

 NORTH CAROLINA DEPARTMENT OF TRANSPORTATION

A Vision Set in Motion

2010 Annual Performance Report Supporting Material

Background Information, Definitions and
Rationale for the Performance Scorecard



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Performance Scorecard – SFY2010

Goal	Defined Performance Measure	Target	SFY 2010 Result
Safety: Make our transportation network safer	Rate of Fatalities per 100 Million Vehicle Miles	less than 1.53	1.24
	Rate of Crashes per 100 Million Vehicle Miles	less than 230.75	223.47
	Rate of Injuries per 100 Million Vehicle Miles	less than 112.75	104.73
	% of Statewide Safety Belt Usage	90%	89.7%
	Average Number of Driver Licenses and Identification Cards Issued Monthly	205,000 or greater	200,910
Mobility: Make our transportation network move people and goods more efficiently	% of Strategic Highway Corridor Miles that have Little or No Recurring Congestion	85% or greater	88%
	Average Time to Clear a Major Accident	less than 90 min.	69.5 min.
	% of Scheduled Ferry Runs Completed	97% or greater	97%
	% of Passenger Trains that Departed on Schedule*	75% or greater	NO RESULT*
	% Reduction in Expected Growth of Commuter Generated Vehicle Miles Traveled	25% or greater	25.3%
Infrastructure Health: Make our infrastructure last longer	% of Interstate Route Pavement Miles in Good Condition	85% or greater	84.1% ²
	% of Primary Route Pavement Miles in Good Condition	80% or greater	63.3% ²
	% of Secondary Route Pavement Miles in Good Condition	75% or greater	66.8% ²
	% of Bridges in Good Condition	76% or greater	62.5% ²
	Weighted Score of all Highway Features, excluding Pavement and Bridges, in Good/Excellent Condition	84 or greater	Available Dec. ²
Make our organization a place that works well	% of Projects “Advertised for Bid” and Awarded to the Contractor for Construction on Schedule	70% or greater	67% (82%) ³
	% of Projects that Completed Right of Way Plans on Schedule	70% or greater	38% (48%) ⁴
	% of Highway Construction Projects Completed on Schedule	70% or greater	86%
	% of Highway Construction Projects Completed on Budget	70% or greater	70%
	Average Environmental Compliance Score for Construction and Maintenance Projects Statewide	7.5 or greater	8.5
	% of the Overall Budget for Administrative Costs	less than 7.6%	6.9%
	% of Federal Receipts to Eligible Authority to Bill	95% or greater	61% ¹
	% of Planned Expenses Compared to Actual Receipts	+/- 5% - 10%	9.05%
	% of Total Dollars Paid to Minority- and Women-Owned Businesses	10.1% or greater	9.97%
	% of Customers Satisfied with Department-Wide Services*	70% or greater	NO RESULT*
Make our organization a great place to work	Employee Engagement Index	5.23 or greater	5.23 ²
	% of Top Talent Retained*	80% or greater	NO RESULT*
	% of all Employees that Met or Exceeded Performance Expectations	80% or greater	92%
	Depth of Leadership Pipeline*	10% or greater	NO RESULT*
	Employee Safety Index	less than 6.16	4.97

*As of this printing, NCDOT was still developing measurement criteria for these categories.

	Exceeded target
	Met target
	Below target

¹ The performance measures and results are based on federal fiscal year (October 1 – September 30)

² The performance measures and results are based on a standing survey or periodic evaluation and not based on state fiscal year

³ The performance result indicates the Department’s ability to fund, prioritize and deliver projects and only includes projects that were on the program list as of 7/1/2009. Additional projects delivered that were not on the program list are captured separately (N=210) and if included becomes a success rate of 82%.

⁴ The performance result indicates the Department’s ability to fund, prioritize and deliver projects and only includes projects that were on the program list as of 7/1/2009. Additional projects delivered that were not on the program list are captured separately (N=31), and if included becomes a success rate of 48%.

Overview and Background

The North Carolina Department of Transportation (NCDOT) establishes outcome-based executive level organizational measures of performance on an annual basis. The measures and associated targets gauge the overall success of the department as an entire organization. This document provides definitions, context and results for each of NCDOT's executive performance measures for state fiscal year 2009-2010 (July – June).

Each executive level performance measure is assigned an annual target of desired achievement and is associated with meeting at least one of the organizational goals:

- Make our transportation network safer
- Make our transportation network move people and goods more efficiently
- Make our infrastructure last longer
- Make our organization a place that works well
- Make our organization a great place to work

These measures are the basis for driving towards a better transportation network and an improved level of service to the State of North Carolina. The results of these executive measures are monitored by management on an on-going basis and reported quarterly to the executive leadership team and N.C. Board of Transportation. The fourth quarter and year-end results are reported in the Annual Performance Report.

Performance targets for the executive metrics are adjusted and adopted annually. They are set independently based on performance trends, previous year results, resources available, national standards and recommendations, or legislative requirements. Recommended performance targets are also advocated by the subject matter experts at the appropriate level of detail within the department. When targets are set, they are challenging yet realistic and achievable by the organization within a one year period. Furthermore, NCDOT is also in the process of establishing aspirational goals based on resources available within the next ten years. Once adopted, these “10-year targets” will be aligned with the executive measures and will challenge the organization to improve performance each and every year.

In addition to these executive outcome measures, there are hundreds of input and output measures and business unit elements and activities that directly or indirectly influence these executive measures. Many of these measurable items are captured on business unit work plans (what a unit plans to accomplish each year) and the employee performance management system (known internally as the Performance Dashboard and Appraisal). Additionally, these items of performance at the business unit and individual level are connected to the department meeting its overall organizational measures and targets.

NCDOT is one of a few government organizations in the nation that directly connects individual employee performance to organizational performance results, from the frontline worker to the Secretary of Transportation.

Supporting Material: SFY 2010

To quickly depict the historical trend for each executive metric, or whether the results are heading in an acceptable direction based on previous annual results, a series of color coded arrows have been placed on the top right hand-side of each performance chart.

An arrow pointed up indicates there is an increase in the annual result and an arrow pointed down indicates there is a decrease in the annual result. A horizontal arrow indicates that there is no trend (up or down) and the annual results have been consistently equal, which in most cases is acceptable.

Most importantly, an arrow pointed in any direction that is red is not trending towards an acceptable direction and an arrow colored green is trending in an acceptable direction. If trend results are not available or unknown a question mark is noted. Below is a legend of the trend indicators.

 <p>Trend</p>	Result is acceptable. Trend is going down.	 <p>Trend</p>	Result is unacceptable. Trend is going down.
 <p>Trend</p>	Result is acceptable. Trend is going up.	 <p>Trend</p>	Result is unacceptable. Trend is going up.
 <p>Trend</p>	Result is acceptable. Trend is consistent.	 <p>Trend</p>	Trend is unknown.

The following pages describe each executive measure and its results for state fiscal year 2010.

Goal: Make our transportation network safer

Measure 1.1 – North Carolina’s Highway Fatality Rate

Performance Measure: Total statewide rate of highway fatalities per 100 million vehicle miles traveled.

