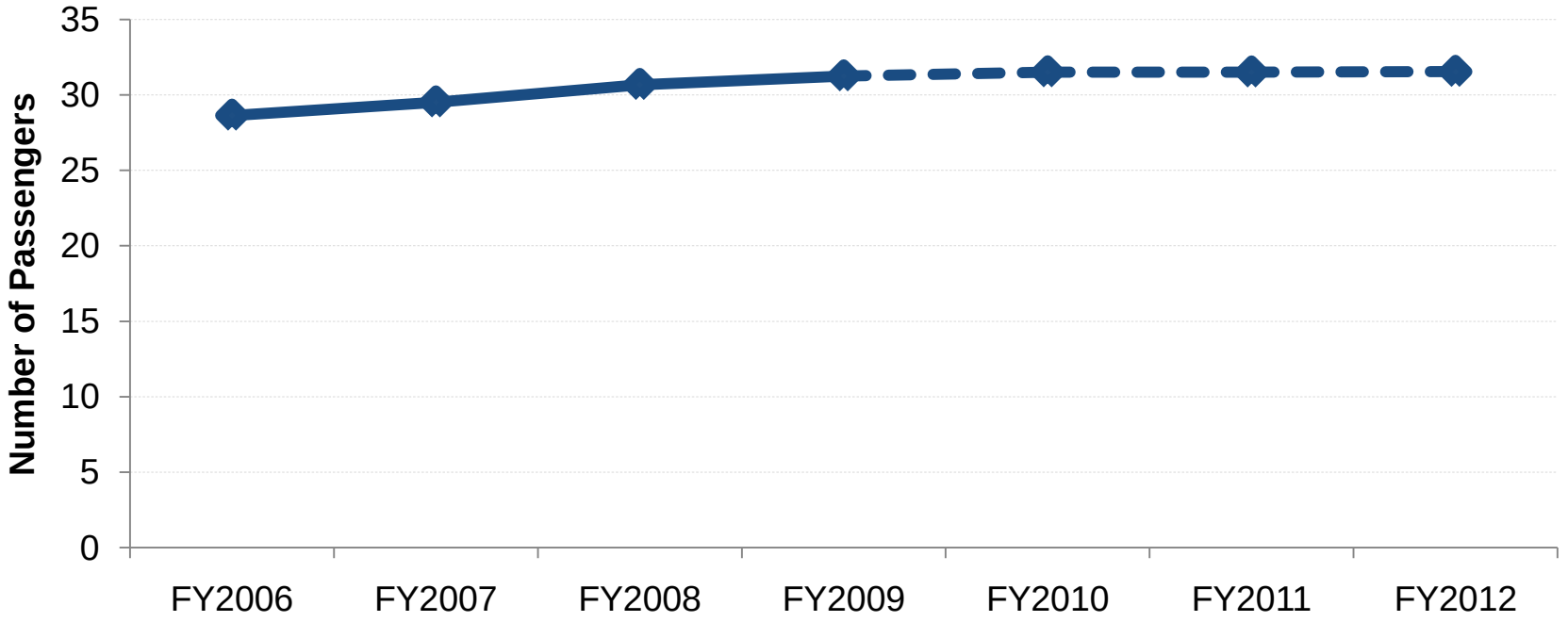
Measure 6: Transit Services / Ride-On –
Passengers Transported per Capita



This measure represents the ratio of the number of passengers boarding a Ride On bus within the fiscal year and the County population.

In FY2008, there were 30.7 passengers transported for each resident in the county.

Measure 6: Transit Services / Ride-On –
Passengers Transported per Capita

What constitutes good performance for this measure?

- Twenty-five passengers per capita, based on data gathered for similar jurisdictions and systems gathered while developing the strategic plan

