



## Transportation Improvement Board

### Strategic Plan 2007-2015



*City of West Richland  
Bombing Range Road, Completed- 2006*

The Transportation Improvement Board is pleased to submit its strategic plan for the 2007-2009 Budget and beyond. The typical TIB project takes six years to progress through funding, design and construction and on to ribbon cutting. Our vision of “fully funded and completed projects” means we place close attention to factors within our control that allow projects to reach completion. TIB programs align with the Statewide Results areas of:

- Improve the economic vitality of businesses and individuals.
- Improve statewide mobility of people, goods, information, and energy.
- Improve the safety of people and property.
- Improve the ability of state government to achieve results efficiently and effectively.

## Vision

Fully Funded and Completed Local Transportation Projects

## Mission

The TIB funds high priority transportation projects in communities throughout the state to enhance the movement of people, goods and services.

## Statutory Authority and Funding

The Transportation Improvement Board (TIB) was established under the provisions of Chapter 167, Laws of 1988. TIB's predecessor agency was the Urban Arterial Board which was created in 1967. TIB is organized under provisions of RCW 47.26.121 for the purpose of implementing and administering a program of financial assistance to cities, counties, and transportation benefit districts for transportation improvement. In 1995, the legislature consolidated a number of transportation accounts to simplify its oversight responsibilities.

Fuel tax revenues provide 100 percent of TIB funding and over 98 percent of the revenue is delivered to the local communities in grants for infrastructure. TIB administers three funds, Urban Arterial Trust Account (UATA), Transportation Improvement Account (TIA), and the Small City Pavement Preservation and Sidewalk Account created in 2005.

## Our Customers, Our Programs

TIB's customers are all incorporated cities, counties with urban unincorporated areas, and transportation benefit districts. TIB administers six grant programs including:

- Urban Corridor Program – to improve the mobility of people and goods in Washington State by supporting economic development and environmentally responsive solutions to our statewide transportation needs.
- Urban Arterial Program – to improve the urban arterial street system of the State by improving mobility and safety while supporting an environment essential to the quality of life for all citizens of the state.
- Small City Arterial Program – to preserve and improve the roadway systems consistent with local needs of incorporated cities and towns with a population of less than five thousand.
- Sidewalk Program – to enhance and promote pedestrian safety and mobility as a viable transportation choice by providing funding for pedestrian projects that improve safety, provide access and address system continuity and connectivity of pedestrian facilities.

- Small City Pavement Preservation Program (new to TIB in 2005) – to provide funding for chip seal and overlay of existing pavement and associated sidewalk maintenance in incorporated cities with populations less than 5,000.
- Road Transfer Program – to offset maintenance costs for state highways transferred to cities with a population of 20,000 or less.