Reporting Period: State fiscal year

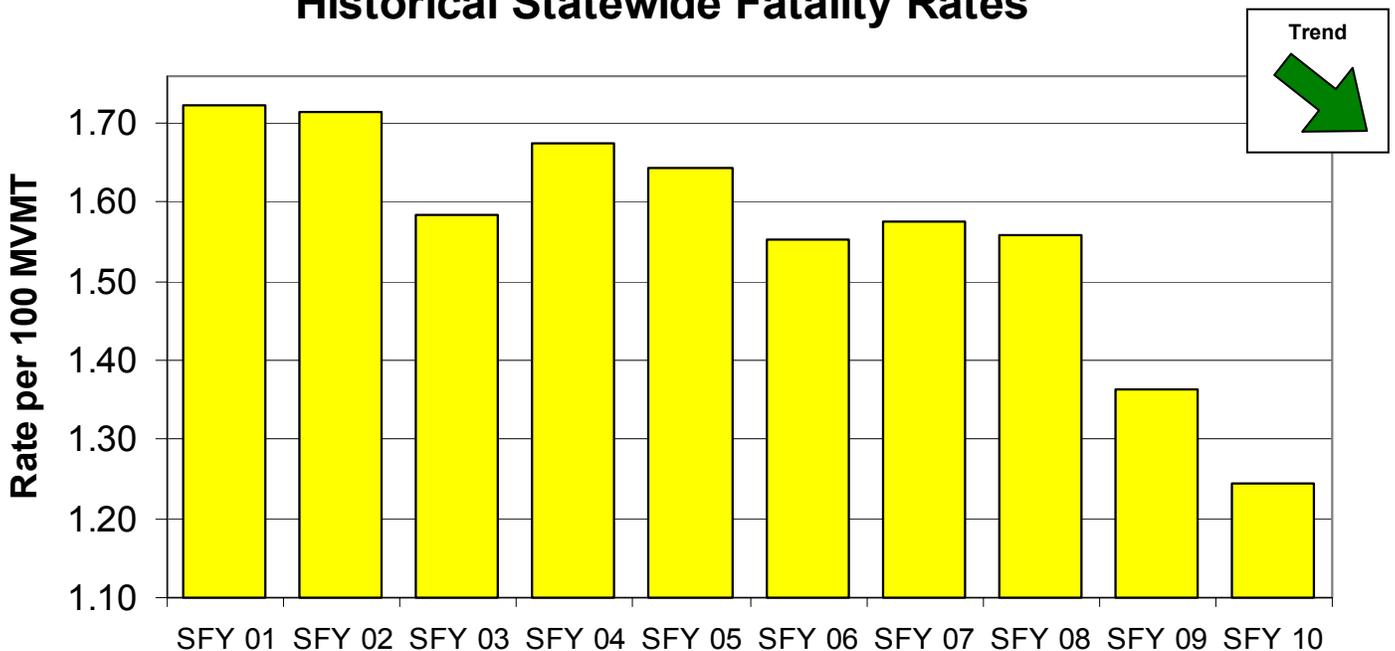
Conditions and Background:

- The fatality rate is calculated as the number of statewide fatalities per year divided by the estimated vehicle miles traveled (VMT) in 100 millions.
- VMT is defined as the total distance traveled in miles by all motor vehicles in a selected region in a given period of time.
- This data is sourced from the N.C. Division of Motor Vehicles Crash Database and managed by the Traffic Engineering Accident Analysis System (TEAAS).

Annual Target/Objective: NCDOT has established a target range in SFY 2010 for the statewide fatality rate to be less than 1.53. The target is a variant (+/- 1 standard deviation) and was set based on the previous year’s results and five-year rolling average.

North Carolina Highway Fatalities						
Year	SFY 05	SFY 06	SFY 07	SFY 08	SFY 09	SFY 10
Total Count	1,615	1,572	1,616	1,598	1,384	1,271
Rate	1.64	1.55	1.57	1.56	1.36	1.24
VMT	982.44	1,012.55	1,026.23	1,025.30	1,014.63	1,022.25

Historical Statewide Fatality Rates



Measure 1.2 – North Carolina’s Highway Crash Rate

Performance Measure: Total statewide rate of highway crashes per 100 million vehicle miles traveled.

Reporting Period: State fiscal year

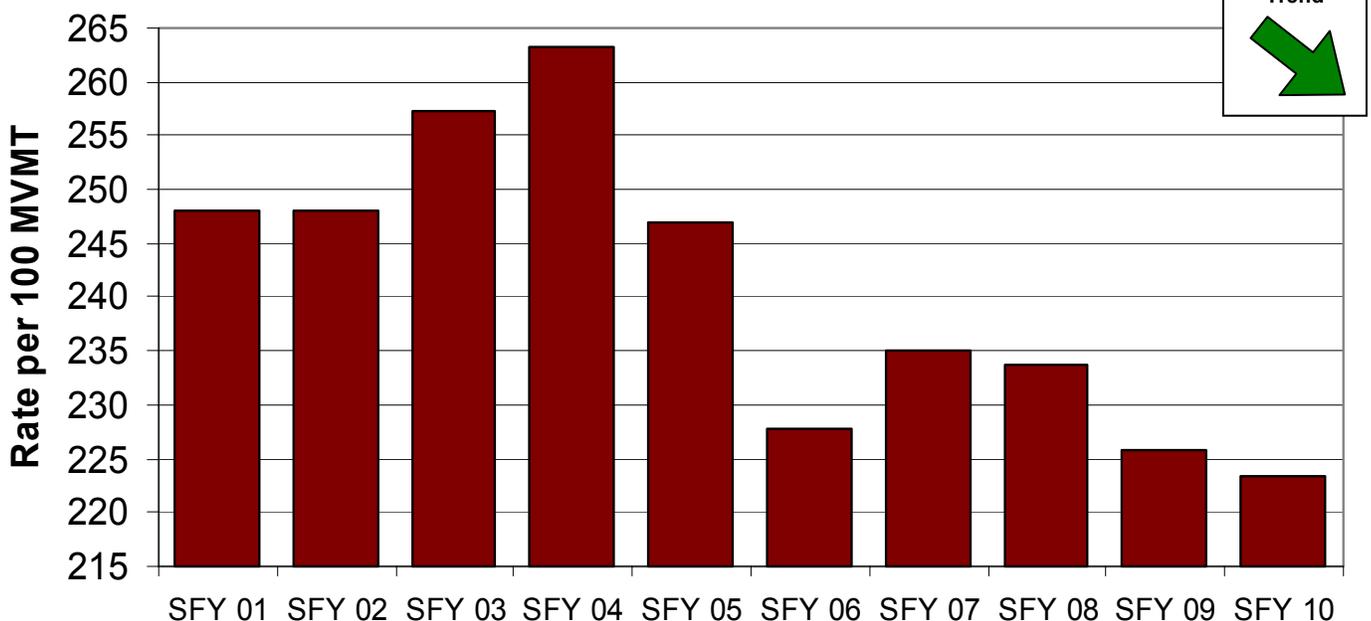
Conditions and Background:

- The crash rate is calculated as the total number of statewide crashes per year divided by the total estimated vehicle miles traveled (VMT) in 100 millions.
- VMT is defined as total distance traveled in miles by all motor vehicles in a selected region in a given period of time.
- The data is sourced from the N.C. Division of Motor Vehicles Crash Database and managed by the Traffic Engineering Accident Analysis System (TEAAS).

Annual Target/Objective: NCDOT has established a target range in SFY 2010 for the statewide crash rate to be less than 230.75. The target is a variant (+/- 1 standard deviation) and was set based on the previous year’s results and five-year rolling average.

North Carolina Highway Crashes						
Year	SFY 05	SFY 06	SFY 07	SFY 08	SFY 09	SFY 10
Total Count	242,590	230,524	241,182	239,703	229,069	228,444
Rate	246.93	227.67	235.02	233.79	225.77	223.47
VMT	982.44	1,012.55	1,026.23	1,025.30	1,014.63	1,022.25

Historical Statewide Crash Rates



Measure 1.3 – North Carolina’s Highway Injury Rate

Performance Measure: Total statewide highway injuries per 100 million vehicle miles traveled.

