



ACCOUNTABILITY REPORT 2011



- **Realignment**
- **Performance Measures**
- **Investing for Performance**
- **Individual Performance Management**
- **Accountability, Efficiency, and Effectiveness**



Brian W. Ness
Director

November 2011

Idaho Transportation Board



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Table of Contents

CHAPTER	PAGE
Letter from the Director	1
1. Realigning the Department	2
2. Strengthening Organizational Performance Measures	3
• Five-Year Fatality Rate	4
• Percent of Pavement in Good or Fair Condition	5
• Percent of Bridges in Good Condition	6
• Percent of Highway Projects Developed on Time	7
• Construction Cost at Award as a Percentage of Construction Budget	8
• Administration and Planning Expenditures as a Percentage of Total Expenditures	9
• Vehicle Title Processing Time	10
• DMV Transactions Processed on the Internet	11
3. Improving Accountability in Individual Performance	12
4. Investing for Performance	14
5. Being Credible, Accountable, Efficient, and Effective	17
6. FY11 Budget Summary	19
7. FY12 Budget	20
8. Department Highlights	21



IDAHO TRANSPORTATION DEPARTMENT

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In 2011, the Idaho Transportation Department committed to focus on five areas:

- Realigning the department
- Strengthening organizational performance measures
- Improving accountability in individual performance
- Investing for performance
- Being credible, accountable, efficient, and effective

I shared these focus areas with the Governor, the Legislature, and the Idaho Transportation Board, and asked them to hold the department and myself accountable for our progress. I also asked for and received from the Legislature more budget flexibility to achieve these goals. These focus areas represent:

- More people on the front lines delivering the critical services our customers expect
- Better and more transparent decisions on how and where to best invest taxpayer money
- Increased accountability for both the department and employees to meet performance commitments
- A department that is more responsive to its customers' demands and the needs of the state

In this report you will read about the substantial progress we have made and plans for further accomplishments. We are making progress or exceeding our goals in seven of our eight performance areas.

We are achieving our vision through the support of Governor Otter, the Idaho Legislature, the Idaho Transportation Board, and the dedication of our employees. While there is still work to do, we are on our way to becoming the best transportation department in the country.

Sincerely,

A handwritten signature in blue ink that reads "Brian W. Ness".

BRIAN W. NESS
Director

— Chapter 1 —

Realigning the Department

ITD Realignment Improves Customer Service While Saving Money

A major realignment of ITD is improving the department's customer service, efficiency, and accountability while saving \$3.5 million in FY11. Another \$2.2 million was saved through reduced liability insurance premiums.

Throughout the fiscal year, vacant positions were held open as part of the department's organizational realignment, saving \$3.5 million. Openings for front-line service jobs were quickly filled, but all other positions were analyzed for how they fit in the new organizational structure and the potential for duplication of effort.

The realignment reduced the layers of management between the director and the department's front-line supervisors from nine to five and put decision-making closer to where the work is being done.

The department's realignment:

- Eliminated 62 supervisory positions where one manager supervised one employee. Now ITD supervisors manage an average of eight to 10 employees.
- Eliminated 11 "assistant" positions.
- Reduced duplication, especially between the headquarters and district offices. In conjunction with the department's zero-based budgeting efforts, a team was formed to look for further duplication.

The combined \$5.7 million total savings was used as follows:

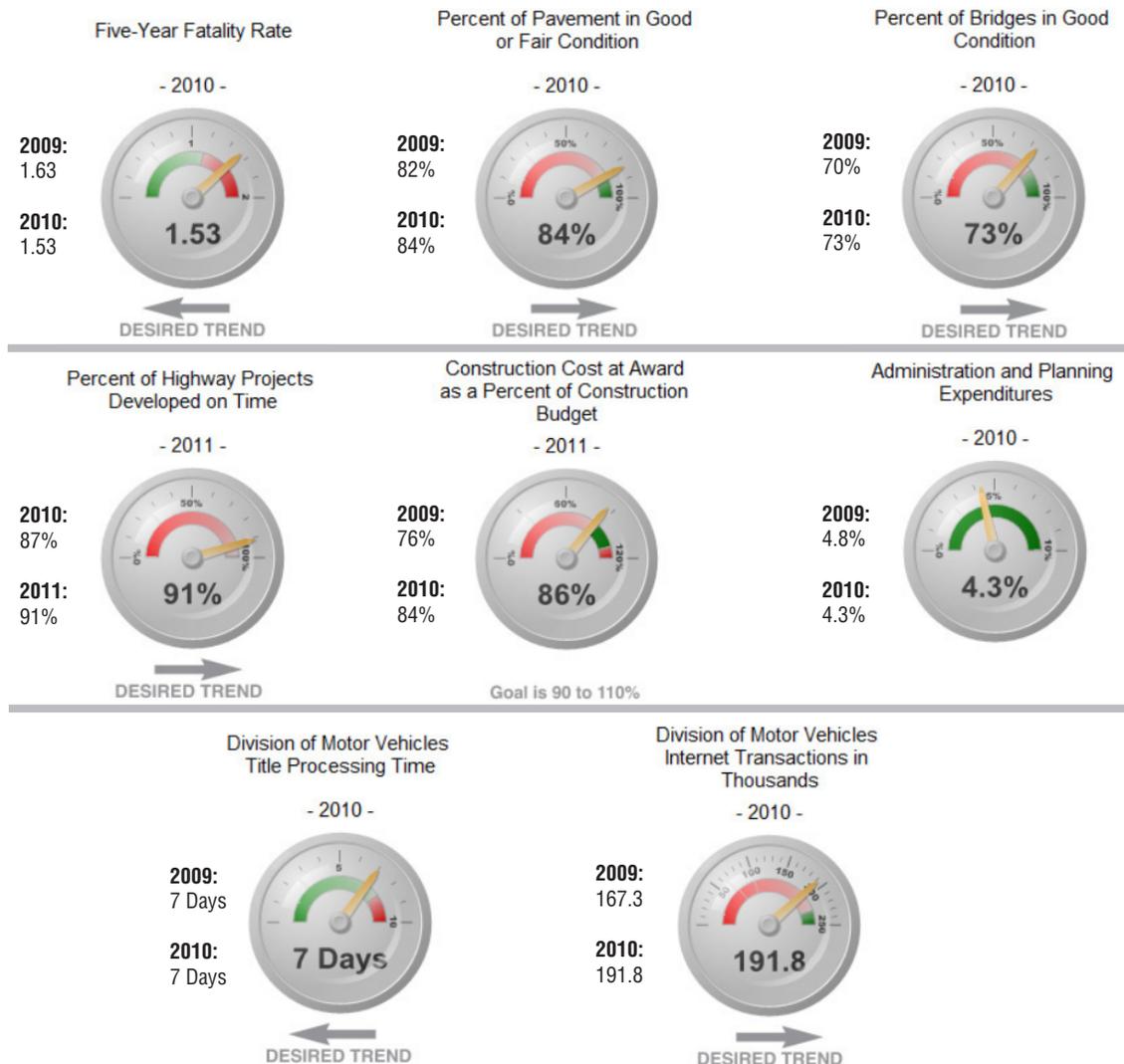
- \$2.4 million to construct state-funded highway maintenance projects.
- \$1.1 million to replace two 36-year-old rotary snowplows.
- \$1.1 million to replace and upgrade highway equipment such as a motor grader used for winter maintenance, sweepers, and a signal controller.
- \$1.1 million to offset high diesel fuel costs.

