DEPARTMENT OF TRANSPORTATION AND DEVELOPMENT RELEVANCE AND RELIABILITY OF PERFORMANCE INFORMATION



PERFORMANCE AUDIT ISSUED MAY 23, 2012

LOUISIANA LEGISLATIVE AUDITOR 1600 NORTH THIRD STREET POST OFFICE BOX 94397 BATON ROUGE, LOUISIANA 70804-9397

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For questions related to this performance audit, Contact Karen Leblanc, Performance Audit Manager, at 225-339-3800.

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May 23, 2012

The Honorable John A. Alario, Jr.,
President of the Senate
The Honorable Charles E. "Chuck" Kleckley,
Speaker of the House of Representatives

Dear Senator Alario and Representative Kleckley:

This report provides the results of our performance audit on the relevance and reliability of performance information for the Office of Engineering and Operations within the Louisiana Department of Transportation and Development (DOTD).

The report contains our findings, conclusions, and recommendations. Appendix A contains DOTD's response to this report. I hope this report will benefit you in your legislative decision-making process.

We would like to express our appreciation to the management and staff of DOTD for their assistance during this audit.

Sincerely,

Daryl G. Purpera, CPA, CFE

Legislative Auditor

DGP/dl

DOTD 2012

Louisiana Legislative Auditor

Daryl G. Purpera, CPA, CFE

Department of Transportation and Development - Relevance and Reliability of Performance Information



May 2012

Audit Control # 40100026

Objectives and Overall Results

Louisiana Revised Statute (R.S.) 39:87.3 (D) (E) directs the Louisiana Legislative Auditor to provide an assessment of state agencies' performance data. In accordance with this requirement, we examined the relevance and reliability of performance information for the following programs in the Office of Engineering and Operations (EO) within the Department of Transportation and Development (DOTD):

- Engineering Program
- Bridge Trust Program
- Planning and Programming Program
- Operations Program
- Marine Trust Program

Appendix A contains DOTD's response to the audit. Appendix B contains our scope and methodology. The audit objectives and results of our work are as follows:

Objective 1: Is performance information for the programs within EO relevant?

Results: We found that performance information for the five programs within the EO met all of the criteria for relevance.

Objective 2: Are the performance indicators for the programs within EO reliable?

Results: We reviewed 10 of EO's key indicators for the first and second quarters of fiscal year 2011 and found that six (60%) of EO's performance indicators were reliable or reliable with qualifications. Specifically, we identified one (10%) indicator in the first and second quarters that was reliable and five (50%) indicators in the first and second quarters that were reliable with qualifications. Reliable with qualifications means that while our calculation agreed with the EO's calculation based on the information provided, we were unable to sufficiently test controls or recalculate the indicator based on source documentation. The source data for these five indicators is from a specialized truck that uses a laser to collect information on pavement conditions on highway and interstate systems.

We also found four (40%) indicators that were unreliable for the first quarter and three (30%) indicators that were unreliable for the second quarter. The primary reason these indicators were unreliable was that the EO did not enter the correct value into Louisiana Performance Accountability System (LaPAS).

Finally, for one (10%) indicator in the second quarter, we could not determine if the value was reliable because the query used to extract the data was maintained by a third party. A summary of our analysis of reliability is summarized below.

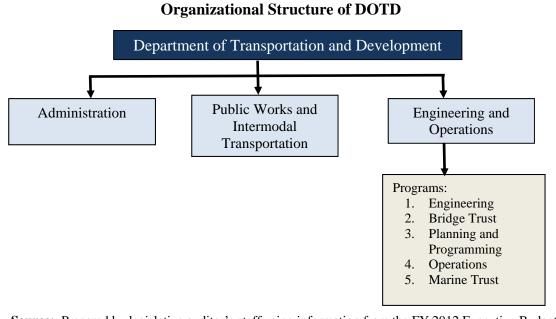
Summary of Reliability Results 1 st and 2 nd Quarter Fiscal Year 2011											
Category 1 st Quarter % 2 nd Quarter %											
Reliable	1	10%	1	10%							
Reliable with Qualifications	5	50%	5	50%							
Unreliable	4	40%	3	30%							
Reliability Undetermined	0	0%	1	10%							
Total	10		10								
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Source: Prepared by legislative auditor's staff using reliability results from Appendix C.