Reporting Period: State fiscal year

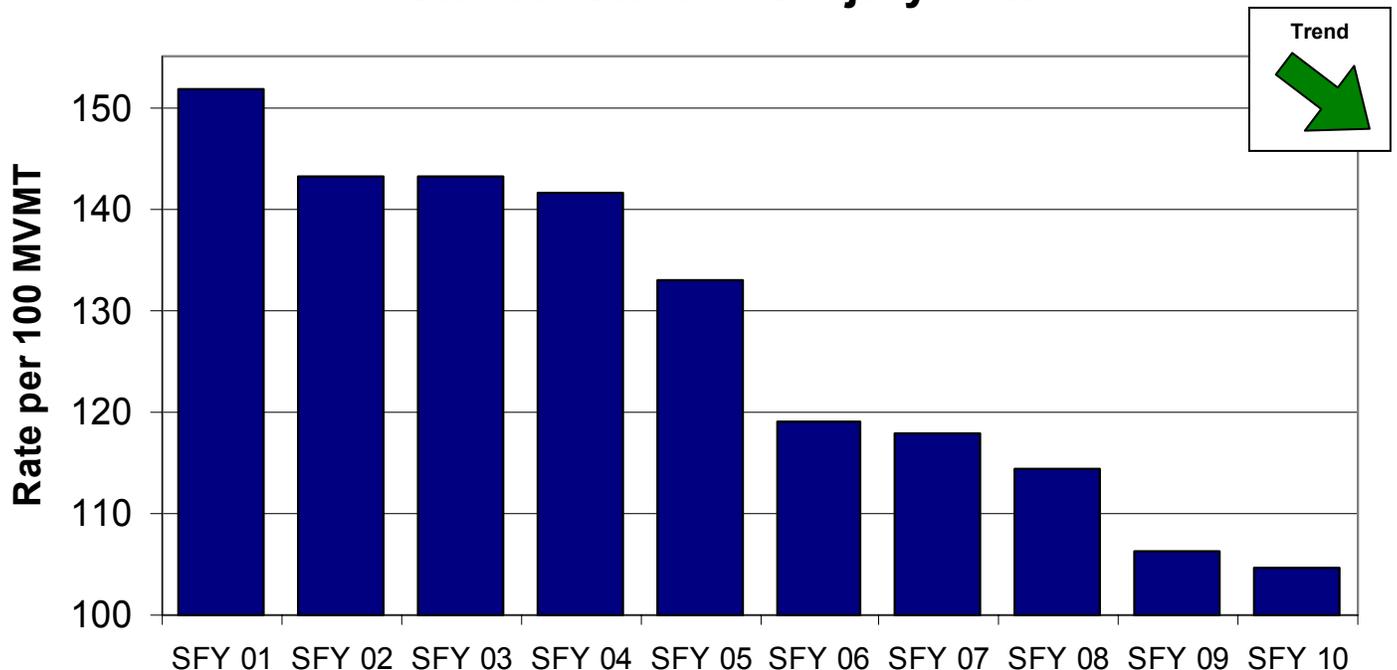
Conditions and Background:

- The injury rate is calculated as the total number of statewide injuries per year divided by the total estimated vehicle miles traveled (VMT) in 100 Millions.
- VMT is defined as total distance traveled in miles by all motor vehicles in a selected region in a given period of time.
- The data is sourced from the N.C. Division of Motor Vehicles Crash Database and managed by the Traffic Engineering Accident Analysis System (TEAAS).

Annual Target/Objective: NCDOT has established a target range in SFY 2010 for the statewide injury rate to be less than 112.75. The target is a variant (+/- 1 standard deviation) and was set based on the previous year’s results and five-year rolling average.

North Carolina Highway Injuries						
Year	SFY 05	SFY 06	SFY 07	SFY 08	SFY 09	SFY 10
Total Count	130,578	120,497	120,960	117,177	107,931	107,060
Rate	132.91	119.00	117.87	114.29	106.37	104.73
VMT	982.44	1,012.55	1,026.23	1,025.30	1,014.63	1,022.25

Historical Statewide Injury Rate



Measure 1.4 – Statewide Safety Belt Use

Performance Measure: Percentage of statewide safety belt usage.

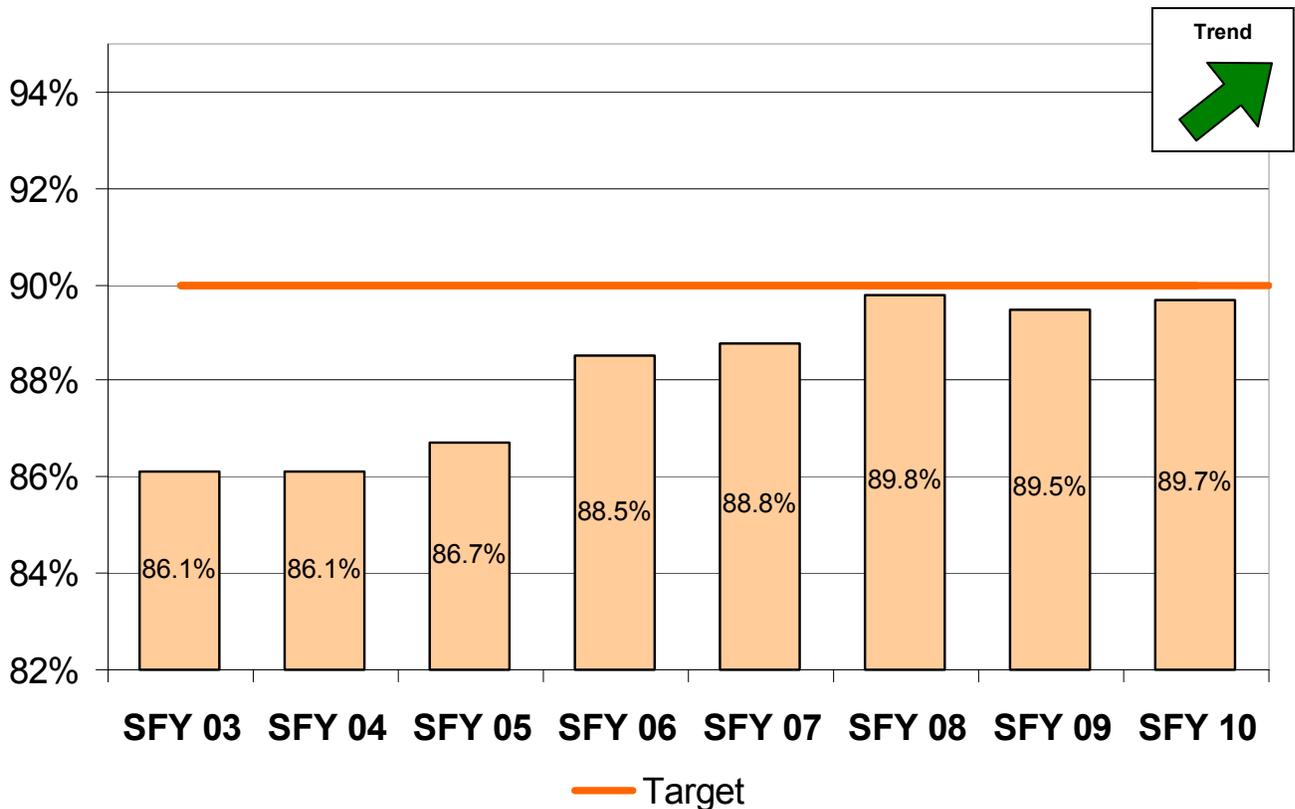
Reporting Period: State fiscal year (a survey reported at the conclusion of the SFY)

Conditions and Background:

- This measure tracks the number of North Carolina vehicle passengers wearing a safety belt.
- Results are generated through random visual surveys throughout the state.
- North Carolina’s goal for vehicle occupant protection is to increase safety belt use through education and enforcement.
- The performance data is collected and managed by the Governor’s Highway Safety Program.

Annual Target/Objective: NCDOT has established a target range for the statewide safety belt use as greater than 90 percent. A percent above 92 exceeds annual expectations. The target was based on national recommendations and standards.