— Chapter 2 — Strengthening Organizational Performance Measures

ITD Achieving or Exceeding Goals in Seven of Eight Performance Measures

The department is making progress or meeting its goals in seven of its eight performance measures. A goal for the remaining measure (administration and planning expenditures) has not yet been established.

Idaho taxpayers, legislators, and transportation partners can view graphics that visually display the current operations and desired trends on a dashboard introduced in January 2011. The dashboard is available to the public at itd.idaho.gov/dashboard. The dashboard increases transparency and accountability by providing instant access to information about the department's progress in meeting long-range goals.



Five-Year Fatality Rate

Five-Year Fatality Rate

- 2010 -



GOAL: Reduce the five-year fatality rate to 1.38 per 100 million vehicle miles traveled by 2012.

Why This Is Important

Even one death on Idaho's highways is one death too many. A total of 1,186 people lost their lives on Idaho roads between 2006 and 2010. Each death is a personal tragedy for the individual's family and friends, and has an enormous financial cost to the community. Every life counts.

How We Measure It

The measure is calculated by dividing the number of fatalities that occur over a five-year period by the number of vehicle miles traveled over the same five-year period. The five-year rate for 2006 to 2010 is 1.53 fatalities per 100 million vehicle miles traveled.

What We're Doing About It

The department advances programs to reduce traffic deaths, serious injuries, and economic losses. These programs focus on engineering, education, enforcement, and emergency response.

Total Fatalities

267	252	232	226	209
2006	2007	2008	2009	2010

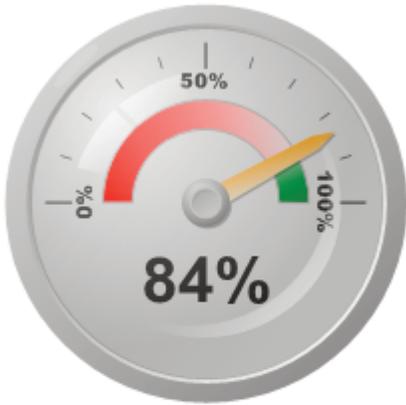
Five-Year Fatality Rate



Percent of Pavement in Good or Fair Condition

Fair Condition

- 2010 -



→
DESIRED TREND

GOAL: Keep at least 82 percent of all state highways in good or fair condition.

Why This Is Important

Pavement condition has an impact on the operating costs of passenger and commercial vehicles. Regularly scheduled preventative maintenance, preservation, and reconstruction treatments extend the useful life of pavements in the State Highway System.