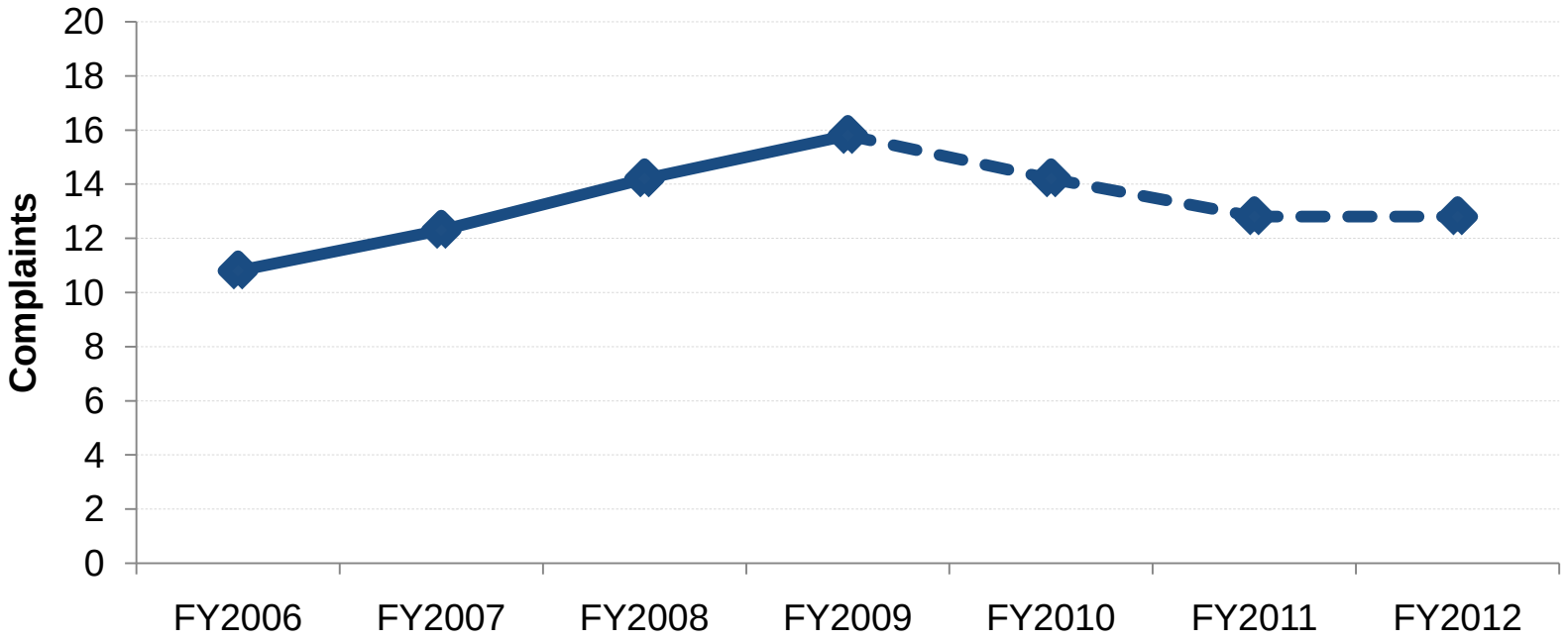
Contributing Factors

- Increased marketing effort makes more residents aware of the convenience of using Ride On
- Improved amenities at bus stops (included in the Bus Stop Improvement CIP) makes using Ride On more convenient and encourage ridership

Restricting Factors

- Lack of facilities: Ride On's depots are at capacity, which limits any service expansion
- WMATA: Their quality of service impacts ridership since we feed the Metro system
- Less use of Metro could result in reduced use of Ride On

Measure 7 : Transit Services / Ride-On –
Complaints per 100,000 Riders



Complaints are reported via DOT's website and called into the Transportation Information Center.

Measure 7 : Transit Services / Ride-On –
Complaints per 100,000 Riders

What constitutes good performance for this measure?