### Core Values

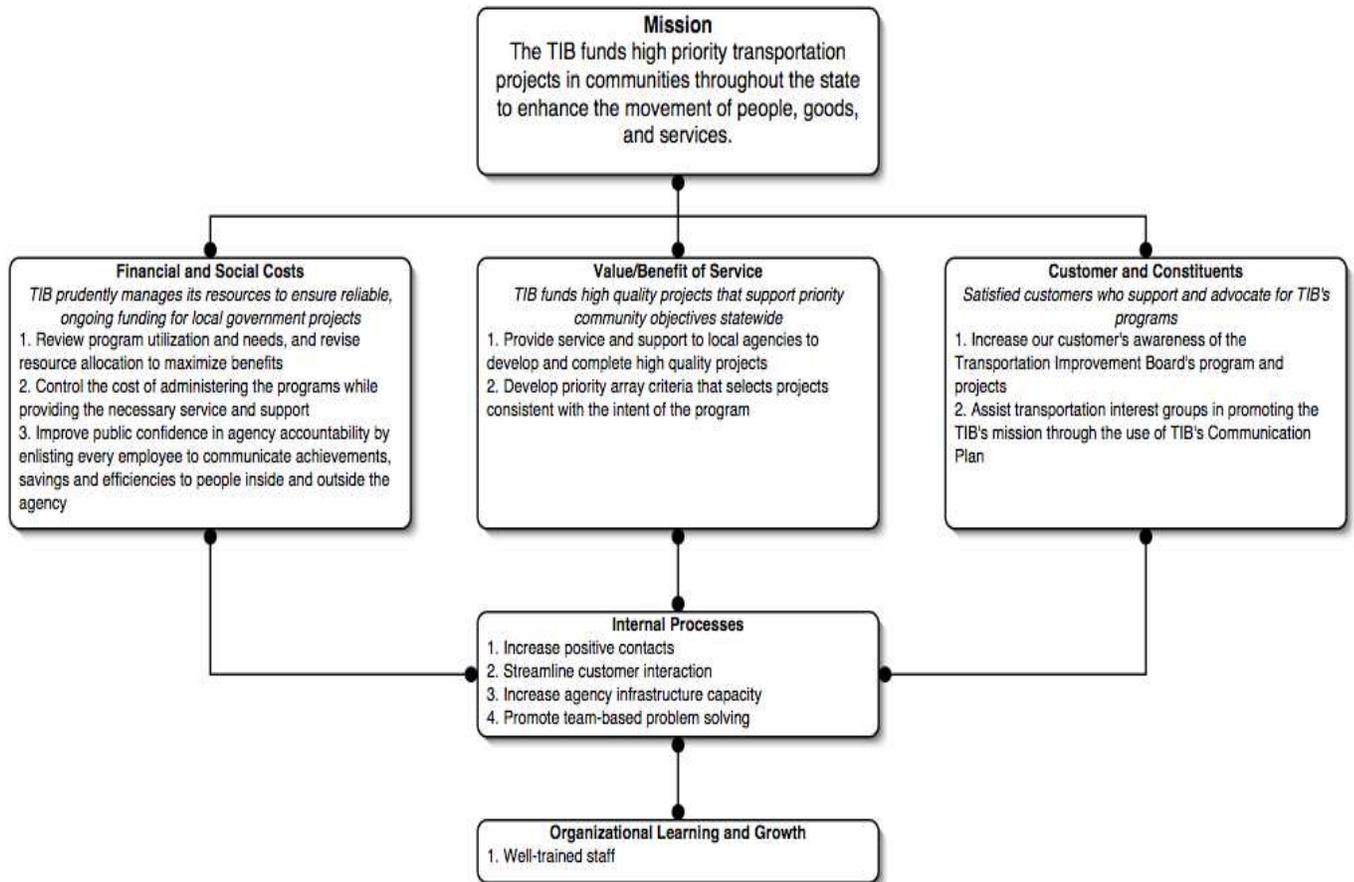
**Improve and Innovate:** TIB actively modernizes and improves its business practices to ensure a deliberate connection between policies and actions. We use creativity and technology to find innovative ways to improve our projects, products and efficiency. “The way we’ve always done it” is rejected in favor of the best ways we can find to perform our work.

**Manage Projects to Ribbon Cutting:** Involvement of TIB staff increases after project selection. The goal of the agency is project completion rather than grant award. TIB staff knows their projects sufficiently to foresee and avoid potential problems.

**Dollars in the Ground, Not in the Bank:** Transportation funding should be actively managed to its most efficient use. Inventory control is persistent to prevent hidden pitfalls. Financial management is superior and financial decision-making prudent, but aggressive.

**Catalyst for Project Completion:** TIB ensures that the reliability of project completion is high before providing funds. Grants should be effective at ensuring project completion.

## TIB's Balanced Scorecard



### Appraisal of External Environment

**Demand:** Construction cost inflation is rampant while growth and aging infrastructure drives increasing demand for state funding assistance from TIB.

**Revenue:** Increases in motor vehicle fuel prices ultimately result in lower usage as consumers change their driving habits. Revenue projections from OFM have decreased in the motor fuel tax category.

Strength, Weakness, Opportunity, and Threats (SWOT) Analysis

In 2003, the Board identified major issues and goals facing the agency. In 2005, the SWOT analysis was updated as new information became available.