Background

Mission and Organizational Structure. The overall mission of the Louisiana Department of Transportation and Development (DOTD) is to deliver transportation and public works systems that enhance quality of life and facilitate economic growth. DOTD carries out this mission through three offices. This audit focused on the Office of Engineering and Operations (EO). Exhibit 1 shows the organizational structure of DOTD.

Exhibit 1



Source: Prepared by legislative auditor's staff using information from the FY 2012 Executive Budget.

Program Descriptions. We reviewed performance information for the five programs under the EO. These programs and a description of their functions as well as their appropriations and staffing in fiscal year 2011 are summarized below.

- Engineering Program (EP). The EP is responsible for developing and constructing a safe, cost-effective and efficient highway system that will satisfy the needs of the motoring public and serve the economic development of the state in an environmentally compatible manner. In fiscal year 2011, EP was appropriated approximately \$70.4 million and 538 authorized positions.
- Bridge Trust Program, Crescent City Connection Division (BTP). The BTP is responsible for collecting tolls and providing police services to the crescent city connection bridges, Pontchartrain Expressway and Westbank Expressway. It is also responsible for maintaining the bridges. In fiscal year 2011, BTP was appropriated approximately \$13.2 million and 125 authorized positions.

- **Planning and Programming Program (PPP).** The PPP is responsible for providing strategic direction for a seamless, multimodal transportation system. In fiscal year 2011, PPP was appropriated approximately \$19.8 million and 59 authorized positions.
- **Operations Program (OP).** The OP is responsible for efficiently planning, designing, constructing, and maintaining a safe transportation network in cooperation with public and private partners. In fiscal year 2011, OP was appropriated approximately \$349.1 million and 3,413 authorized positions.
- Marine Trust Program, Crescent City Connection Division (MTP). The MTP is responsible for operating and maintaining vessels and three ferry land facilities in the Greater New Orleans area. In fiscal year 2011, MTP was appropriated approximately \$8.0 million and 75 authorized positions.

Objective 1: Is performance information for the programs within EO relevant?

We reviewed all performance information for the five programs within the Office of Engineering and Operations (EO) and determined that it meets all the criteria for relevance. We reviewed a total of five missions, 13 goals, 24 objectives, and 29 performance indicators for these programs. We used the following criteria from the state's performance budgeting manual and best practices to determine if this performance information was relevant:

- Performance information exists for all program activities required by law.
- Performance information is aligned (i.e., indicators answer objectives; objectives answer goals).
- Objectives are measurable and time-bound (i.e, provide a target date).
- Objectives have at least one outcome indicator.
- Performance information is understandable and does not contain jargon that is not explained by explanatory notes.

Based upon these criteria, and as summarized in Exhibit 2, we found that all of DOTD's performance information for the EO is relevant. The results related to each of the above criteria are summarized below.

Exhibit 2 Summary of Results for Relevancy EO Performance Information										
Criteria EP BTP PPP OP MTP										
Relates to Legal Authority	Yes	Yes	Yes	Yes	Yes					
Aligned	Yes	Yes	Yes	Yes	Yes					
Measurable and Time-bound	Yes	Yes	Yes	Yes	Yes					
Measures Outcomes	Yes	Yes	Yes	Yes	Yes					
Understandable Yes Yes Yes Yes Yes										
Source: Prepared by legislativ	e audito	r's staff u	sing resu	lts from	LaPAS.					

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 $^{^1\,}MANAGEWARE$: A Practical Guide to Managing for Results.

Objective 2: Are the performance indicators for the programs within EO reliable?

Overall, we found that six (60%) of the EO's 10 performance indicators tested were reliable or reliable with qualifications. We reviewed the 10 key indicators that were calculated on a quarterly basis and that would be used in subsequent budgets. Our analysis did not include four indicators that are calculated annually and 15 indicators that were not included in the fiscal year 2012 budget. We reviewed and recalculated the 10 key performance indicators that were reported in the first and second quarter of fiscal year 2011 and classified our results into the following categories:

- **Reliable** reported performance is accurate within +/- 4% and it appears that controls are in place for collecting and reporting data
- **Reliable with Qualifications** reported performance is within +/- 4% but source documentation cannot be verified and/or controls cannot be tested with complete assurance
- **Unreliable** reported performance is not within +/- 4%
- Reliability Undetermined documentation is not available and controls alone are not adequate to ensure accuracy

Using the categories above, we found that six (60%) of EO's 10 performance indicators were reliable or reliable with qualifications. Specifically, we identified one (10%) indicator in the first and second quarters that was reliable and five (50%) indicators in the first and second quarters that were reliable with qualifications. We also identified four (40%) indicators in the first quarter and three (30%) indicators in the second quarter that were unreliable. Finally, we could not determine the reliability of one (10%) indicator in the second quarter. Exhibit 3 summarizes the results of our analysis followed by further information on those indicators determined to be reliable with qualifications, unreliable, or those whose reliability cannot be determined. Appendix C provides additional details on our analysis of reliability.