- Twelve complaints per 100,000 riders based on Ride On's historical performance

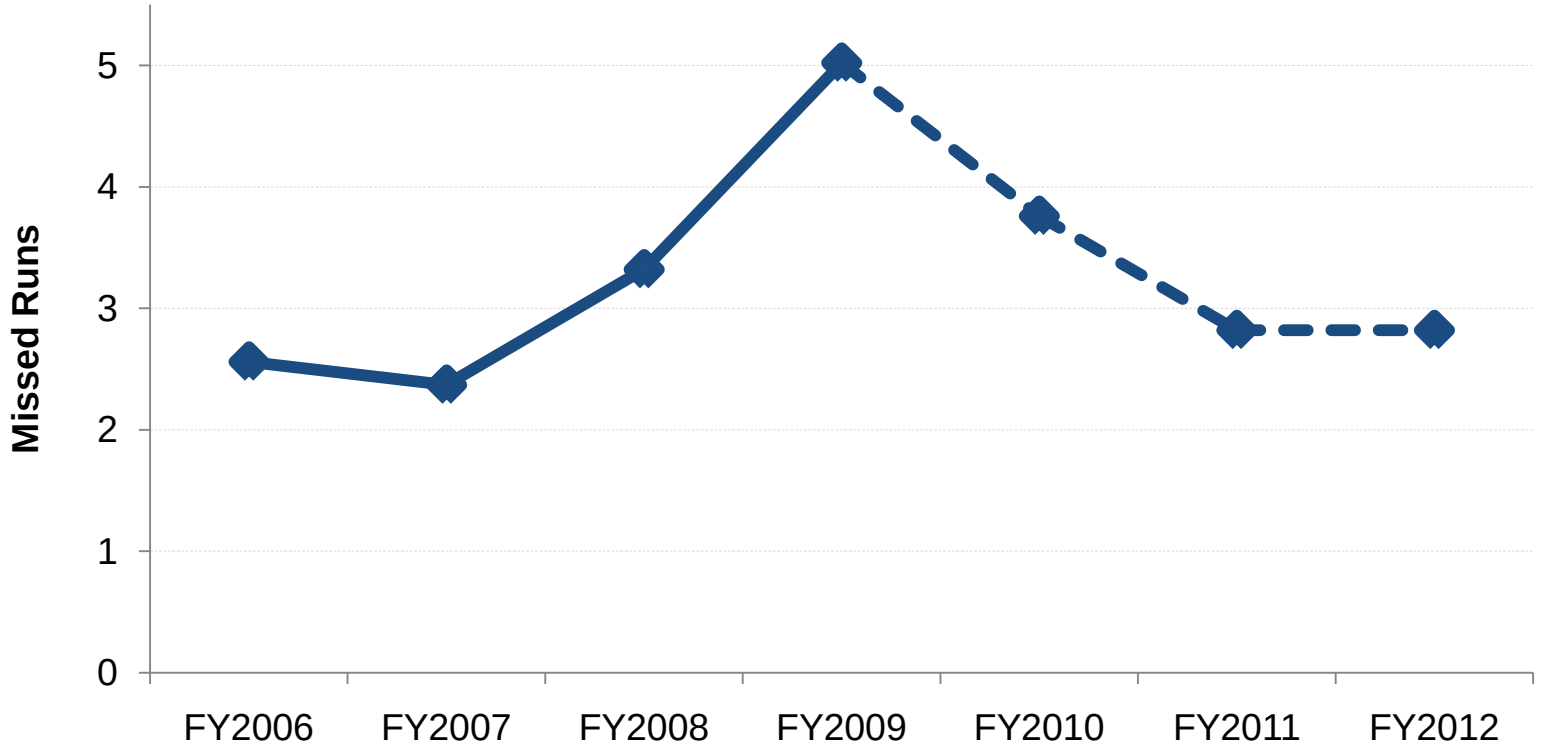
Contributing Factors

- Improved amenities at bus stops (included in the Bus Stop Improvement CIP) makes using Ride On more convenient and encourage ridership
- Implementing a new Computer Aided Dispatch/Automatic Vehicle Location System (CAD/AVL) makes Ride On more reliable

Restricting Factors

- Fleet's ability to provide to Transit 100% of its peak vehicle requirement for Ride On service impacts reliability
- Training funds are necessary to adequately re-train bus operators on customer service at the 5-year mark
- As the County and congestion grows, Ride On's on–time performance will decrease unless additional buses and service are added to the fleet

Measure 8: Transit Services / Ride-On –
Scheduled Runs Missed per 1,000 Runs



A run is a roundtrip circuit of a bus route. A missed run is one in which a bus does not make the circuit in whole or in part, i.e. due to bus shortage, bus malfunction, accident, etc.

Measure 8: Transit Services / Ride-On –
Scheduled Runs Missed per 1,000 Runs

What constitutes good performance for this measure?