<b>Strength</b>	<ul style="list-style-type: none"> <li>• technical staff</li> <li>• <b>customer service</b></li> <li>• administrative staff</li> <li>• low overhead</li> <li>• <b>quality projects</b></li> <li>• small city program</li> <li>• independent decision making</li> <li>• <b>competitive process</b></li> <li>• targeting growth needs</li> </ul>	<ul style="list-style-type: none"> <li>• continuous criteria improvement</li> <li>• <b>support economic development</b></li> <li>• open and deliberate</li> <li>• diverse perspective on board</li> <li>• grant makers, not owners</li> <li>• minimal red tape</li> <li>• <b>make up of board, staff, transportation expertise</b></li> </ul>
<b>Weakness</b>	<ul style="list-style-type: none"> <li>• <b>not well understood</b></li> <li>• <b>inadequate funding</b></li> <li>• trouble saying no</li> <li>• <b>vulnerable due to small agency</b></li> <li>• don't control project delivery</li> </ul>	<ul style="list-style-type: none"> <li>• too much demand, not enough money</li> <li>• no control over regulatory barriers</li> <li>• limited types of projects we can fund</li> <li>• lack of rural county program</li> </ul>
<b>Opportunity</b>	<ul style="list-style-type: none"> <li>• leveraging TIB money to get other money</li> <li>• expand scope and type of projects</li> <li>• fewer but bigger projects</li> <li>• <b>partnering with other agencies</b></li> <li>• tell our story</li> <li>• different, more, better, quicker</li> <li>• recommend ways to streamline process</li> </ul>	<ul style="list-style-type: none"> <li>• <b>creating public image and educating public</b></li> <li>• <b>build on our relationships with legislators</b></li> <li>• board members to Hill (proactive)</li> <li>• regain multimodal program</li> </ul>
<b>Threats</b>	<ul style="list-style-type: none"> <li>• <b>loss of funding</b></li> <li>• project inflation takes away purchasing power</li> <li>• regulatory burden increases</li> <li>• no match from local communities due to current economic situation</li> </ul>	<ul style="list-style-type: none"> <li>• budget cuts</li> <li>• program cuts</li> <li>• <b>increases</b></li> <li>• aging/delayed projects</li> <li>• <b>unable to keep up with need</b></li> </ul>

From the SWOT analysis, TIB identified five major issues:

1. Select projects using a priority ranking system developed with our local agency partners that utilize criteria derived from the legislative intent of the accounts.
2. Evaluate the economic value and effectiveness of TIB funding programs. Prudent management of resources and cash to support ongoing funding for local projects. Administrative costs will be minimal and “red tape” eliminated.
3. Develop a performance target summary to measure goals and achievement. Consider performance targets in the strategic decision making process.
4. Provide cooperation and coordination among state, local government, transit, and the private sector in an effort to alleviate the traffic congestion caused by economic development and growth.
5. Provide a transparent view of TIB’s effectiveness and make strategic decisions based on the information.

### Goals

**Goal 1** Provide highest value and greatest service benefit to our clients by focusing on priority community transportation objectives statewide.

### Statewide Result

- Improve the economic vitality of businesses and individuals.
- Improve statewide mobility of people, goods, information, and energy.
- Improve the safety of people and property.
- Improve the ability of state government to achieve results efficiently and effectively.

### Objective

Allocate finite transportation funding resources where they make the most positive impact.

### Strategy

Select projects using a priority ranking system.