North Carolina Safety Belt Usage



Measure 1.5 – Driver License and Identification Card Issuance

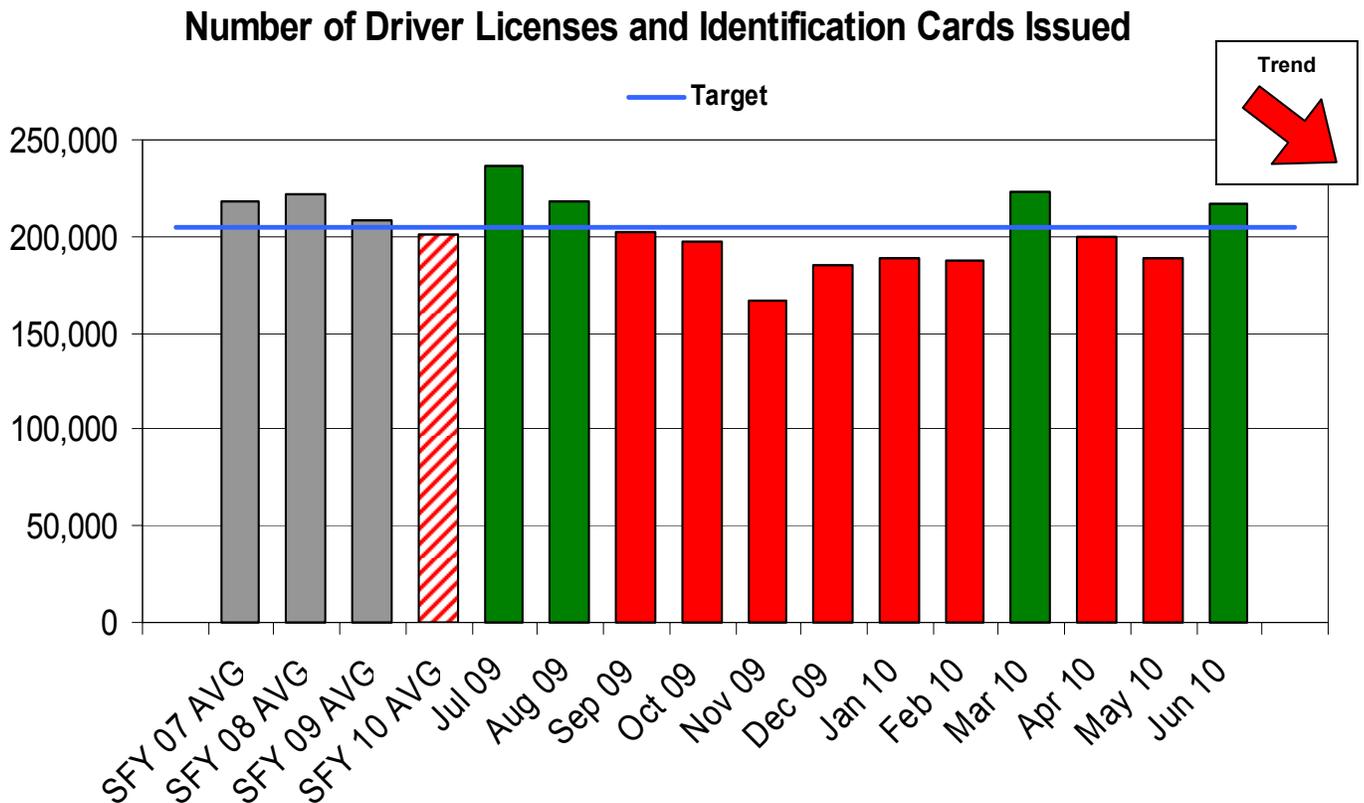
Performance Measure: Average number of driver licenses and identification cards issued per month.

Reporting Period: State fiscal year

Conditions and Background:

- This measure tracks the number of driver license or identification card requests processed per month by the DMV. The measure is based on a twelve month average.
- The Division of Motor Vehicles began limited central issuance of driver licenses and identification cards on July 1, 2008. Central issuance was fully deployed in 2009.
- Central issuance provides staff more time to fully investigate questionable documents and verify them with their issuing agencies. It also provides the most efficient way of assuring a secure license production facility, therefore reducing the number of likely fraudulent drivers using the transportation system. The central issuance of licenses and cards indirectly influences the number of fraudulent and illegal drivers using the transportation network, therefore increasing the safety for all transportation users.

Annual Target/Objective: NCDOT has established a monthly target range for the number of issued licenses and identification cards as greater than 205,000. The target was set based on expected service requests and citizen demand, and historical trends.



Goal: Make our transportation network move people and goods more efficiently

Measure 2.1 – Highway Congestion

Performance Measure: Percentage of Strategic Highway Corridor miles that have little or no recurring congestion.

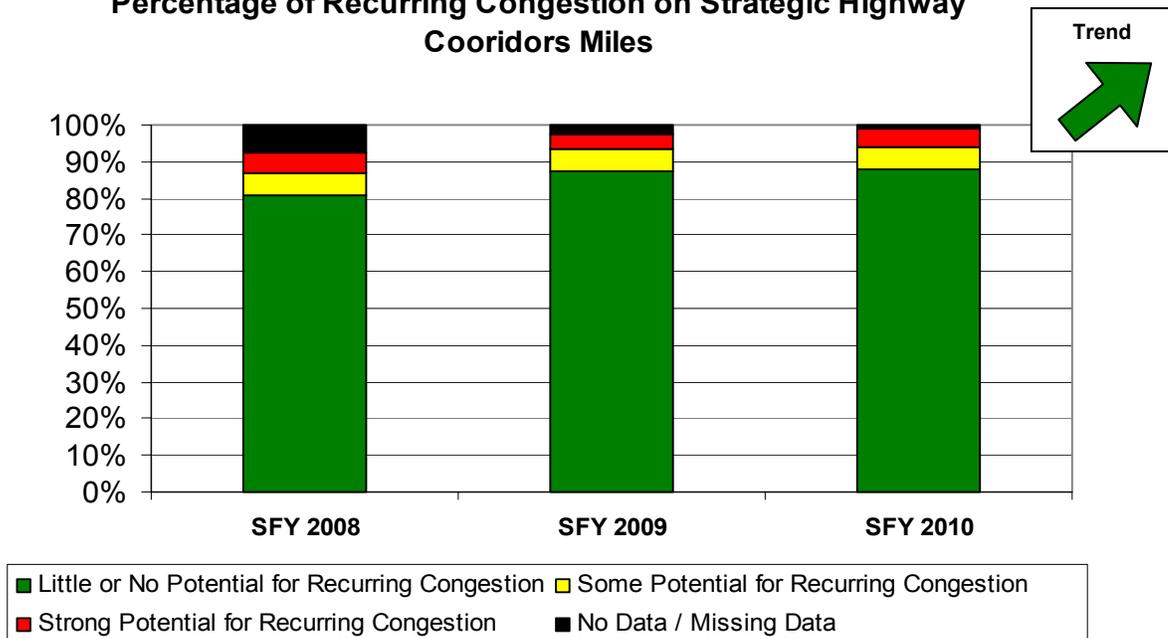
Reporting Period: State fiscal year

Conditions and Background:

Recurring congestion is traffic congestion caused by routine traffic volumes operating in a typical environment. This type of congestion is primarily based on the physical characteristics of the highway including the number of lanes and traffic signals and does not account for incidents such as crashes, bad weather and road work. Highway recurring congestion data is calculated using volume-to-capacity ratios. The volume data is based on 2008 traffic counts (known as Average Annual Daily Traffic) along sections of the highways. Average Annual Daily Traffic (AADT) is the traffic volume for all lanes in both directions passing a point on the highway system. It represents the average of all days during the year with typical traffic conditions. The capacities are based on July 2008 highway geometric data and conditions such as the number of lanes, number of traffic signals, percent of trucks and speed limit. Capacities are developed using the North Carolina Level of Service program, which is a software program developed by N.C. State University based on the Transportation Research Boards Highway Capacity Manual. The volume-to-capacity ratios are computed by taking the volumes for each section and dividing it by the capacity of that section. The ratios are used to classify the likelihood of recurring congestion on the highway.

Annual Target/Objective: NCDOT has established an annual target of greater than 85 percent. This target was set based on current available data and realistically achievable results.