- Good performance is 3.5 missed trips per thousand (0.35%)

Contributing Factors

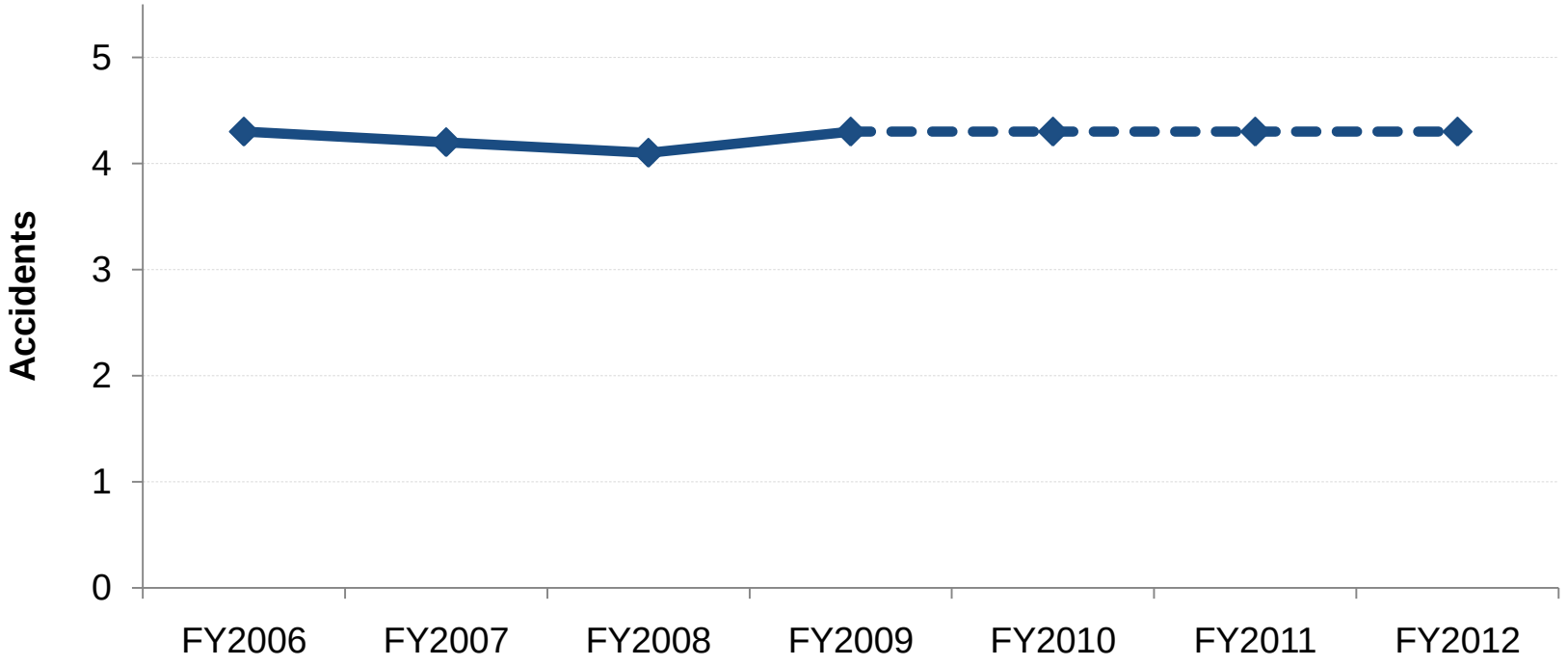
- Maintaining an adequate bus replacement schedule promotes reliability of fleet and convenience of transit to population
- In FY2010, replacement of older buses is expected to decrease the number of runs missed.

Restricting Factors

- Fleet's ability to provide to Transit 100% of its peak vehicle requirement for Ride On service impacts reliability
- Snow, ice, or significant rain reduces reliability
- Capacity of system is constrained in the number of buses it can add to address overcrowded buses and buses not arriving on time

DOT will examine replacing this measure with On Time Performance utilizing its new CAD AVL system scheduled to be completed in the end of FY2009.

Measure 9: Transit Services / Ride-On –
Accidents per 100,000 Miles



This measure reports defines accidents as reported collisions between a bus and a person or object.

Measure 9: Transit Services / Ride-On –
Accidents per 100,000 Miles

What constitutes good performance for this measure?

- 4.3 accidents per 100,000 miles, based on DOT history and other jurisdictions

Contributing Factors

- The Transit Awards Ceremony will help to improve safety and increase morale

Restricting Factors

- Training funds are necessary to adequately re-train bus operators

New Measure 10: Transit Services / Ride-On – Customer Service

CountyStat Recommendations

Develop a strategy for determining customer satisfaction for Ride On customers

Strategy to implement measure

Option 1: Perform a customer survey of Ride On customers

Option 2: Develop a "Secret Shopper" Program

Regardless of option chosen, this measure should include components on: comfortableness, reliability, cleanliness, personal safety, etc.

