Leading Management Practices in Determining Funding Levels for Maintenance & Preservation

NCHRP DOMESTIC SCAN 14-01

CONDUCTED UNDER NCHRP 20-68A, US DOMESTIC SCAN PROGRAM
Agenda

- Scan Overview
- Findings
- Recommendations
Scan Objective

- Identify funding allocation practices that have successfully ensured reliable, adequate funding to support the delivery of efficient and effective maintenance programs
Funding levels are determined

- Funds are allocated to districts and regions
- Districts and regions determine the amount to spend on specific maintenance tasks
- Agencies determine optimal allocations
- Performance measures are used to allocate funds
Scan Team

- **Mark McConnell**, MS DOT, Chair
- **Dale Doughty**, Me DOT
- **Tim Lattner**, FL DOT
- **Laura Mester**, MI DOT
- **Cory Pope**, UT DOT
- **Lonnie Watkins**, NC DOT
- **Tony Sullivan**, AR Highway and Transportation Department
- **Thomas Van**, FHWA
- **Katie Zimmerman**, APTech, SME
Scan Approach

<table>
<thead>
<tr>
<th>Category 1 States</th>
<th>Features</th>
</tr>
</thead>
<tbody>
<tr>
<td>Florida DOT</td>
<td>Adequately funded to address maintenance needs</td>
</tr>
<tr>
<td>Utah DOT</td>
<td>Use maintenance performance data to determine maintenance funding at the state level</td>
</tr>
<tr>
<td>Washington State DOT</td>
<td></td>
</tr>
</tbody>
</table>
Scan Participants

[Map showing states that participated in the domestic scan]
Organization of Initial Findings

- Agency culture
- Relationship with elected officials
- Performance measures and targets
- Data
- Program support

Photo provided by the NCDOT
Findings – Agency Culture

- Everyone is on board
- Agency personnel can explain agency goals and priorities
- Maintenance has a place at the table to set funding levels
- Personnel are held accountable for meeting objectives
- Data drives decisions
Findings – Relationship with Elected Officials

- Several agencies have established a strong relationship with elected officials based on trust in agency decisions.

<table>
<thead>
<tr>
<th>State</th>
<th>Example</th>
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</thead>
<tbody>
<tr>
<td>FL</td>
<td>Statute states that maintenance must be fully funded to meet performance targets</td>
</tr>
<tr>
<td></td>
<td>DOT has a government liaison position in each district</td>
</tr>
<tr>
<td>UT</td>
<td>Project-selection is left to the DOT</td>
</tr>
</tbody>
</table>
Findings – Performance Measures and Targets

- Performance measures and targets are needed to link investments with results.
- Performance targets should be achievable with available funding and resources.
Findings – Data

- Degree to which data is used to make investment decisions is strongly related to the degree of confidence in the data
- Several agencies have initiated efforts to streamline their data collection efforts
Findings – Program Support

- Performance-based organizations have:
  - Established business processes
  - Implemented software tools
  - Used available resources creatively to support their programs
Recommendations

1. Establish performance measures and targets that drive the development of a unified agency culture

2. After establishing agency performance measures & targets, allow regions & districts flexibility in planning work activities

3. Develop customer-driven targets to convey need and achievable targets for accountability

4. Develop national guidance on data quality, governance, and utilization
Implementation Activities – Dissemination

- Post products
- Webinars
- Presentations
- Technology showcase
Implementation Activities – Advance Practice

- Peer exchange
- Maintenance performance information clearinghouse
- Guides for sharing findings, such as a legislator’s guide or a guide on maintenance data collection
- Research statement on data quality, governance, and utilization guidance
- Research statement that leads to parameters for an external process review of maintenance activities
For More Information

- Please visit U.S. Domestic Scan program TRB webpage http://apps.trb.org/cmsfeed/TRBNetProjectDisplay.asp?ProjectID=1570

- Visit U.S. Domestic Scan Program Website www.domesticscan.org

- Google NCHRP Domestic Scan Program and look for scan 14-01