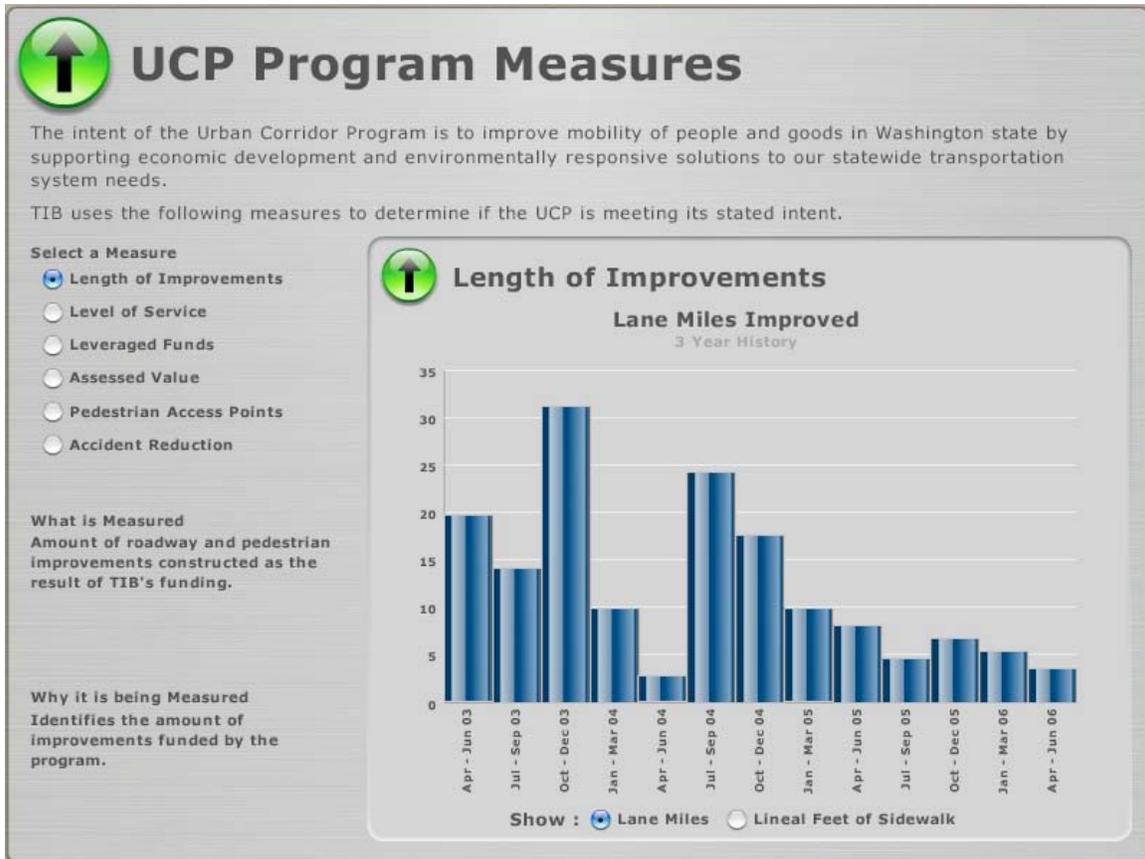
### Activity:

Implement the criteria based on the legislative intent.

### Measures

Percent of projects that achieved their intended improvements.  
Lane miles of roadway improved.

TIB program performance metrics are monitored to ensure stability and productivity.



### Strategy enhancement

Probability of reaching construction should play a role in selecting new projects to ensure a high likelihood of success.

**Goal 2** Provide full funding to projects which meet intent of the 6 year transportation plan in local communities.

### Statewide Result

- Improve the economic vitality of businesses and individuals.
- Improve statewide mobility of people, goods, information, and energy.
- Improve the ability of state government to achieve results efficiently and effectively.

## Objective

Program utilization and needs are reviewed to maximize benefits.  
Revenue is constant and fund balances are healthy.

## Strategy

Support local agencies in development of complete and high quality projects.  
Manage program within existing revenue stream.  
Currently, the agency only provides a portion of funding to the projects and the agencies must leverage other funds.