Exhibit 3 Summary of Reliability Results EO Performance Indicators											
Category 1 st Quarter % 2 nd Quarter %											
Reliable	1	10%	1	10%							
Reliable with Qualifications	5	50%	5	50%							
Unreliable	4	40%	3	30%							
Reliability Undetermined	0	0%	1	10%							
Total 10 10											
Source: Prepared by legislative au	ditor's staff using	reliability result	s from auditor anal	vsis and LaPAS.							

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Indicators Reliable with Qualifications. We found that five (50%) of 10 indicators in the first and second quarters were reliable with qualifications. This means that while our calculation agreed with DOTD's calculation based on the information provided, we were unable to sufficiently test controls or recalculate the indicator based on source documentation because of the complex methods used to collect and calculate the indicator.

These five indicators all measure the pavement conditions and quality of certain roadways. To do this, DOTD contracts with Furgo Roadwares, a company that uses Automatic Road Analyzers trucks to calculate road conditions. This truck uses a video image of the road surface and lasers to calculate the smoothness of the road surface. The resulting data then goes through a series of complex calculations and measurements involving deterioration projections and roughness indexes to determine whether the road is in good or fair condition.

Because of the complex methodology used to calculate these indicators, we were unable to give complete assurance of their reliability. However, we did identify some controls that DOTD has put in place to help ensure the data is reliable. For example, DOTD ensures that the truck is properly calibrated and has developed a quality control process that compares previous data from the truck to current data. In addition, other neighboring states also use similar technology.

Unreliable Indicators. We found four (40%) of the 10 indicators in the first quarter and three (30%) indicators in the second quarter that were unreliable. These indicators and the reasons they were unreliable are summarized below.

Exhibit 4 Explanation of EO's Unreliable Performance Indicators								
EO Performance Indicators	Quarter	Explanation						
Percent of projects delivered on time	1 st and 2 nd	Source data included some projects that should have been excluded						
Bridge operating cost per vehicle	1 st	LaPAS data entry error						
Percentage of deficient non-interstate line miles restriped	1 st and 2 nd	Source data was incomplete because not all districts were reporting information and some districts were reporting incorrect information						
Percentage of interstates that meet or exceed performance expectations	2 nd	LaPAS data entry error						
Percentage ferry crossings not made during scheduled operating hours	1 st	LaPAS data entry error						
Source: Prepared by legislative auditor's	staff using inform	ation from DOTD.						

Reliability Undetermined. We could not determine the reliability for one (10%) of the 10 indicators in the second quarter.² This indicator measures the bridge operating cost per vehicle using data collected by an automated system that counts vehicles as they cross Crescent City Connection Division bridges. To calculate this indicator, DOTD divides the operating costs by the vehicle counts which are extracted from this system. However, we were unable to verify that the query was pulling accurate and complete data because the query was maintained by a third-party consultant.

Recommendation 1: For the "percent of projects delivered on time" indicator, DOTD should ensure that the correct information is included in the calculation of the indicator.

Summary of Management's Response: DOTD agrees with this recommendation and states that the implementation of the LaGov system required a new numbering convention for construction projects. Now "lead," "joint," and "associated" projects are included under a single project number, so there is no longer any confusion over how to categorize projects for including in the quarterly calculations.

Recommendation 2: For the "bridge operating cost per vehicle" indicator, DOTD should ensure that it maintains the query used to extract data from its automated system to calculate this indicator.

Summary of Management's Response: DOTD agrees with this recommendation and states that the tolls on the Crescent City Connection are set to expire on December 31, 2012, and these performance indicators will no longer be valid for DOTD.

Recommendation 3: For the "percentage of deficient non-interstate line miles restriped" indicator, DOTD should ensure that all districts report information for the indicator and ensure that all information is calculated correctly.