CountyStat will work with DOT to determine the best course of action in developing a strategy for implementation

In order to give a complete picture of the quality of the County's transit services, DOT's measures should capture quality of services, reliability, and safety.

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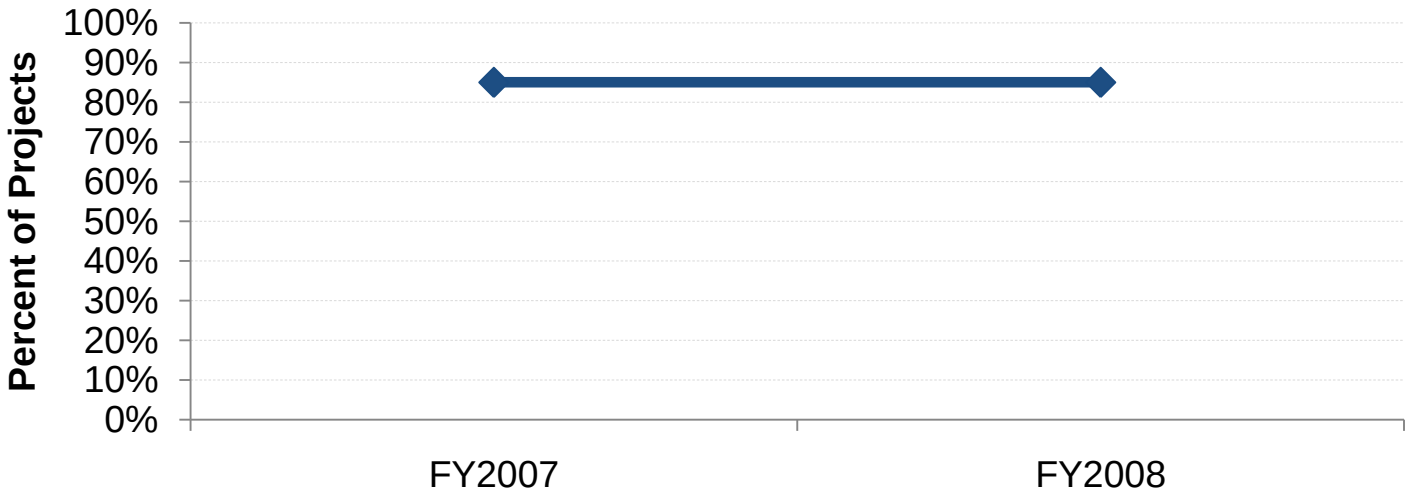
Measure 11: Transportation Engineering –
Projects Completed Within Three Months of Plan

Original Method:

Percent of projects that were completed in each fiscal year that were completed within 3 months of the project timeline given in the *most current* project description form



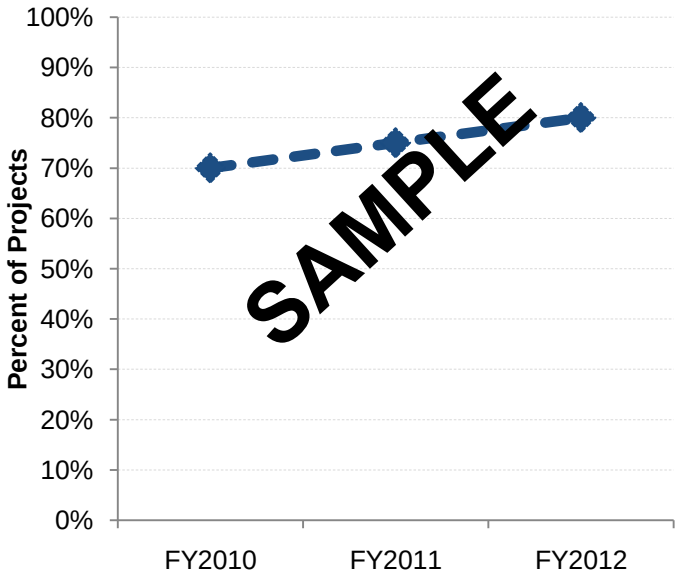
DOT's original methodology did not depict the accuracy of the initial schedule estimate given in the original project description form.