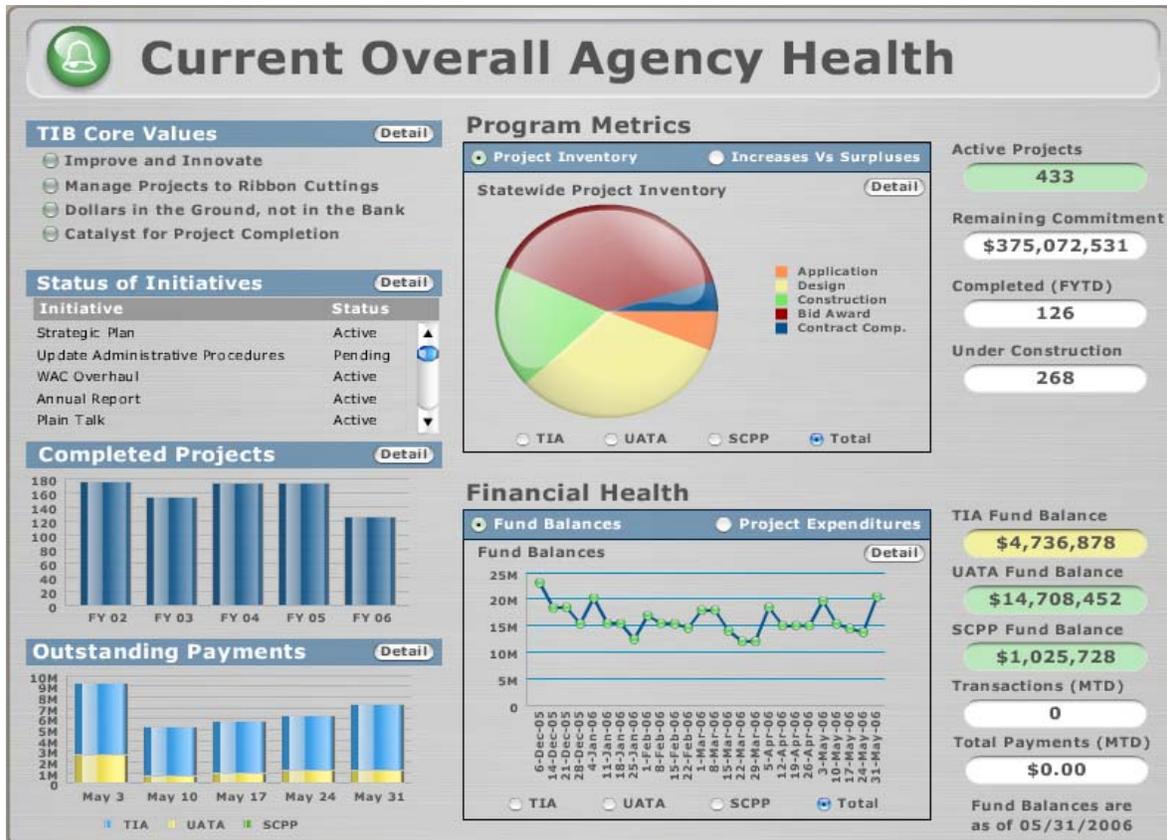
## Activity:

Manage project distribution to engineering staff.  
Compare demand for payments with revenue received.