Summary of Management's Response: DOTD agrees with this recommendation and states that effective immediately, DOTD's Assistant Secretary for Operations will reissue clear and precise directions to the Districts on how to report this performance measure.

Recommendation 4: DOTD should review all indicator calculations to ensure indicators were calculated correctly before being reported in LaPAS.

Recommendation 5: DOTD should implement a review process to ensure that information is entered into LaPAS correctly.

Summary of Management's Response: DOTD agrees with these two recommendations and states that, effective September 2011, DOTD created a Standard Operation Procedure (SOP) for the Manager of Strategic Planning and Reporting that

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² This indicator was found to be unreliable in the first quarter because of a data entry error.

documents the LaPAS entry procedure. In addition, an additional employee of the department has been trained to enter LaPAS data and will serve as the back-up/checker of all information reported. Each DOTD Program Head will reissue clear and precise directions to all reporting personnel to ensure that all information reported is accurate and reliable.

APPENDIX A: MANAGEMENT'S RESPONSE



STATE OF LOUISIANA DEPARTMENT OF TRANSPORTATION AND DEVELOPMENT

P.O. Box 94245 Baton Rouge, Louisiana 70804-9245 www.dotd.la.gov



April 23, 2012

Mr. Daryl G. Purpera, CPA, CFE Legislative Auditor P. O. Box 94397 Baton Rouge, LA 70804

RE:

Department of Transportation and Development

Performance Audit on the

Reliability and Relevance of Performance Information

Dear Mr. Purpera:

The Department is in receipt of your report dated April, 2012 regarding the performance audit of the relevance and reliability of performance information for programs for the Offices of Engineering and Operations in the Department of Transportation and Development (DOTD). I appreciate the opportunity to respond to the report and also to have my response letter included as an attachment in the final report.

We concur with the five recommendations in the report. Additional discussion is as follows:

Recommendation 1: For the "percent of projects delivered on time" indicator, DOTD should insure that the correct information is included in the calculation of the indicator.

Response: The implementation of the LaGov system required a new numbering convention for construction projects. Now "lead", "joint", and "associated" projects are included under a single project number, so there is no longer any confusion over how to categorize the projects for inclusion in the quarterly calculations.

Recommendation 2: For the "bridge operating cost per vehicle" indicator, DOTD should ensure that it maintains the query used to extract data from its automated system to calculate this indicator.

Response: Tolls on the Crescent City Connection are set to expire December 31, 2012, and these performance indicators will no longer be valid for the Department of Transportation and Development.

Recommendation 3: For the "percentage of deficient non-interstate line miles restriped" indicator, DOTD should ensure that all districts report information for the indicator and ensure that all information is calculated correctly.

Response: Effective immediately, DOTD's Assistant Secretary for Operations will re-issue clear and precise directions to the Districts on how to report this performance measure.

Mr. Daryl G. Purpera April 23, 2012 Page 2

Recommendation 4: DOTD should review all indicator calculations to ensure indicators were calculated correctly before being reported in LaPAS.

Response: Effective September 2011, DOTD created a Standard Operation Procedure (SOP) for the Manager of Strategic Planning and Reporting that documents the LaPAS entry procedure. In addition, an additional employee of the Department has been trained to enter LaPAS data and will serve as the back-up/checker of all information reported. Each DOTD Program Head will reissue clear and precise directions to all reporting personnel to ensure that all information reported is accurate and reliable.

Recommendation 5: DOTD should implement a review process to ensure that information is entered into LaPAS correctly.

Response: Effective September 2011, DOTD created a Standard Operation Procedure (SOP) for the Manager of Strategic Planning and Reporting that documents the LaPAS entry procedure. In addition, an additional employee of the Department has been trained to enter LaPAS data and will serve as the back-up/checker of all information reported. Each DOTD Program Head will reissue clear and precise directions to all reporting personnel to ensure that all information reported is accurate and reliable.

Thank you for the opportunity to respond to this report and to have DOTD's response included in the final report. Please feel free to contact me, or, Michael Bridges, Undersecretary, should you have any questions.

Sincerely,

Sherri H. LeBas, P.E.