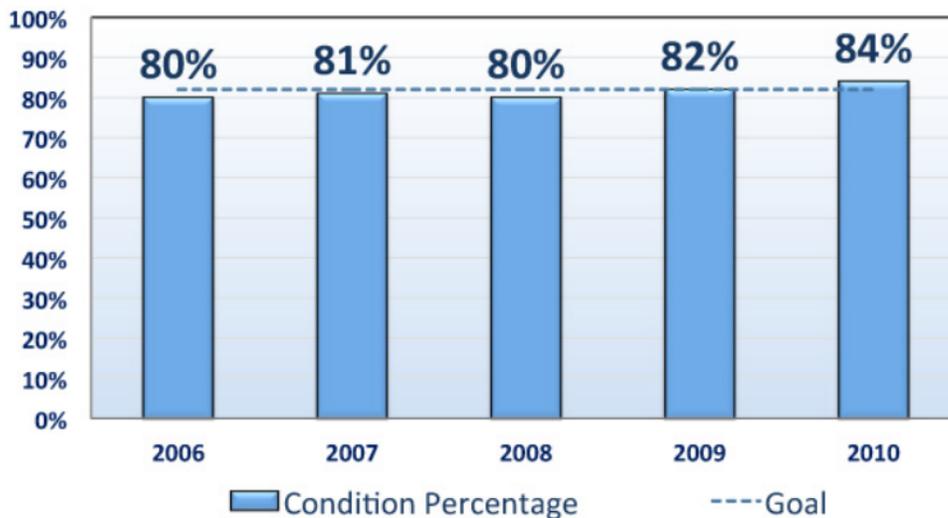
How We Measure It

Roughness and rutting are measured by driving a specially equipped profiler van over the entire State Highway System during spring and summer. Cracking is measured in the summer and fall by a visual inspection of the entire State Highway System. The collected data and the visual inspections are then used to rate pavement conditions as good, fair, poor, or very poor.

What We're Doing About It

ITD focuses on internal efficiencies to maximize investments in the system. Investment decisions are prioritized to keep highways in good or fair condition to avoid costly replacement. The department is implementing new management systems to strategically schedule preventative maintenance and preservation projects across the state.

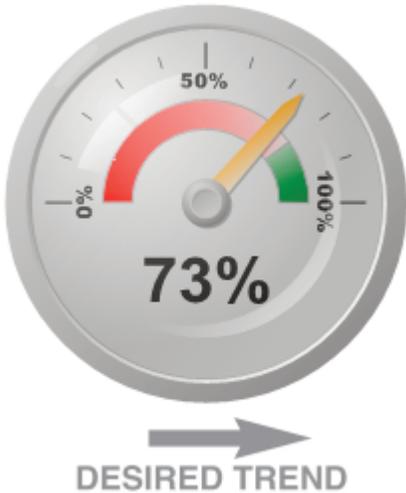
Percent of Pavement in Good or Fair Condition



Percent of Bridges in Good Condition

Condition

- 2010 -



Why This Is Important

Ensuring that Idaho's bridges are in good condition protects transportation investments and lowers repair costs while maintaining connectivity and commerce. Preservation and restoration projects increase the number of years bridges can be used safely before having to be rebuilt.

How We Measure It

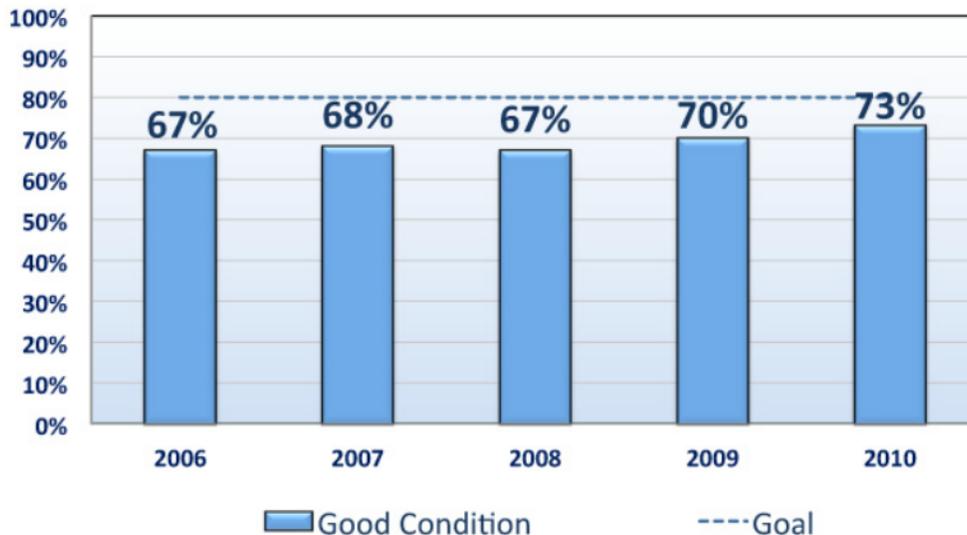
The measurement is the ratio of deck area (or plan dimension) of bridges in good condition to the deck area of the entire inventory of state bridges stated as a percentage.

What We're Doing About It

ITD strategically schedules preservation and restoration projects to improve deteriorating bridges across the state. Over time, increased investments will be needed to achieve this goal.

GOAL: Keep at least 80 percent of all bridges in the State Highway System in good condition.

Percent of Bridges in Good Condition



Percent of Highway Projects Developed on Time

Percent of Highway Projects Developed on Time

- 2011 -



Why This Is Important

Completing the development of highway projects on time is an important aspect of credibility and customer service for ITD. Development includes the planning, designing, environmental documenting, permitting, and securing of right-of-way for projects. Stakeholders depend on the department to deliver projects to construction in the year they were intended. Projects for which development is completed on time cost less and provide ITD and the construction industry adequate lead times. This allows flexibility to plan and schedule resources for the construction phases of the projects.

How We Measure It

The measure is determined by monitoring the dates projects are scheduled to be completed (ready for bid) and determining if the projects are completed by that date.

What We're Doing About It

ITD is more consistently holding managers accountable for delivering projects on time. A project-scheduling system is being piloted and project-management training is being provided.

GOAL: Develop all projects in the current fiscal year program as of October 1 ready for bid by the following September 30.

