

**Excellence in Transportation  
Bridge Balanced Scorecard**

*Provide safe, quality, cost effective hydraulic and structural solutions*

GOAL	OUTCOME MEASURE <i>(Impact - difference made by outputs)</i>	TARGET	LAST YEAR(S)	STRATEGY <i>(action plan)</i>	OUTPUT MEASURE <i>(a measure of activity, such as completion date, # of occurrences, etc.)</i>	OUTPUT TARGET	Comments
<b>Serve Our Customers</b>							
	% of off-system inspections - on time	100%	100%	<i>Meet bridge inspection due dates, work with local agencies to gain access for bridge inspection</i>	<i>% of bridge inspection due dates met</i>	100%	Substantially compliant per FHWA
	% reduction in late PCS activities	reduce by 20%	35% reduction	<i>Meet PCS schedules and code activity progress</i>	<i>% reduction in late activities</i>	20%	
	% of critical findings reported immediately	100%	100%				All critical findings reported within 3 working days
	Work with districts to incorporate bridge rehabilitation and replacement project into STIP	New measure	Establish baseline	<i>Provide districts updated rehabilitation and replacement candidate lists</i>	<i>Completion date for candidate lists provided to Districts</i>	Yearly	Structurally deficient or will become structurally deficient

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Take Care of all Physical Aspects of the State Transportation System								
	% of bridges at "good" condition - NHS	10%	New measure				Performance management measures for bridges as defined by FHWA	
	% of bridges at "good" condition - Non-NHS	10%	New measure					
	% of bridges at "poor" (structurally deficient) - NHS	Less than 10%	11.2%				Performance management measures for bridges as defined by FHWA	
	% of bridges at "poor" (structurally deficient) - Non-NHS	Less than 10%	10.50%					
					Implement Bridge Management System (BMS)	Implementation into STIP	1/1/2019	
					Develop a plan to identify and track ancillary structures	Completion date to identify and track ancillary structures	9/30/19	
					Complete load rating and implement load posting for Special Hauling and Emergency Vehicles (SHV and EV)	Completion date for load ratings and postings: SHV's (group 1) EV's (group 1)	12/30/2017 12/30/2019	

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Improve Program Efficiency and Effectiveness							
	% reduction in PCS late activities	reduce by 20%	35% reduction	Identify designs and details to be standardized	Completion date to identify standardized designs	9/30/17	
	% on time routine inspections (on-system)	100%	95%	Develop standardized designs and details	Completion date for designs and details	ongoing	Measured in accordance with Metric #6 and #7 of National Bridge Inspection Standards Review
	% on time routine inspections (off-system)	100%	100%	Continue to develop manuals for designs/details include examples	Completion date to develop manuals	ongoing	Measured in accordance with Metric #6 and #7 of National Bridge Inspection Standards Review
				Review and update policies on a consistent basis	Completion date to review and update policies	ongoing	
				Meet PCS schedules and code activity progress	% reduction in late activities	20%	
				Conduct annual quality assurance (QA) inspections	# of QA inspections per year	3%	
				Develop process to store bridge inspection documents electronically	Completion date to store documents electronically	9/30/19	Eliminate paper copies of bridge inspection files
				Research and utilize innovative bridge inspection techniques			
				Develop and implement QA process for fabrication	Completion dates for: developing criteria for QA process implementation	9/30/18	
				Use consultants, as needed (to fulfill requirements, meet project deadlines, technical expertise, bridge inspection)			
				Continue to develop potential RAC projects and other innovative practices			
				Develop manual for load rating of bridges and culverts	Completion date to develop manual	9/30/18	
				Develop manual for bridge inspection	Completion date to develop manual	9/30/17	
			Increase BRASS capabilities as funding permits				

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<b>Develop and Care for Our People</b>							
	% of JCQs updated	100%	New Measure	Update JCQ's for all employees	Completion date for reviewing and updating JCQs	100% completed by 1/31/18	
	% of training budget expended	100%	100%		% of training budget expended	100%	
				Provide cross training opportunities			
				Encourage AASHTO participation			
				Offer IDPs to all employees and develop/update IDPs for those wanting one	Completion date for developing and updating IDP's	100% completed by 6/1/18	
				Encourage more engineer and technician meetings	# of meetings held each year for engineers and	4/yr eng and 4/yr tech	
				Develop and obtain approval of lead paint removal policy for bridge inspections	Completion date for policy	9/30/2017	
				Develop succession plans for critical roles	Completion dates for: Identifying critical roles Develop desk manuals	9/30/17 9/30/18-19	
				Provide technical and individual training opportunities			
				Celebrate achievements (monthly)			
				Continue to hold an annual Bridge Training Day			
				Look for opportunities to provide more field visits to projects and fabrication shops			

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<b>Exercise Good Stewardship of our Resources</b>							
	Budget variance	At or under budget	94%				
	% variance in structure costs from preliminary to actual	+/-10%	17%	<i>Accurately identify project scope and estimated costs throughout the life of the project</i>	% variance in structure costs from preliminary to actual	+/-10%	
	% variance in PE costs from preliminary to actual	+/-25%	30%	<i>Accurately identify project scope and estimated costs throughout the life of the project</i>	% variance in structure costs from preliminary to actual	+/-25%	
				<i>Use life cycle cost analysis in BMS</i>	<i>Completion date for life cycle cost analysis</i>	10/31/2017	
				<i>Develop BROS eligibility and funding criteria and share with local agencies</i>	<i>Completion date to develop criteria and share with local agencies</i>	9/30/2017	