Percentage of Recurring Congestion on Strategic Highway Corridors Miles



Measure 2.2 – Accident Clearance Time

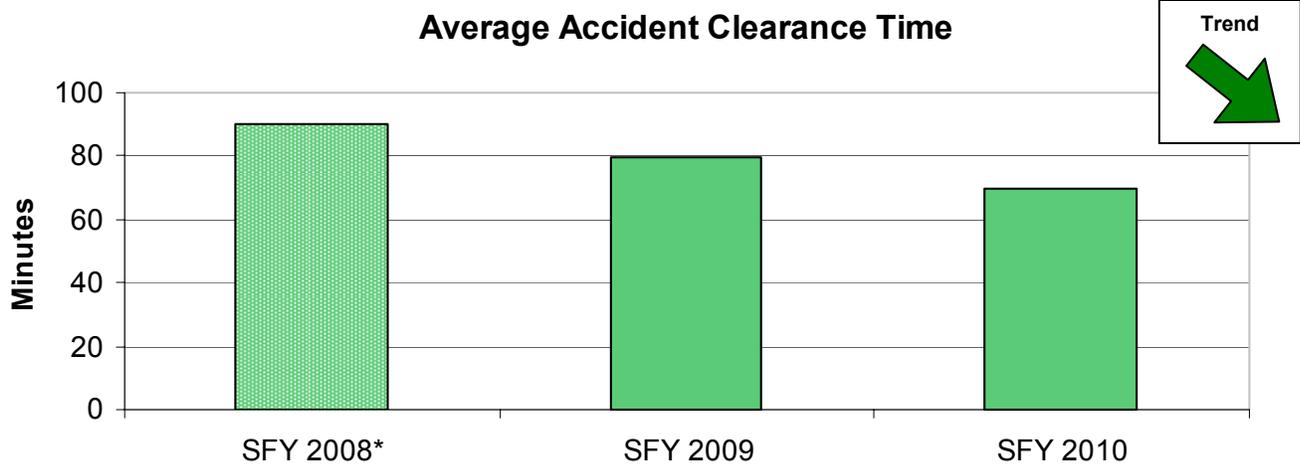
Performance Measure: The statewide average time to clear a major accident.

Reporting Period: State fiscal year

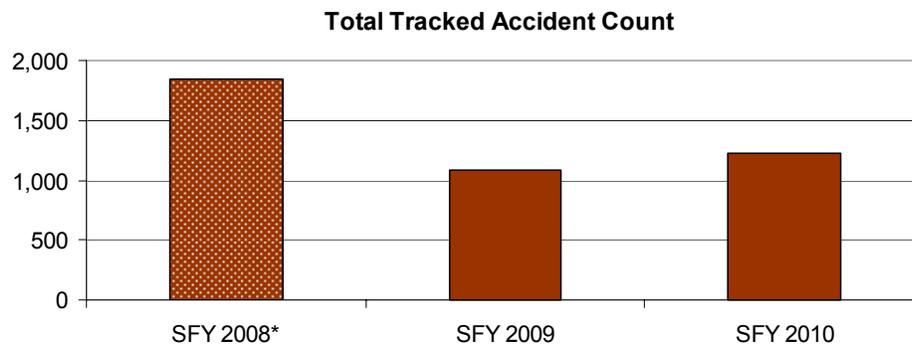
Conditions and Background:

- Highway congestion can be categorized into either recurring congestion such as rush hour traffic (see measure 2.1) and non-recurring congestion including congestion caused by accidents, weather and work zones. National studies show that over half of all congestion is non-recurring. Clearing accidents from roadways quickly decreases the congestion that results from a major accident.
- Cooperation with local and state law enforcement and emergency response agencies is essential to meet this performance measure.
- This measure calculates the total statewide time it takes to clear all accidents divided by the total number of statewide accidents to produce the average statewide incident clearance time.
- The data source is NCDOT's Traveler Information Management System (TIMS) and is managed by the Traffic Systems Operations Unit.

Annual Target/Objective: NCDOT has established a target range of less than 90 minutes. This target was set based on the national standard for accident clearance time and NCDOT's historical results.



* SFY 2008 included accidents plus other traffic incidents



* SFY 2008 included accidents plus other traffic incidents

Measure 2.3 – Ferry Service Reliability

Performance Measure: Percentage of scheduled ferry runs completed.

Reporting Period: State fiscal year

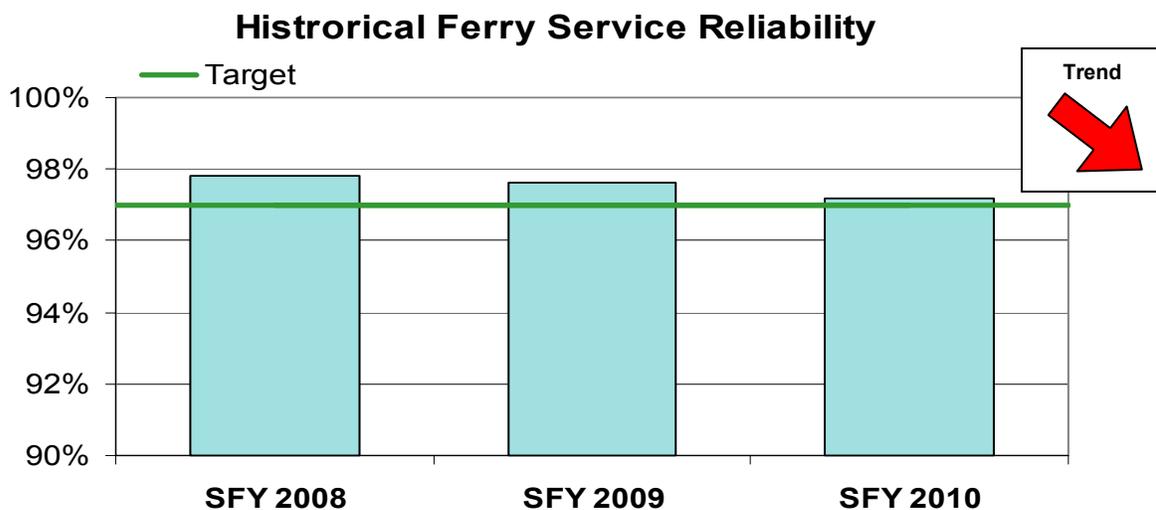
Conditions and Background:

- Ferry service reliability is a critical component of moving people and goods along the coastline of North Carolina. In doing so, the NCDOT Ferry Division must meet its customer expectations when delivering its responsibilities.
- This measure evaluates the success rate of each ferry completing its daily planned runs.
- This measure is collected and managed by the Ferry Division.

Annual Target/Objective: It is the goal of the Ferry Division to deliver as many of the planned runs as possible along the seven ferry routes on the published schedule. NCDOT has established a target range to deliver greater than 97 percent. This target was set based on historical performance information and also factors uncontrollable circumstances such as weather related incidents.

North Carolina Ferry Service Reliability – SFY 2010						
Ferry Route	Reliability Percent	Scheduled Runs	Total Missed Runs	Weather	Mechanical	Other*
Cedar Island to Ocracoke	89.0%	1,534	169	14	138	17
Cherry Branch to Minnesott Beach	96.6%	19,940	668	520	121	27
Currituck to Knotts Island	94.5%	4,356	241	82	137	20
Hatteras Inlet	99.3%	19,660	128	127	0	1
Ocracoke to Cedar Island	88.8%	1,500	168	8	115	45
Ocracoke to Swan Quarter	95.0%	846	42	9	16	5
Pamlico River	98.4%	6,078	99	35	64	0
Southport to Fort Fisher	97.3%	10,164	278	46	189	43
Swan Quarter to Ocracoke	95.1%	804	39	11	27	1
Overall Result	97.2%	64,882	1,832	852	807	159

*Other missed trips include reasons required for dredging, USCG, etc.



Measure 2.4 – Passenger Rail Service Reliability

Performance Measure: During the year this performance measure was determined to not have available and adequate data to report results. Therefore, an effort to review and adopt a more appropriate performance measure with dependable data was conducted. Future reports will include a more value-added performance measure on NCDOT's rail services.

Results Not Available

Measure 2.5 – Public Transportation Utilization

Performance Measure: Percentage reduction in expected growth of commuter generated vehicle miles traveled due to transportation options such a busses, vanpools and light rail.