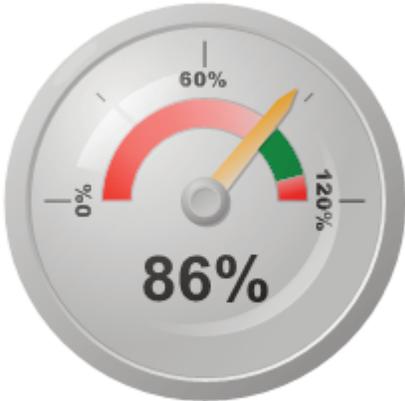
Percent of Highway Projects Developed on Time



Construction Cost at Award as a Percent of Construction Budget

Construction Cost at Award as a Percent of Construction Budget

- 2011 -



Goal is 90 to 110%

GOAL: Maintain total construction costs at the time of contract award within 10 percent of the programmed amount at the beginning of the fiscal year.

Why This Is Important

Stakeholders and the public expect ITD to deliver all highway projects to construction that are programmed each year. This requires projects to be delivered within budget. Projects on which costs at contract award are as close as possible to the project programmed amount allow ITD to better invest limited funding and maximize benefits.

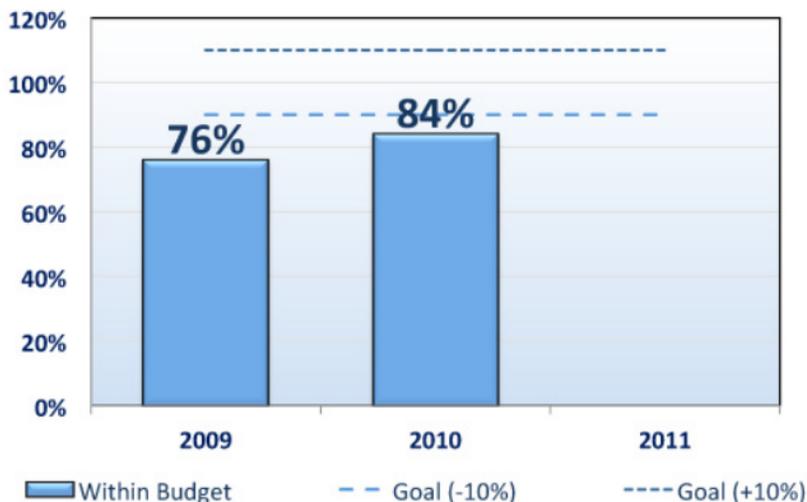
How We Measure It

ITD totals the construction costs of projects obligated in the fiscal year and compares them to the total construction budget programmed at the beginning of the fiscal year for the same projects. GARVEE projects are reported separately.

What We're Doing About It

ITD employs value engineering and practical design principles to ensure projects provide the benefits desired at the lowest practical cost. ITD closely monitors construction bids and price trends to keep construction estimates accurate. Collectively, these methods allow more projects to be provided at or under the programmed amount so the savings can be used to fund additional projects.

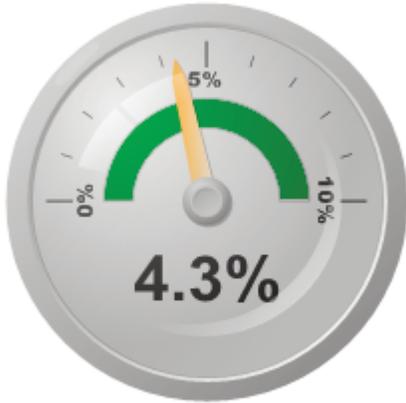
Construction Cost at Award as a Percent of Construction Budget



Administration and Planning Expenditures as a Percent of Total Expenditures

Administration and Planning Expenditures

- 2010 -



Why This Is Important

Keeping administrative and planning costs as low as possible allows more money to be spent on critical functions such as highway and bridge projects. This allows the department to make strategic investments that maximize safety, mobility, and economic vitality.

How We Measure It

The ratio is derived by dividing the total administration and planning outlay by the calculated sum of total expenditures for capital, maintenance and services, and administration and planning as reported in the annual Federal SF-4 Report.

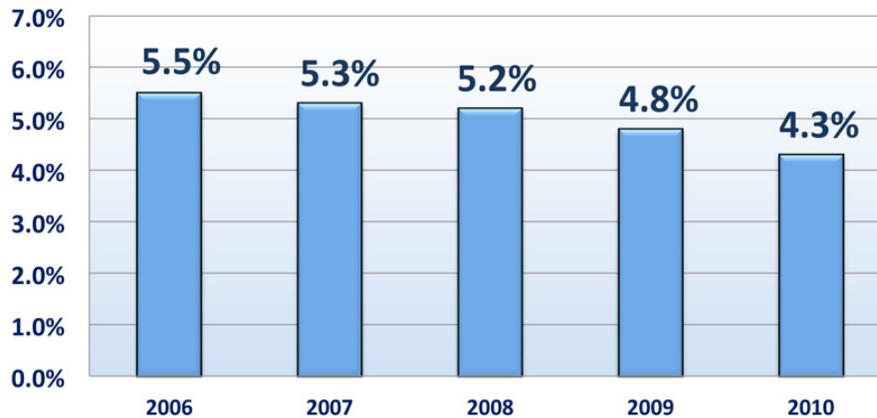
What We're Doing About It

ITD is realigning its organizational structure to lower administrative costs (already the lowest of any of the surrounding states) and further maximize its ability to invest in roads and bridges.

NOTE: Effective August 1, 2011, ITD is using data from the FHWA SF-4 report for all years reported due to the SF-2 Report no longer being maintained. The new report excludes federal expenditures on the local system and only reports on the state system.

GOAL: This is a new measure.
A numeric goal has not yet been established.

Administration and Planning Expenditures as a Percent of Total Expenditures



This measure is calculated on a calendar-year basis.