Secretary

c: Mr. Michael Bridges, DOTD Undersecretary

Mr. John Lyon, DOTD Internal/External Audit Supervisor

Mr. Mark St. Cyr, DOTD QCIP Section Head

Dr. Eric Kalivoda, DOTD Deputy Secretary

Mr. Kirt Clement, DOTD Deputy Undersecretary

Mr. Wade Lester, DOTD Mgr. of Strategic Planning and Reporting

APPENDIX B: AUDIT INITIATION, SCOPE, AND METHODOLOGY

We conducted this performance audit under the provisions of Title 24 of the Louisiana Revised Statutes (R.S.) of 1950, as amended. R.S. 39:87.3 (D) (E) directs the Louisiana Legislative Auditor to provide an assessment of state agencies' performance data. To fulfill this requirement, we periodically examine the relevance and/or the reliability of performance information and indicator data for various state agencies. Our audit focused on the relevance of performance information and the reliability of the performance indicator data for the programs within the Office of Engineering and Operations (EO) within the Department of Transportation and Development (DOTD) for the first and second quarters of fiscal year 2011.

We conducted this performance audit in accordance with generally accepted government auditing standards issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide reasonable basis for our findings and conclusions based on our audit objectives. We believe the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives. To answer our objectives, we reviewed internal controls relevant to the audit objectives and performed the following audit steps for each objective:

Objective 1: Is performance information for the programs within EO relevant?

- Conducted background research and a risk assessment, including a review of state and federal laws relating to performance accountability
- Identified the federal and state legal authority for DOTD-EO, including its missions, goals, and objectives
- Reviewed and identified EO's performance indicators, mission, goals, and objectives in the Executive Budget Documents of fiscal year 2011, as well as its major activities (initiatives)
- Reviewed all 29 EO performance indicators of fiscal year 2011 for relevancy
- Interviewed DOTD staff and management to determine how they use performance data to make decisions and manage its programs
- Reviewed MANAGEWARE: A Practical Guide to Managing for Results, the Office of Planning and Budget's guidance documentation on performance indicators

Objective 2: Are the performance indicators for the programs within EO reliable?

- Assessed the control structure and reliability for 10 of EO's key performance indicators for fiscal year 2011
- Each indicator was classified into one of four different categories:
 - **Reliable** reported performance is accurate within +/- 4% and it appears that controls are in place for collecting and reporting data
 - Reliable with Qualifications reported performance is within +/- 4% based on documents provided, but source documentation cannot be verified and/or controls cannot be tested with complete assurance
 - O **Unreliable** reported performance is not within +/- 4%
 - o **Reliability Undetermined** documentation is not available and controls are not adequate to ensure accuracy
- Interviewed DOTD staff and management on EO's performance indicators, their processes and calculations, and use of their results
- Conducted an online survey and interviewed management to assess performance indicator input, process, and review controls
- Examined EO's policies and procedures relating to our audit objectives
- Compared EO's performance indicators in the Executive Budget Documents to Louisiana Performance Accountability System (LaPAS)
- Obtained and analyzed performance indicator source data for accuracy and completeness, including database report coding
- Analyzed performance indicator calculation methodology for accuracy
- Recalculated the performance indicators based on established calculation methodology
- Reviewed LaPAS reported results for entry errors
- Assessed performance indicator names and data for clarity
- Calculated the percentage difference between the actual performance and reported performance; if the percentage difference was more than 4%, we considered the value to be inaccurate

APPENDIX C: OVERVIEW OF PERFORMANCE INDICATOR RELIABILITY

EO Objectives and Indicators	Amount in LaPAS 1 st Qtr.	Amount in LaPAS 2 nd Qtr.	Our Calculation 1 st Qtr.	Our Calculation 2 nd Qtr.	1 st Qtr. Variance	2 nd Qtr. Variance	Assessment 1 st Qtr.	Assessment 2 nd Qtr.	Explanation
Objective 1: Through the Program and Project Delivery activity, to increase the percentage of projects delivered on time by 5% each fiscal year through June 30, 2013.	50%	40.80%	51.94%	39.21%	3.88%	4.9%	Unreliable	Unreliable	DOTD used some projects in this calculation that should not have been
 Percentage of projects delivered on time 									included.
Objective 2: Through the Operations and Maintenance activity, to effectively maintain and improve the State Highway System so that the system stays in current or better condition each fiscal year. • Percentage of interstate highway system miles in fair or higher condition	94.80%	95.96%	94.80%	95.96%	0.00%	0.00%	Reliable with Qualifications	Reliable with Qualifications	N/A
Objective 3: Through the Operations and Maintenance activity, to effectively maintain and improve the State Highway System so that the system stays in current or better condition each fiscal year. • Percentage of national highway system miles in fair or higher condition	93.36%	93.37%	93.36%	93.37%	0.00%	0.00%	Reliable with Qualifications	Reliable with Qualifications	N/A