Reporting Period: State fiscal year

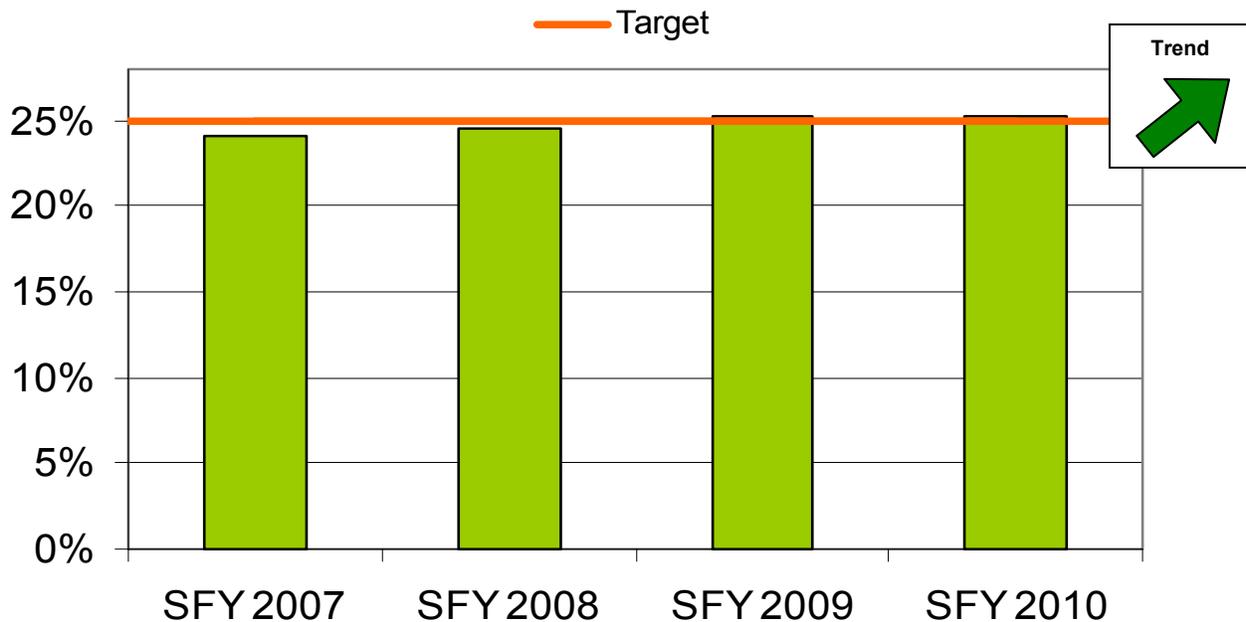
Conditions and Background:

- Session Law 1999-328, The Ambient Air Quality Improvement Act, established statewide goals for reducing the growth of vehicle miles traveled in the state. The legislation directed NCDOT to develop a plan to reduce VMT growth by 25 percent by July 1, 2009, focusing on job-related travel.
- Although the deadline as past, the department continued to track the results.
- This measure is collected and managed by the Public Transportation Division.

Annual Target/Objective: NCDOT has established a reduction target of greater than 25 percent.

Percent Reduction in Expected VMT Growth				
Year	SFY 07	SFY 08	SFY 09	SFY 10
Total Percent	24.1%	24.6%	25.2%	25.3%

Reduction in Expected Growth of Commuter VMT



Goal: Make our infrastructure last longer

Measure 3.1 – Interstate Pavement Conditions

Performance Measure: Percentage of interstate route pavement miles rated in good condition.

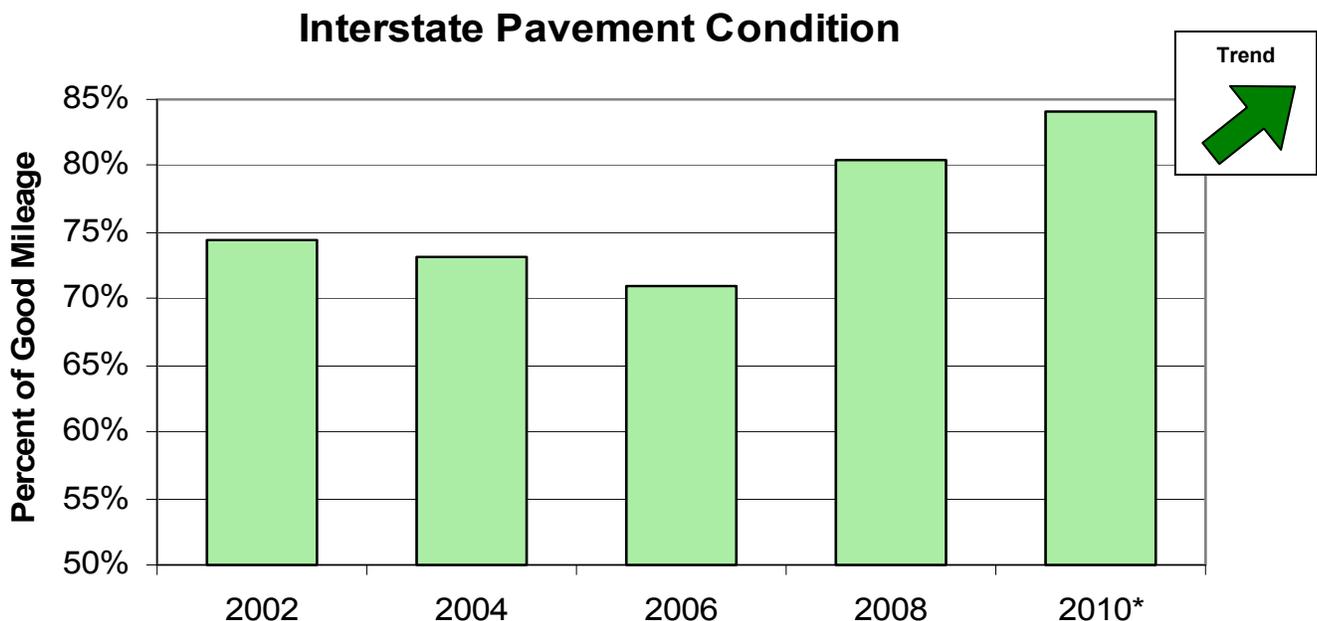
Reporting Period: Biannual assessment (publishes ratings every even year)

Conditions and Background:

- A good condition for pavement is defined as a Pavement Condition Rating (PCR) value of 80 or higher (on a 0 to 100 scale). The PCR rating is a composite score determined using a pavement condition survey performed annually for interstate routes. The survey uses the complete roadway length for all asphalt surfaced roadways and a sampling of every mile of concrete pavement.
- The data is sourced from the Pavement Management System and managed by the Pavement Management Unit.

Annual Target/Objective: NCDOT has established an overall target that greater than 85 percent of interstate lane miles shall be in good condition. Based on historical results, this target is aspirational.

North Carolina Interstate Pavement Condition Ratings					
Assessment Year	2002	2004	2006	2008	2010*
Total Mileage	1,764	1,962	2,118	2,038	5,213
Good Mileage	1,312	1,435	1,501	1,598	4,384
Percent Good	74.4%	73.1%	70.9%	80.5%	84.1%



* 2010 data includes total lane miles and not just total centerline miles as previous years did

Measure 3.2 – Primary Route Pavement Conditions

Performance Measure: Percentage of primary route pavement miles in good condition.