Vehicle Title Processing Time

Division of Motor Vehicles Title Processing Time

- 2010 -



Why This Is Important

Customers need titles to be issued in a timely manner to legally conduct vehicle sales and trades or to use titles as collateral for loans. The average title turnaround time is also a measure of staff efficiency and productivity that helps managers determine the best use of limited resources.

How We Measure It

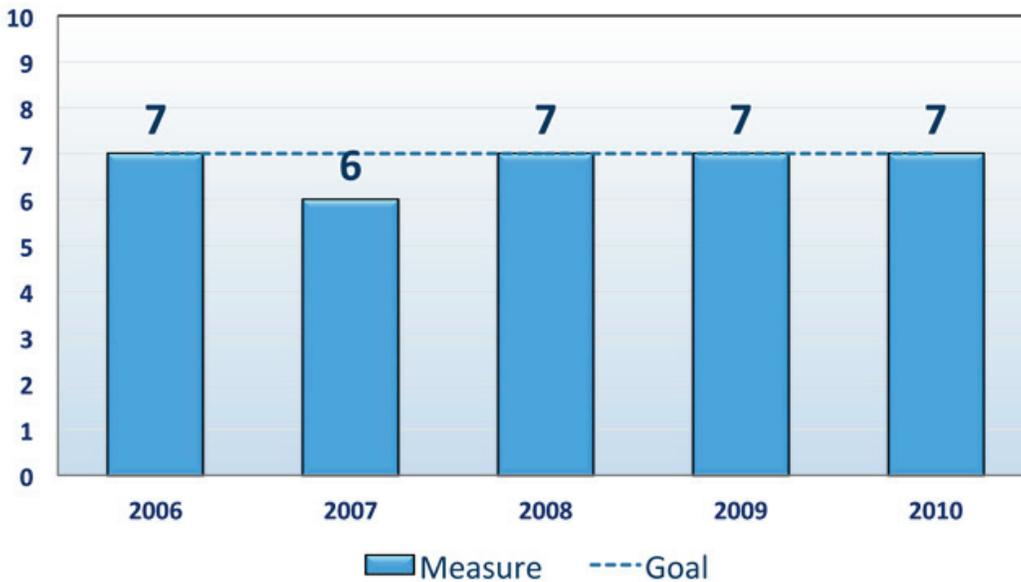
Annual cycle times are calculated by dividing the sum of monthly cycle averages by twelve.

What We're Doing About It

DMV recognizes the direct customer component of their services. The division prioritizes staffing and provides training so applications are submitted quickly and correctly in minimal time.

GOAL: Maintain the average seven-day processing time for vehicle title applications including up to four days transit time.

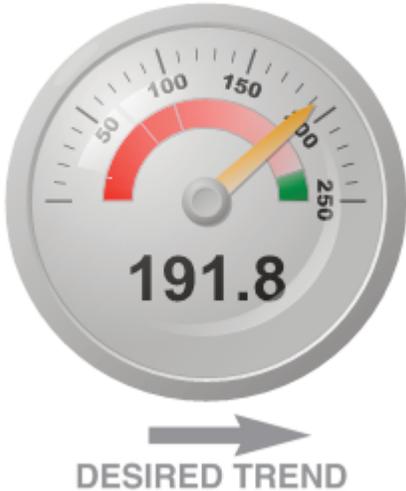
Vehicle Title Processing Time



DMV Transactions Processed on the Internet

Division of Motor Vehicles Internet Transactions in Thousands

- 2010 -



GOAL: Process 225,000 online transactions annually by 2015 providing an alternative method for obtaining DMV services.

Why This Is Important

Idaho is the country's fourth fastest-growing state. The rapid growth in population creates a correlating increase in the demand for DMV services. On-line services provide citizens, businesses, and commercial carriers an alternative method of payment for motor vehicle services such as licenses and permits. These services minimize staffing requirements and eliminate the need for motorists to travel and wait in lines.

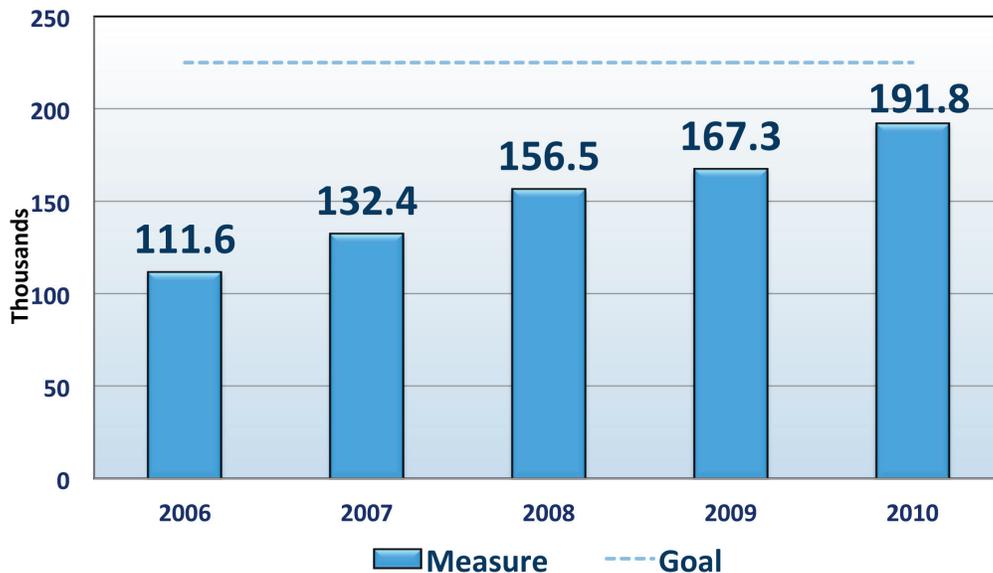
How We Measure It

Prior to June 2011 this measure included all DMV sales and data transactions, nearly 7 million per year. This measure has now been modified to include only services to direct customers of DMV including licenses, permits, and endorsements.