EO Objectives and Indicators	Amount in LaPAS 1 st Qtr.	Amount in LaPAS 2 nd Qtr.	Our Calculation 1 st Qtr.	Our Calculation 2 nd Qtr.	1 st Qtr. Variance	2 nd Qtr. Variance	Assessment 1 st Qtr.	Assessment 2 nd Qtr.	Explanation
Objective 4: Through the Operations and Maintenance activity, to effectively maintain and improve the State Highway System so that the system stays in current or better condition each fiscal year.	94.00%	94.00%	94.00%	94.00%	0.00%	0.00%	Reliable with Qualifications	Reliable with Qualifications	N/A
 Percentage of highways of statewide significance miles in fair or higher condition 									
Objective 5: Through the Operations and Maintenance activity, to effectively maintain and improve the State Highway System so that the system stays in current or better condition each fiscal year. • Percentage of regional highway system miles in	83.77%	83.83%	83.77%	83.83%	0.00%	0.00%	Reliable with Qualifications	Reliable with Qualifications	N/A
fair or higher condition									
Objective 6: Through the Support Services activity, to monitor and report on a quarterly basis the pavement conditions in support of DOTD pavement preservation objectives each fiscal year.	100.00%	100.00%	100.00%	100.00%	0.00%	0.00%	Reliable with Qualifications	Reliable with Qualifications	N/A
 Percent pavement conditions reported quarterly 									

EO Objectives and Indicators	Amount in LaPAS 1 st Qtr.	Amount in LaPAS 2 nd Qtr.	Our Calculation 1 st Qtr.	Our Calculation 2 nd Qtr.	1 st Qtr. Variance	2 nd Qtr. Variance	Assessment 1 st Qtr.	Assessment 2 nd Qtr.	Explanation
Objective 7: Through the Operations and Maintenance activity, to optimize the CCCD bridge-related operations cost by maintaining the cost per vehicle \$.30 or less by June 30, 2013. • Bridge operating cost per vehicle	\$0.16	\$0.20	\$0.19	\$0.20	18.75%	0.00%	Unreliable	Could not determine	This indicator was reported correct, but was entered into LaPAS incorrectly. For the 2 nd quarter, we could not determine because DOTD did not provide the query used to pull data from the automated system.
Objective 8: Through the Program and Project Delivery activity, to improve safety by ensuring that 100% of deficient non-interstate line miles are restriped by the end of each fiscal year through June 30, 2013. • Percentage of deficient noninterstate line miles restriped	36.9%	55.2%	54.00%	48.00%	N/A*	N/A*	Unreliable	Unreliable	Some of the districts did not enter information, and some of the ones that did entered incorrect information.

EO Objectives and Indicators	Amount in LaPAS 1 st Qtr.	Amount in LaPAS 2 nd Qtr.	Our Calculation 1 st Qtr.	Our Calculation 2 nd Qtr.	1 st Qtr. Variance	2 nd Qtr. Variance	Assessment 1 st Qtr.	Assessment 2 nd Qtr.	Explanation
Objective 9: Through the Program and Project Delivery activity, to improve safety by developing and implementing a pavement marking program to assure that 90% of all Interstate roadways meet or exceed performance specifications by June 30, 2013. • Percent of interstates that meet or exceed performance expectations	71.0%	78.0%	71.00%	68.00%	0.00%	-12.82%	Reliable	Unreliable	The first quarter is correct. The second quarter is not. DOTD said that is probably a transcribing error. DOTD agreed with our calculation.
Objective 10: Through the ferries activity, to maintain CCCD ferries to ensure downtime during schedule operating hours does not exceed 5% each fiscal year through June 30, 2013. • Percentage ferry crossings not made during scheduled operating hours	1.32%	1.90%	1.60%	1.90%	21.21%	0.00%	Unreliable	Reliable	The first quarter was not reported correctly. DOTD agreed with our calculations.

^{*}The value is N/A for these because we could not calculate a reliable number. However, we know the indicator is unreliable because data was included that should not have been and districts did not accurately complete documentation that would have been used to calculate this indicator.

Source: Prepared by legislative auditor's staff using analysis results.