Reporting Period: Biannual assessment (publishes ratings every even year)

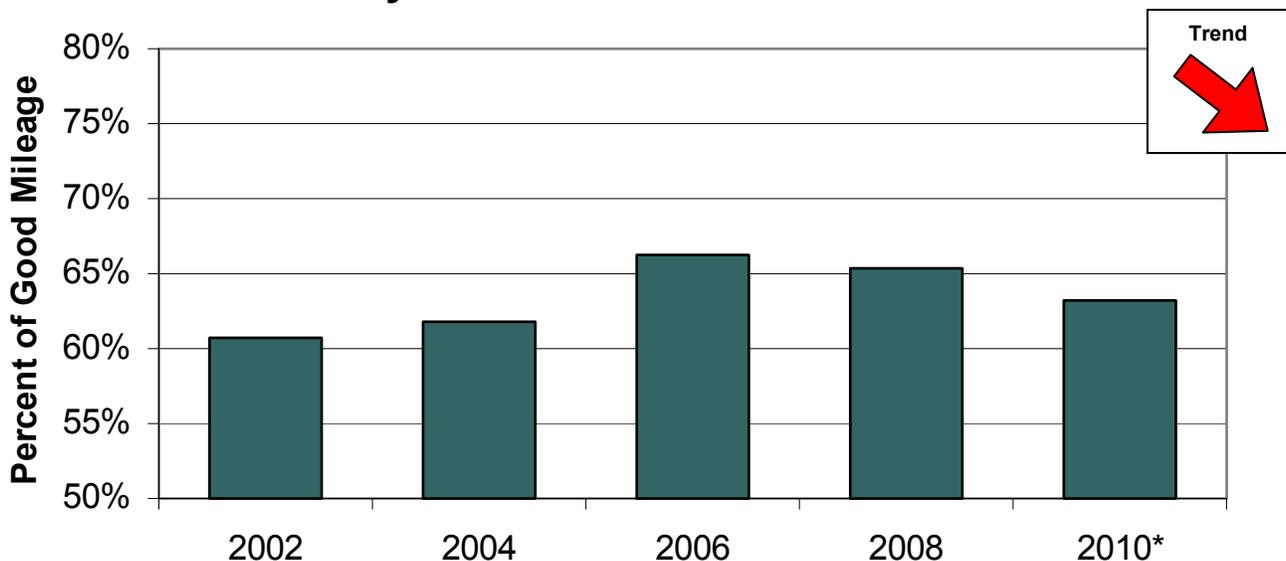
Conditions and Background:

- This measure is defined as the “percent of primary route lane miles in good condition.” A good condition for pavement is defined as Pavement Condition Rating (PCR) value of 80 or higher (on a 0 to 100 scale). The PCR score is a composite score determined using a pavement condition survey performed every two years for primary routes. The survey uses the complete roadway length for all asphalt surfaced roadways and a sampling of every mile of concrete pavement.
- The data is sourced from the Pavement Management System and managed by the Pavement Management Unit.

Annual Target/Objective: NCDOT has established an overall target that greater than 75 percent of primary lane miles shall be in good condition. Based on historical results, this target is aspirational.

North Carolina Primary Route Pavement Condition Ratings					
Assessment Year	2002	2004	2006	2008	2010*
Total Mileage	15,051	15,302	15,489	15,561	34,828
Good Mileage	9,133	9,440	10,266	10,165	22,046
Percent Good	60.7%	61.7%	66.3%	65.4%	63.3%

Primary Route Pavement Condition



* 2010 data includes total lane miles and not just total centerline miles as previous years did

Measure 3.3 – Secondary Route Pavement Conditions

Performance Measure: Percentage of secondary route pavement miles rated in good condition.

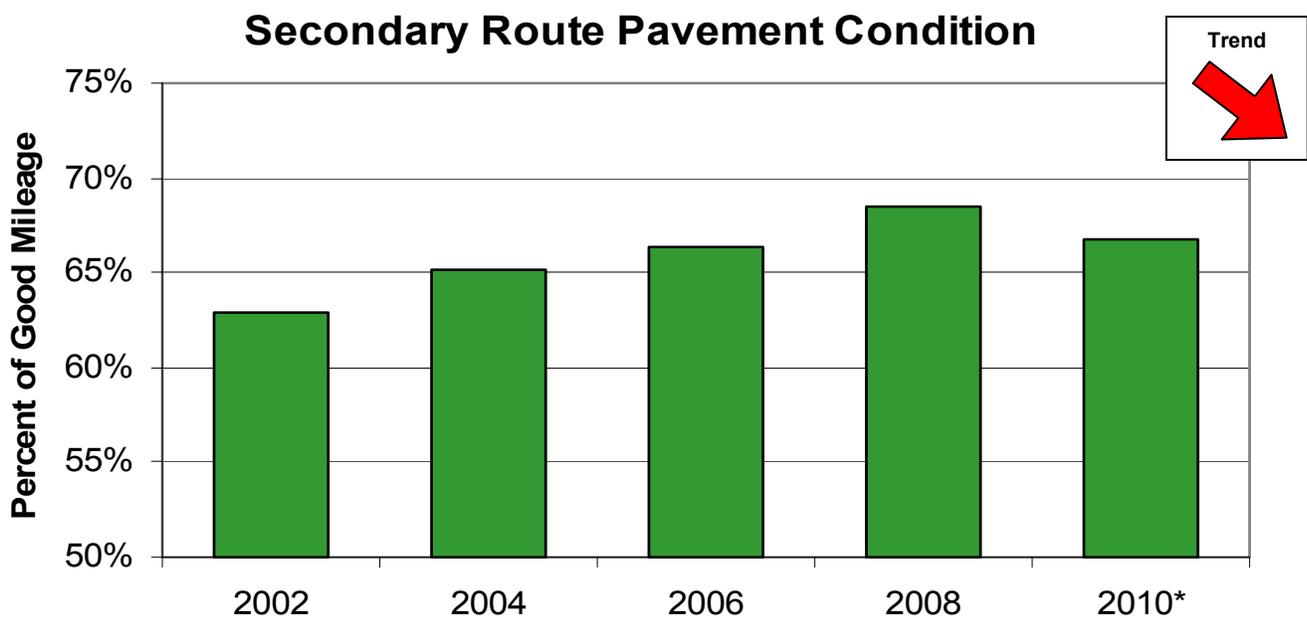
Reporting Period: Biannual assessment (publishes ratings every even year)

Conditions and Background:

- This measure is defined as the “percent of secondary route lane miles in good condition.” A good condition for pavement is defined as Pavement Condition Rating (PCR) value of 80 or higher (on a 0 to 100 scale). The PCR score is a composite score determined using a pavement condition survey performed every two years for secondary routes. The survey uses the complete roadway length for all asphalt surfaced roadways and a sampling of every mile of concrete pavement.
- The data is sourced from the Pavement Management System and managed by the Pavement Management Unit.

Annual Target/Objective: NCDOT has established an overall target that greater than 70 percent of secondary lane miles shall be in good condition. Based on historical results, this target is aspirational.

North Carolina Secondary Route Pavement Condition Ratings					
Assessment Year	2002	2004	2006	2008	2010*
Total Mileage	55,695	57,030	58,127	58,848	119,133
Good Mileage	35,051	37,161	38,609	39,808	79,581
Percent Good	62.9%	65.2%	66.4%	68.5%	66.8%



* 2010 data includes total lane miles and not just total centerline miles as previous years did

Measure 3.4 – Bridge Conditions

Performance Measure: Percentage of bridges in good condition.