What We're Doing About It

ITD is working to expand the ability of customers to obtain licenses and permits on-line, and will focus on getting the word out for these new options through targeted communications.

DMV Transactions Processed on the Internet



— Chapter 3 —

Improving Accountability in Individual Performance

Realignment Places Decision-Making Closer to Where Work is Being Done

By realigning the department and eliminating four layers of supervision, employees now have more responsibility and accountability. The best decisions, including new ideas and efficiencies, are made closest to where the job is being done. With fewer layers of bureaucracy, accountability for decisions will be more clearly defined.

Supervisors Now Held Accountable for On-Time Performance Evaluations

All employee evaluations at the department are current and supervisors are being held accountable for keeping the evaluations up to date. Keeping employee evaluations current holds both employees and supervisors accountable for the services they provide to the public.

Employee Performance Plans Linked to Department's Goals

For the first time at ITD, the department's goals and performance measures will be directly linked to the employees' performance plans. Employee ratings will be based upon delivery of tangible products and measurable outcomes that are directly aligned with the organization's goals.

This connection will improve customer service, efficiency, effectiveness, and accountability—both for the department and employees. Using this new approach will:

- Establish accountability at all levels of the organization to focus personnel efforts to tasks, activities, projects, and initiatives that serve ITD's vision.
- Hold work teams accountable through business plans.
- Hold managers and employees accountable for collaborating on and completing the performance evaluation process.
- Create an environment that fosters an ongoing, professional interaction between supervisors and employees.
- Analyze data across the organization to identify progress, issues, and problems; report on progress toward specific objectives; and demonstrate accountability at every level.

The implementation schedule for this new approach is:

- **December 2011** – Complete the department's new strategic plan. The strategic planning process is re-examining the department's strategic goals and establishing high-level performance measures.
- **July 2012** – Finalize business and section plans supporting the goals and performance measures. All employees' performance reviews will move to the beginning of the fiscal year to align with upcoming goals.

ITD Collaborates on Statewide Employee-Evaluation System

To improve accountability on a personal and department-wide basis, ITD is working with the Idaho Division of Human Resources to develop a new statewide employee performance management system.

The objectives of the project are to:

- Align organizational goals with employee goals.
- Establish accountability at all levels of the organization to apply personnel efforts to tasks, activities, projects, and initiatives.
- Hold managers and employees accountable for collaborating on and completing the performance evaluation process.
- Ensure the department is embracing the governor's priorities of:
 - Enhancing Economic Opportunity
 - Empowering Idahoans
 - Promoting Responsible Government
- Analyze data across state agencies to identify progress, issues, and problems; report on progress toward specific division objectives; and demonstrate accountability at the agency level.
- Create an environment that fosters an ongoing, professional interaction between supervisors and employees.

— Chapter 4 —

Investing for Performance

New Strategic Plan Focuses Department Efforts

With the adoption of its strategic plan, ITD begins holding all employees responsible for achieving the most important priorities. By committing and holding all employees accountable to the mission of improving safety and mobility, and providing economic opportunity, the department is focusing its efforts in a coordinated way.

For more information on the plan's mission, vision, and goals, and how the department will achieve them, go to itd.idaho.gov/dashboard.

Five-Year Transportation Investment Plan Improves Accountability

The department's new Five Year Transportation Investment Plan makes it easier to track which projects are selected and when they will be completed. The 2012-2016 plan invests more than \$2.3 billion in improvements to the state's highways, bridges, public transportation, railroad crossings, aviation, and non-motorized transportation systems.

The projects will maintain, preserve, and restore more than 2,400 lane miles of highway and 102 bridges, in addition to improving airports and public transportation services across the state. The five-year plan is available on the department's website at itd.idaho.gov/dashboard.

Transportation Asset Management Enhances Decision Making

ITD successfully scoped, acquired, and launched the Transportation Asset Management System (TAMS) in December 2010 on time and on budget within a 15-month schedule. This system assists ITD in:

- Making the most cost-effective pavement investments
- Evaluating and selecting projects
- Managing and tracking maintenance activities
- Integrating all of the data into the department's financial management system.

TAMS allows ITD to develop a performance-management program that:

- Targets investment
- Measures what matters
- Assesses progress

The effort was honored as one of the state's top technology projects for 2010.

Pilot Project Tests Contractor Warranty on Seal Coat Projects

ITD introduced a new concept requiring contractors bidding on seal-coat projects to provide a warranty on the quality and durability of their work. Bidders had the option of accepting a payment of 85 percent of the contract upon completion and the remainder the following March, or to post a bond to guarantee their seal coats can withstand winter conditions and traffic.

The warranty process is an efficiency measure designed to absolve the department of repair costs if a seal coat fails within the first year. It enables contractors to make more decisions about the process and to be held accountable for the final product. That allows ITD to use fewer inspectors on seal-coat jobs, resulting in cost savings. Warranties are being considered for other types of construction projects.