Measure 11: Transportation Engineering –
Projects Completed Within Three Months of Plan

Objective:
Determine the accuracy of DOT's project scheduling and minimize the impact of scheduling changes on the project budget and community expectations

Revised Methodology:
Percent of projects that were completed in each fiscal year that were completed within 3 months of the project timeline given the original project description form

CountyStat Recommendation:
Rather than measure the total project timeline breakdown this timeline by project phases, which will allow this measure to be reported sooner



By comparing a project schedule in its first approved PDF to the project's actual completion date, DOT will be able to determine the true accuracy of a project's initial scheduling estimate.

Measure 11: Transportation Engineering –
Projects Completed Within Three Months of Plan

What constitutes good performance for this measure?

- DOT will analyze their past performance and other similar jurisdictions to determine target

Contributing Factors

- Implemented PrimaVera Project Management software which aids in project scheduling, project budgeting, and helps project managers respond to delaying factors
- The “advance-take” process is a major benefit in obtaining rights-of-way and easements and permits construction of road projects much earlier than the condemnation process
- Utilize a “Whole Team” to develop a culture where we are all partners in the completion of the project. As such, construction staff cross Sectional boundaries to assist design staff, and vice-versa, when appropriate

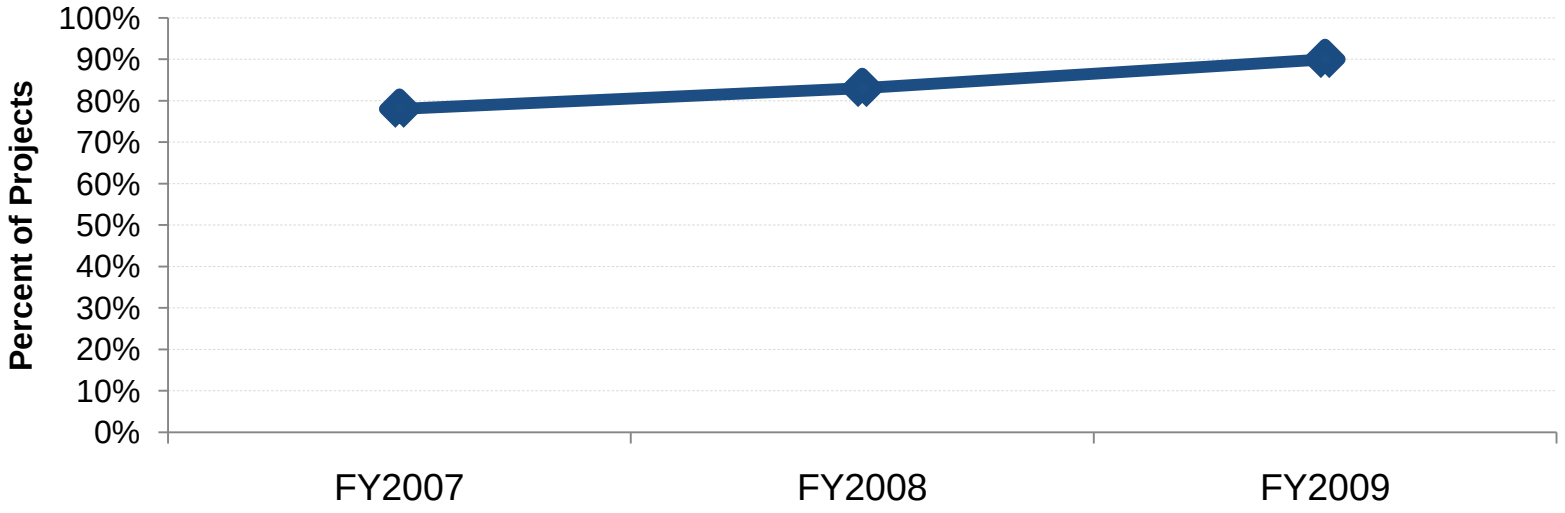
Restricting Factors

- New regulations frequently insert obstacles to design of projects. For example Road Code revisions which will require changes to design of the Goshen Road project
- The participants that impact a project schedule include: Park and Planning, Verizon, PEPCO, WSSC, Washington Gas, Maryland Department of the Environment, and the Corps of Engineers

Measure 12: Transportation Engineering –
Projects Completed Within 10% of Cost Estimate

Original Method:

Cost estimate accuracy is determined by comparing the engineers estimate prepared at final design versus that of the construction bid. The current practice is to accept bids that are within 10% of the engineers estimate