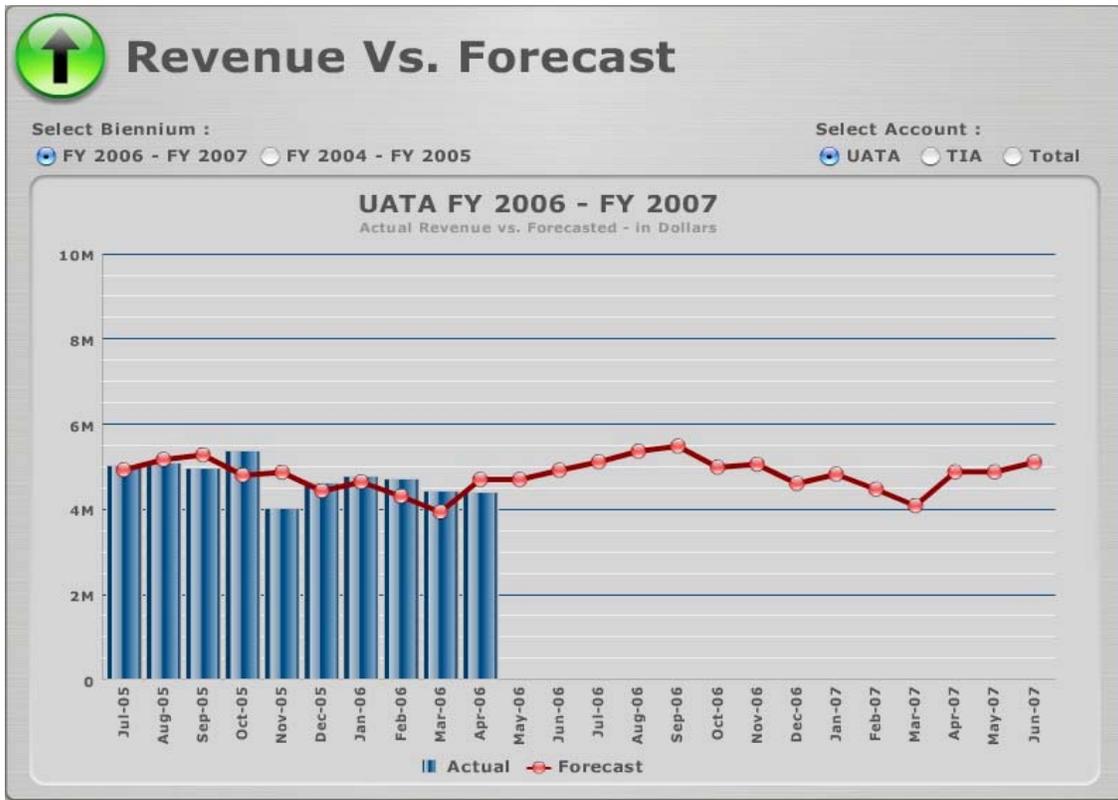
## Measures

Number of active projects by phase of completion.  
Measure revenue to forecast amount for discrepancies.

The front page of TIB's GMAP performance management Intranet site displays key program and financial metrics to inform daily management decisions



Weak revenue is driven by high fuel prices which reinforces the need for strong program controls.



**Goal 3** Meet or exceed defined summary target level measures.

Statewide Result

- Improve the ability of state government to achieve results efficiently and effectively.

Objective

Improve public confidence in agency accountability.

Strategy

Identify gaps in data and respond to issues.

Activity:

Actively monitor the target level summary to ensure the targets are met.  
Decisions are made based on data, not supposition.

## Measures

Target level measures are currently portrayed to answer the question “so how are we doing?”

Benchmark the agency in yearly increments.

Performance benchmarks are monitored in real time.

<b>Target Level Summary</b>			
Measure	Target	End 2005	Current
<b>Active Projects</b>	<= 550	472	<b>433</b>
<b>Grant per Project</b>	> \$1,000,000	\$1,400,000	<b>\$1,400,000</b>
<b>Average Project Life</b>			
Urban Corridor Program	<= 7 years	8.1 years	<b>9.4 years</b>
Urban Arterial Program	<= 5 years	5.8 years	<b>6.3 years</b>
Small City Arterial Program	<= 3 years	2.7 years	<b>5.0 years</b>
<b>Project Increases</b>	<= \$0 net	-\$6,400,000	<b>-\$6,592,594</b>
<b>Account Balances</b>			
TIA Account	> \$5,000,000	\$4,600,000	<b>\$1,737,031</b>
UATA Account	> \$5,000,000	\$12,800,000	<b>\$11,005,175</b>
<b>Outstanding Payments</b>			
TIA Account	< \$5,000,000	\$6,000,000	<b>\$5,161,508</b>
UATA Account	< \$5,000,000	\$5,700,000	<b>\$1,197,506</b>
<b>Average Payment Cycle</b>			
Urban Payments	<= 60 days	50 days	<b>40 days</b>
Small City Payments	<= 30 days	21 days	<b>18 days</b>

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**Goal 4** TIB is the agency that local government, transit, and private sector recognizes and advocates on behalf of in meeting their transportation needs. TIB supports interagency projects and problem solving.