Highway Technology Investment Program Improves Efficiency

Many of the department's highway computer programs are outdated and are no longer supported by vendors. This leaves the department vulnerable to systems failure, data loss, and in some cases, the inability to deliver necessary services. The department is analyzing the entire highway computer architecture to develop a plan that will identify:

- Which systems are at risk
- Which systems can be salvaged
- What systems are available that can replace at-risk systems
- How the plan can be leveraged to increase efficiency

ITD to Test Advantages of Design/Build Highway Construction Method

ITD will award its first design/build highway construction project in early 2012 on Idaho 44 in southwest Idaho. Typically, the design and construction of highway projects are performed by separate companies. Other states using the design/build contracting process experience time savings, more innovation, and an improvement in quality. The project will be evaluated for future use.

Corridor Plan Will Drive Performance Investment

The Corridor System Plan will develop a 50-year vision for each corridor on the State Highway System. Investments will be identified based upon the level of service each corridor contributes to economic opportunity.

With this plan in place, the department will use data-driven analysis to determine the "health" of each corridor and prioritize future improvements. The plan will be implemented in 2013 and provide ITD with measurable outcomes and guide its investments.

The same data-driven approach will be considered in the future for making decisions about winter operations.

Award-winning GARVEE Program Approaches Completion

The GARVEE Transportation Program is nearing completion. The program used innovative solutions to deliver projects on time and under budget. The GARVEE program is the most honored in the history of the department. It has received 14 awards. The GARVEE program consists of:

- An \$855 million fast-tracked program
- Six GARVEE bond authorizations requiring legislative approval
- More than 45 projects on six corridors with stringent time schedules
- 168 engineering, supply, and construction contracts to date
- 152 contracts with consulting firms, contractors, and subcontractors to date
- Development and implementation of an accelerated schedule and efficiency innovations

Corridor Summaries:

U.S. 95, Garwood to Sagle (31.5 miles, \$143.7 million)

- The Idaho 53 to Ohio Match Road project was completed in September 2009.
- The Sagle Area and Boekle to Ohio Match Road projects were completed in fall 2011.
- The Chilco, Silverwood, Athol, and Granite area projects are scheduled for completion summer 2013.

U.S. 95, Worley to Setters (4.2 miles, \$55.2 million)

- Completed in September 2009.

Idaho 16, I-84 to South Emmett (4 Projects, 6.7 miles, \$139.9 million)

- Construction will begin in early 2012. The project is scheduled for completion in the fall 2013.

I-84, Caldwell to Meridian (12 Projects, 8.4 miles, \$252.1 million)

- Eleven of the 12 projects are complete.
- The Franklin Blvd. to 11th Ave. project is scheduled for completion in January 2012.

I-84, Orchard to Isaacs Canyon (6 Projects, 8.8 miles, \$113.5 million)

- Completed in July 2011.

U.S. 30, McCammon to Soda Springs (5 Projects, 9.5 miles, \$87.5 million)

- Three of the five projects were completed in August 2010.
- The Portneuf River and Topaz bridge projects are scheduled for completion in July 2012.

— Chapter 5 —

Being Credible, Accountable, Efficient, and Effective

ITD Completed Zero-Based Budgeting Ahead of Schedule

ITD successfully transitioned to zero-based budgeting a year ahead of the mandated implementation date. Zero-based budgeting ensures expenditures are justified for each program year and makes the most efficient use of taxpayer dollars.

The department was simultaneously realigning the organization. Performing both an organizational and budgetary review provided managers a more thorough overview of the department. As a result of the combined effort, ITD ended FY11 with \$3.5 million in personnel savings. The department formed a team to review the zero-based budgeting process and documents to look for further efficiencies and duplication of effort. This effort was not a requirement placed upon the department—it was initiated by management. The team’s report is due to the department’s executive management in January 2012.

Project-Management Academy Improves Accountability

All employees who play a role in managing a project beginning in the planning stages and following through to its maintenance are being required to attend the new Project Management Academy. The goal is to ensure employees understand how they fit into the delivery of the project and how their actions affect the three critical components of project scope, schedule, and budget. The training highlights the collaborative effort ITD is striving to achieve, identifies who has the decision-making authority at the various steps, and will help the department deliver projects to the public on-time and on-budget.

New, Safer Traffic-Detection System Being Tested in Nampa

A new traffic-detection system that works better in fog and with competing light is being tested on the I-84 Northside Boulevard westbound on-ramp traffic signal. The existing video-detection unit did not always recognize vehicles in foggy conditions. In addition, nearby streetlights could also affect its operation. The new system will improve traffic flow and safety.

New Automated System Streamlines Tracking of Vehicles and Work

A new pilot program for tracking ITD maintenance vehicles and the work being performed is increasing efficiency and performance during winter-maintenance operations. This will allow the department to make better maintenance decisions and improve winter driving conditions.

Each vehicle’s location and the type of work it is doing is usually entered into the driver’s written diary, and later entered into the department’s maintenance-management program. The Advance Vehicle Locator (AVL) directly enters the data into the system, eliminating the need for drivers to enter the data manually. The AVL makes it easier and more efficient to keep track of de-icer and brine applications and plowing operations. The program is being tested at three locations across the state.

Idaho Successfully Transitioned to a New, More Secure Driver's License

Idaho's transition to a new and more secure driver's license was completed in FY2011. The new driver's license was introduced across the state in phases beginning in May 2011 and completed in June. Almost 30,000 driver's licenses and identification (ID) cards were issued during that period. The cards have a new look and state-of-the-art security features to protect Idahoans from identity theft. Licenses and ID cards are issued from a central secure location rather than over the counter.