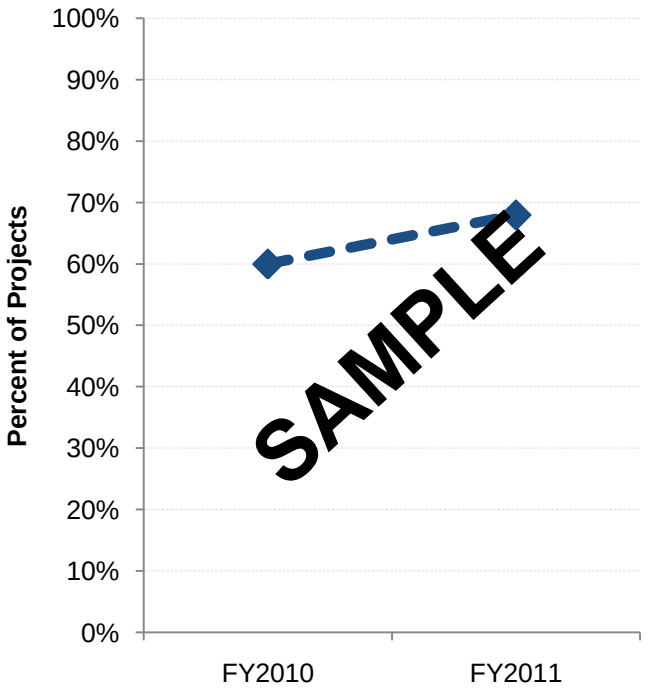
Using DOT's original methodology for determining cost estimate accuracy, a true assessment of estimating precision is consistently overstated.

Measure 12: Transportation Engineering –
Projects Completed Within 10% of Cost Estimate

Objective:
Minimize inaccuracies in cost estimates and impact on future budgets and community expectations

Revised Method:
A project's cost estimating accuracy will be judged based on a comparison of what was entered in the original project description form and the actual cost at project completion

CountyStat Recommendation:
Rather than measure the total project cost estimate accuracy, breakdown these costs by cost elements, which will allow this measure to be reported sooner



By comparing the costs reported in a project's first approved PDF (based on 30% design completion) to actual costs at completion, DOT's revised methodology allows for a determination of the true accuracy of a project's initial cost estimate.

Measure 12: Transportation Engineering –
Projects Completed Within 10% of Cost Estimate

What constitutes good performance for this measure?

- DOT will analyze its past performance and other similar jurisdictions to determine target

Contributing Factors

- Implemented PrimaVera Project Management software which aids in project scheduling, project budgeting, and helps project managers respond to delaying factors

Restricting Factors

- The CIP to include 5.6 percent escalation per year to the mid-point of construction. Oil and commodity prices, key components in the escalation of construction costs, may exceed this escalation rate
- New regulations frequently insert obstacles to design of projects.
  - Reforestation, as well as, the Clean Water Task Force recommendations to Council will impact the cost of road and other transportation projects

DOT has been collecting data since FY08, but a typical project has a 3-5 year timeframe; data for this measure may not be available until FY2011.