## Statewide Result

- Improve the economic vitality of businesses and individuals.
- Improve statewide mobility of people, goods, information, and energy.
- Improve the safety of people and property.

## Objective

Improve public knowledge of agency, funding sources, and active or completed projects.

### Strategy

Assist transportation interest groups.  
Provide information through web site.  
Outreach to state associations to promote TIB.

### Activity:

Increase awareness of the TIB's programs by representing projects the fuel tax revenue is supporting.

### Measure:

Number of project events attended in the year.  
Conferences attended by TIB where information is presented on programs.  
Number of times TIB is mention in the media.

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**Goal 5** TIB makes effective and consistent decisions based on data

### Statewide Result

- Improve the economic vitality of businesses and individuals.
- Improve statewide mobility of people, goods, information, and energy.
- Improve the safety of people and property.
- Improve the ability of state government to achieve results efficiently and effectively.

### Objective

Provide data to all staff for decision making.

### Strategy

Full implementation of the TIB GMAP Dashboard on the intranet.  
Update and define new measures as needed.

### Activity:

Dashboard is updated on a regular basis to include new information.  
Link Dashboard to existing in house system to provide additional data.

### Measure:

Number of internal processes eliminated.  
Number of in house systems linked.

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## Assessment of Internal Capacity and Financial Outlook

### Staffing Capacity:

The Transportation Improvement Board staff level has been reduced based on the number of active projects. Over the past five years, there has been a reduction of 3.9 FTE's (from 16.9 to 13.0). The number of active projects has been reduced from a high of over 950 in 2001, to a more manageable level of 430. TIB is considering adding an IT support position in 2007 by filling an existing vacancy.

### Internal Capacity:

The agency is currently implementing many initiatives to comply with new requirements or update outdated procedures. The following is a list of initiatives proposed for the 2007 fiscal year:

- Update of administrative procedures.
- Implementation of Executive Order 05-05 and working closely with Department of Archaeology and Historic Preservation (DAHP).
- JLARC Infrastructure study.
- Plain Talking documents, forms, and letters.
- Small City inventory.
- DOP Performance Confirmation.
- WAC overhaul to include board resolutions and policy discussions.