Customers now leave county licensing offices with a temporary paper license or ID card that is valid for 30 days. The new plastic cards are produced at a central facility and mailed in approximately 10 business days. The project was delivered on-time and on-budget.

New Phone System Improves Services to Call-in Customers

A new phone system installed in 2011 allows the department's Division of Motor Vehicles to provide a "call center" to more quickly and efficiently assist the thousands of customers who phone for help and information. The system also allows ITD managers to monitor and evaluate how quickly calls are answered or transferred, and the length of time spent on each call.

Aviation System Plan Develops Goals and Performance Measures

The Idaho Aviation System Plan identified what matters most to improve the performance and accountability of Idaho's airport system. The plan established performance measures and benchmarks to gauge progress, forecast future growth, and assess needs.

Through implementation of this plan, the performance of Idaho's airport system will be strengthened and investments will deliver their intended results to the public. The plan was honored with both a state and national award from the American Council of Engineering Companies.

Online Meeting Provides Public Access to Information

The public learned online about proposed improvements to Idaho 55/Eagle Road and asked questions through the department's first online meeting in June 2011. In addition to asking questions, people watched a video explaining proposed improvements to Eagle Road and viewed the display boards and maps shown at the traditional meeting.

Idaho Power Rewards ITD for Energy Conservation, Saving Taxpayer Funds

Idaho Power recognized ITD's District 5 for its commitment to energy efficiency with a \$29,446 incentive check for upgrading lighting. The incentive check covered about 80 percent of the costs of purchasing and installing the new fixtures.

Replacing all of District 5's headquarters light fixtures generated savings of more than \$1,000 on the April/May 2011 electricity bill. The savings from the lighting upgrade will recoup the department's costs in approximately one year.

ITD's District 1 headquarters also earned a \$2,000 incentive from Avista Corporation for a lighting fixture conversion.

— Chapter 6 —

FY11 Budget Summary

Revenue Projection Exceeded by 1.1 Percent

Total state revenue to the department's State Highway Account of \$238.1 million exceeded projections by 1.1 percent, or \$2.6 million.

Personnel expenditures were less than in FY10, while operating costs, capital equipment purchases, and GARVEE debt service levels are similar to previous years.

Savings Used to Purchase Equipment and Fund Highway Projects

ITD used \$2.2 million generated through reduced liability insurance premiums to purchase critical capital equipment, including two rotary snowplows, a motor grader, sweepers, and a signal controller.

In addition, \$1.1 million of salary savings was used to cover the increase in fuel costs and \$2.4 million of salary savings was used to fund additional highway construction projects.

\$80 Million Expended in Stimulus Projects

Expenditures on stimulus-funded projects exceeded \$80 million for the year. This, along with all prior expenditures, has expended approximately 90 percent of the federal stimulus funding provided to ITD in 2009.

— Chapter 7 — FY12 Budget

Budget Flexibility Allows Organizational Realignment

The Idaho Legislature granted ITD budget flexibility for FY12. This allowed the department to implement an organizational realignment that included a reduction of management layers and eliminated the Division of Planning. Without the budget flexibility, the realignment would have been delayed until FY13.

Final Authorization Given for GARVEE Program

The Legislature authorized the final \$162 million authorization for the GARVEE Transportation Program. This authorization, combined with all previous authorizations, provides a total authorized program amount of \$855 million. Funding provided by this authorization will complete construction, in the current scope of the GARVEE program, on the U.S. 95 Garwood to Sagle and the Idaho 16 corridors.

Future of Federal Funding is Uncertain

Uncertainty about the funding provided by the Federal Highway Administration is a challenge the department continues to address. The last federal highway act expired on September 30, 2009. Congress has been passing continuous resolutions that last anywhere from a few weeks to as long as nine months. In the midst of this uncertainty, ITD is planning and developing projects to use the levels of federal funding provided.

Current project lists are based on the assumption that federal funding apportionments will remain flat at approximately \$296 million through federal fiscal year 2016.

— Chapter 8 —

Department Highlights

Over the past year, ITD has received numerous awards highlighting agency and staff performance. Highlights of those awards include:

- **President’s Award** for ITD’s and Department of Labor’s Wounded Warrior Program from the American Association of State Highway and Transportation Officials
- **Pride Award for Technology** for keeping the public informed of progress on the Interstate 84 East projects from the American Road and Transportation Builder’s Association
- **Information Technology Achievement Award** to ITD’s project management office for creating and implementing new processes for leveraging and managing funding data, programs, and new projects
- **Engineering Excellence Award** for ITD’s Idaho Airport System Plan from the American Council of Engineering Companies
- **Engineering Excellence Award** for design of the I-84 Vista Interchange from the American Council of Engineering Companies
- **Governing Magazine’s “Idea Center”** recognized ITD’s new web-based performance dashboard
- **Partnership Award from the Federal Highway Administration** given to seven ITD employees for extraordinary work in administering highway construction and safety projects
- **Best New Innovative Practice Award** for the Northwest Passage Traveler’s website from the National Intelligent Rural Transportation Forum
- **Silver Medal Award** for the high percentage of Idaho drivers who are potential organ donors from Intermountain Donor Services
- **Women Making History Award** to Mary Harker, Chief Human Resources Officer, for her accomplishments at ITD
- **Outstanding Achievement in Design Award** to ITD Engineer Lotwick Reese from the American Association of State Highway and Transportation Officials
- **Build America Award** for the reconstruction of Idaho 78 from the Association of General Contractors
- **Ten Idaho Press Club and one Capital City Communicators Awards** for ITD’s communications efforts