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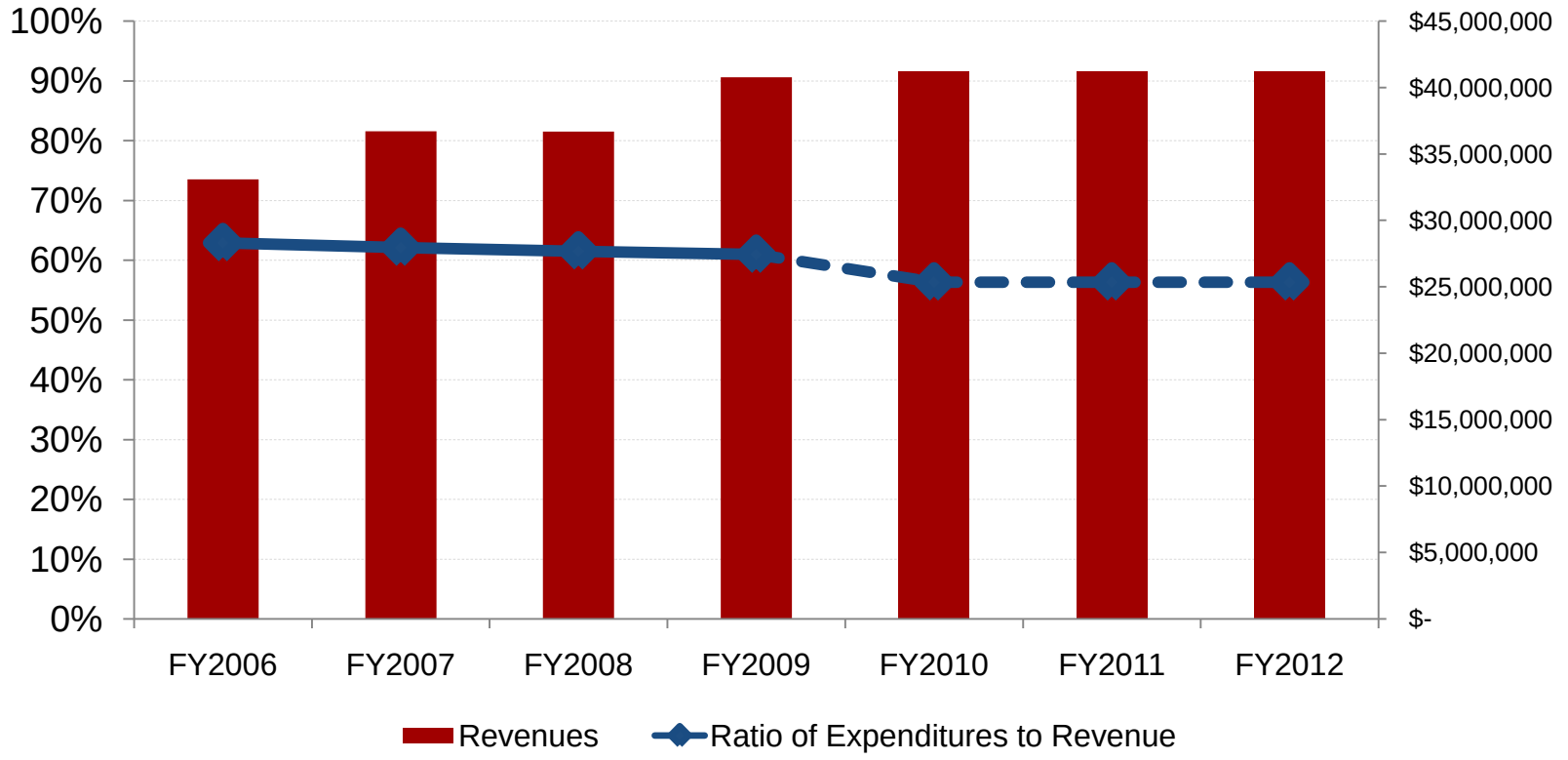
Measure 13: Parking Management –
Ratio of Expenditures to Revenues



Ratio of the expenditures for operating the Parking Lot Districts (i.e. maintenance) to the revenues collected as fees and fines.

Measure 13: Parking Management –
Ratio of Expenditures to Revenues

What constitutes good performance for this measure?

- To maintain or improve the current ratio against cost pressures.

Contributing Factors

- The mix of Parking Lot Districts (PLD) operations and services has been established to maximize service delivery, ensure operational flexibility, and capitalize on the cost efficiencies of the competitive market place
- The four PLDs are managed as an enterprise fund, with significant management focus to ensure high value per dollar and to provide delivery of outstanding customer service

Restricting Factors

- PLD infrastructure continues to age, requiring a steadily increasing commitment of funds for preventive maintenance, routine maintenance/repair, and capital construction/renovation
- Potentially, the policy objectives of the PLDs and the County Code directing the operation of the PLDs could be radically changed, impacting the current PLD business practices and associated revenue generation

New Measure 14: Parking Management –
Customer Service

CountyStat Recommendations

Develop a "Secret Shopper" Program to rate customer service

Strategy to implement measure

Step 1: Develop a survey that examines key facets of parking management, i.e. convenience, ease of payment, cost, etc.

Step 2: Develop a strategy for visiting parking facilities on a regular basis

Step 3: Identify individuals who will visit and rate parking facilities

Step 4: Track DOT customer satisfaction ratings over time to identify opportunities to improve customer service

Note: Depending on availability of individuals to survey customers a sampling strategy of a complete review of facilities will be developed

Wrap-Up

- **Confirmation of follow-up items**
- **Time frame for next meeting**