### Financial Outlook

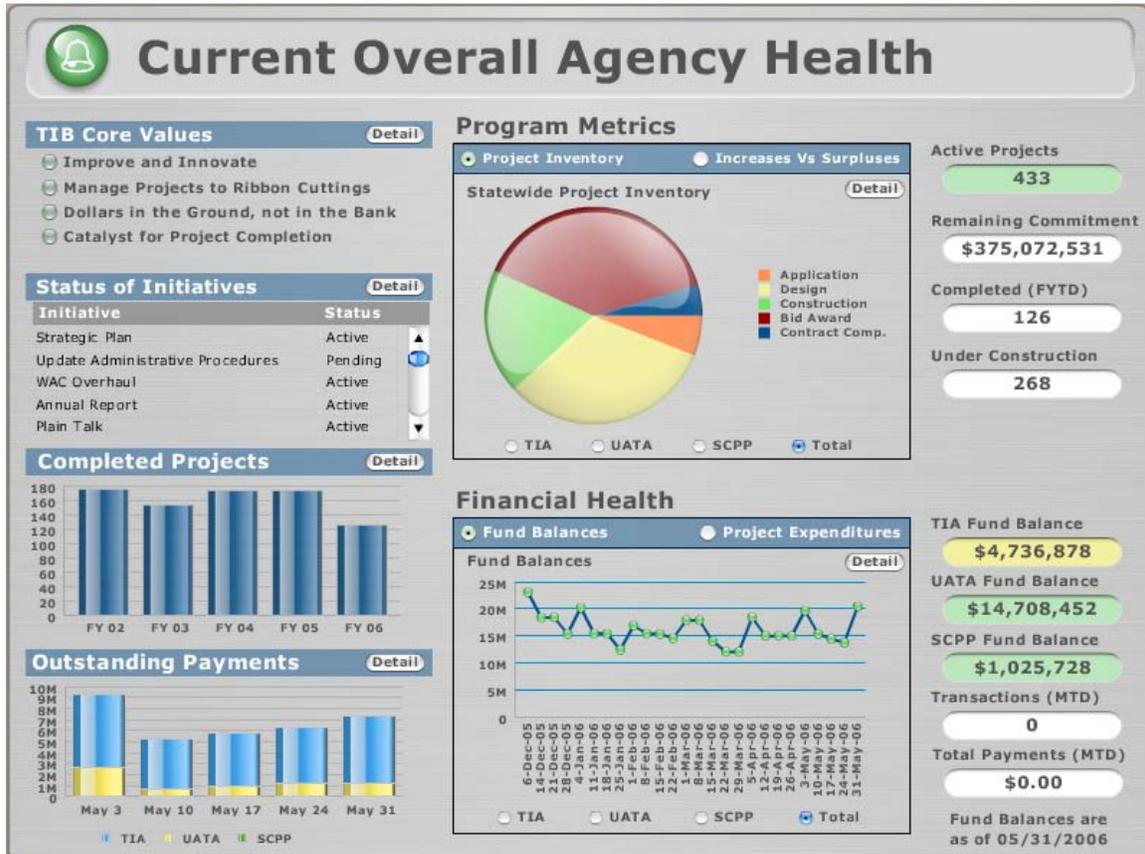
The Transportation Improvement Board is pulling itself out of a major over-programming of funds from the 2001 funding series. At that time, the administration committed over \$150 million in funds for programs with revenue of about \$ 90 million. With projects that average six years in duration, the result of the over-commitment is now reaching full impact. The agency has leveraged bond capacity to pay for project progress billings.

Due to escalating material and labor costs the need for increases to projects has the agency making very strategic decisions based on the financial health of the organization. Fund balances are as of the deposit on May 31, 2006 without paying any of the progress bills from agencies. At this time, TIB is meeting its deadlines of 60 day payment for Urban customers and 30 days for Small City customers.

Most performance targets are currently being achieved. However, the fund balance in the Transportation Improvement Account does not meet our minimum account balance target of \$5 million. This exception is due to high payment demand for significant over-programming in 2001 and older delayed projects. In addition, average project life currently does not meet our objectives due to old project inventory that had not been reviewed under delayed project rules prior to 2002. Business practices and policies have been enacted to prevent excessive

over-programming and lax inventory control. Measures to bring all account balances into target include suspension of severely delayed projects, curtailing of increases, and close account monitoring. The entire project inventory is now reviewed for progress each July.

Agency Health as of June 1, 2006



### New Program

In the 2005 legislative session, under Senate Bill 5775, TIB was given responsibility for the Small City Pavement Preservation Program. The program is backed by a dedicated fund for seal coating and asphalt repairs of streets in small cities. We negotiated an agreement with WSDOT to provide some of this maintenance at a reduced cost since they have more purchasing power than cities. County road departments will complete many of the seal coat projects to access as much economy of scale as possible. In addition, county crews are experienced and skilled at pavement maintenance. TIB is gather information on the successes and challenges of implementing the program as projects are completed in Summer 2006.

Assessment of External Capacity

Escalating labor and material costs has put extreme pressure on local agencies to achieve full funding prior to soliciting bids. The demand for funding increases in current grants has risen to cover additional costs. Many local agency customers are unable to respond to increased capital costs because maintenance costs are rising as well and fiscal capacity for street inventory was already very limited, particularly in small incorporated cities.

As commerce and transportation needs increase, the demand for infrastructure becomes a driving economic force. In the competitive environment, the agency has responded by reducing overhead, strategically investing in projects that meet the Priorities of Government, and making valuable improvements and safety for the citizens of the State of Washington.

TIB operates according to a business model strengthens all activities in support of our agency vision, fully funded and completed projects.

**Transportation Improvement Board  
Business Model**