Reporting Period: Biannual assessment (publishes ratings every even year)

Conditions and Background:

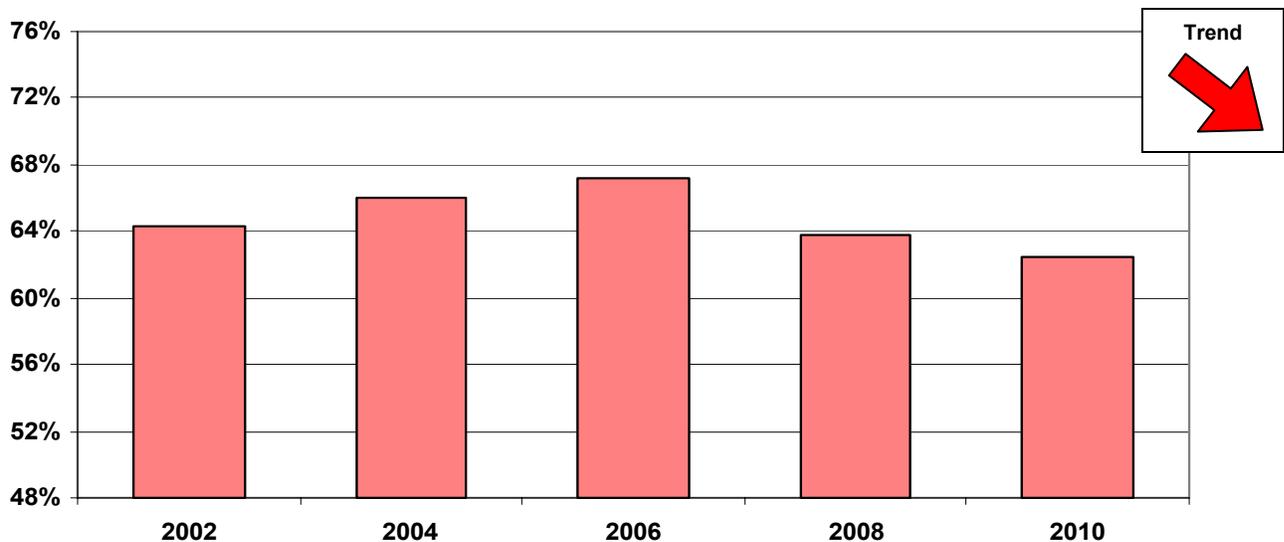
- Bridge health index is defined as the percent of bridges in good or excellent condition.
- A bridge is considered to be in good condition if the Level of Service (LOS) for Deck, Sub-Structure and Super Structure are all greater than or equal to 6 (on a 1 to 9 point scale).
- Bridge health indices are determined using a bridge condition survey in which each bridge in the state is surveyed at least every two years.
- The bridge health score is not a reflection of the safety of bridges and roadway structures.
- The data is sourced from the Bridge Management System and managed by the Bridge Management Unit.

Annual Target/Objective:

NCDOT has established an overall target that greater than 76 percent of bridges shall be in good condition. Based on historical results, this target is aspirational.

North Carolina Bridge Condition Ratings All Routes					
Assessment Year	2002	2004	2006	2008	2010
Total Mileage	12,402	12,525	12,615	12,739	13,578
Good Mileage	7,967	8,267	8,475	8,120	8,486
Percent Good	64.2%	66.0%	67.2%	63.7%	62.5%

Percent of North Carolina Bridges Rated in "Good" Condition



Measure 3.5 – Roadside Features Conditions

Performance Measure: Weighted score of all highway features (excluding pavement and bridges) rated in good/excellent condition.

Reporting Period: Biannual assessment (publishes ratings every even year)

Conditions and Background:

- The roadside feature condition is defined as a weighted value score that represents the physical condition of all highway features and elements, excluding pavement and bridge metrics described earlier, which are in acceptable condition.
- The roadside feature Level of Service (LOS) for roads is determined, for the most part, by evaluating samples of 0.2 mile segments of road for various elements such as:
 - Shoulders and Ditches – low shoulders, high shoulders, lateral ditches
 - Drainage –blocked or damaged pipes and gutters
 - Roadside – mowing, brush and tree control, litter and debris, slope and guardrail
 - Traffic Control Devices – traffic signs, pavement markings, traffic signals
 - Environmental – turf condition, miscellaneous vegetation management
- The data is sourced from the Maintenance Condition Assessment Program and managed by the State Road Management Unit.

Annual Target/Objective: NCDOT has established that an overall score greater than 84 shall be the target. Based on historical results, this target is aspirational.

North Carolina Secondary Route Pavement Condition Ratings					
Assessment Year	2002	2004	2006	2008	2010
Overall Condition Rating	77.3	79.7	79.3	81.7	*

* 2010 results will be available in December and published at www.ncdot.gov/performance.

Results Not Available

Goal: Make our organization a place that works well

Measure 4.1 – Project Development Success Rate

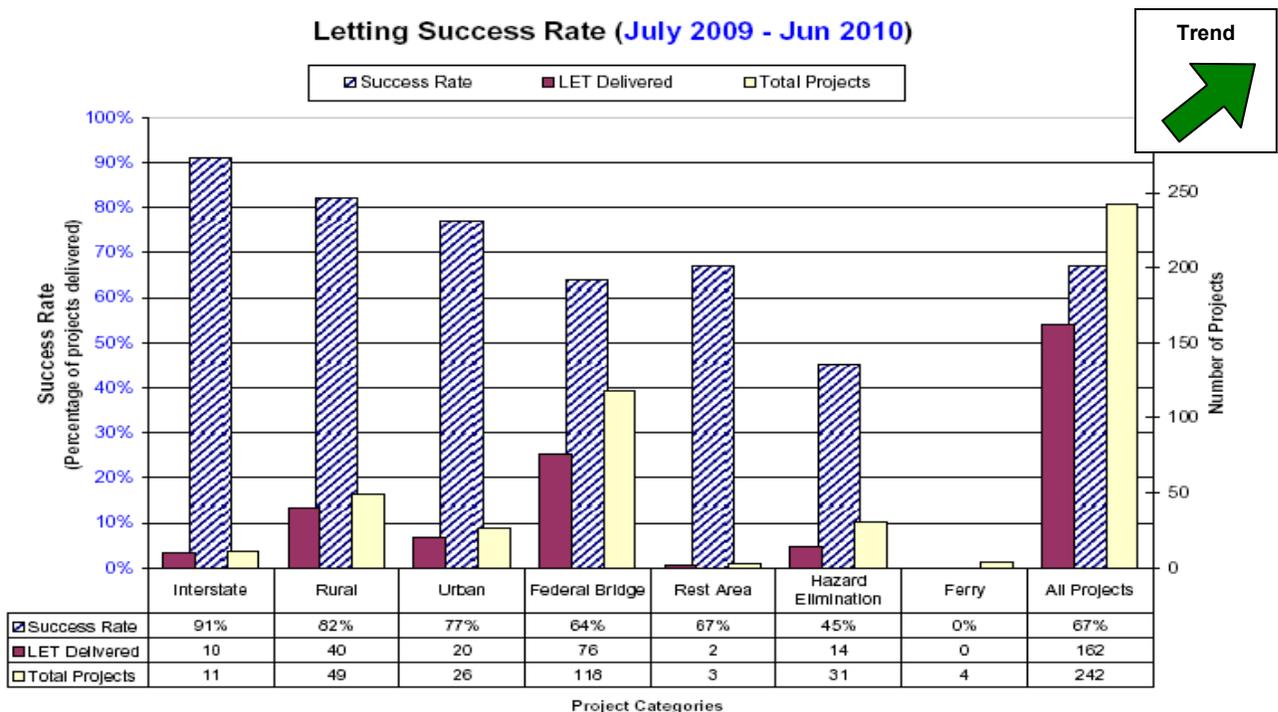
Performance Measure: Percentage of projects “advertised for bid” and awarded to the contractor for construction on schedule.

Reporting Period: State fiscal year

Conditions and Background:

- This measure is defined as the percentage of projects that were “advertised for bid” and awarded to a contractor for construction on schedule. This step generally means that the construction phase of a project begins. The process step of “advertising for bid” is also referred to as “letting.” The project development phase of a project is complete once it has been awarded to a contractor for construction.
- This success rate is computed by comparing the number of projects that were planned for let at beginning of the year to the actual number of projects that were let in that year. Due to the unstable work environment over the last year, many projects were added to the program while others were removed. This created a skewed result and was noted as the planned success rate (67 percent) and adjusted success rate (82 percent).
- This data is collected by the Schedule Tracking and Reporting System and managed by the Schedule Management Unit.

Annual Target/Objective: The department’s target was to deliver at least 70 percent of its projects on schedule. This target was set based on previous year’s performance data and department wide delivery goals.



Let Success Rate means “Percent of projects “advertised for bid” and awarded to the contractor for construction on schedule”

* Report evaluates only those projects that are on the baseline list downloaded from STARS on 7/1/2009. Additional projects delivered that are not on the baseline list are shown in a separate chart *

Measure 4.2 – Right of Way Plan Success Rate

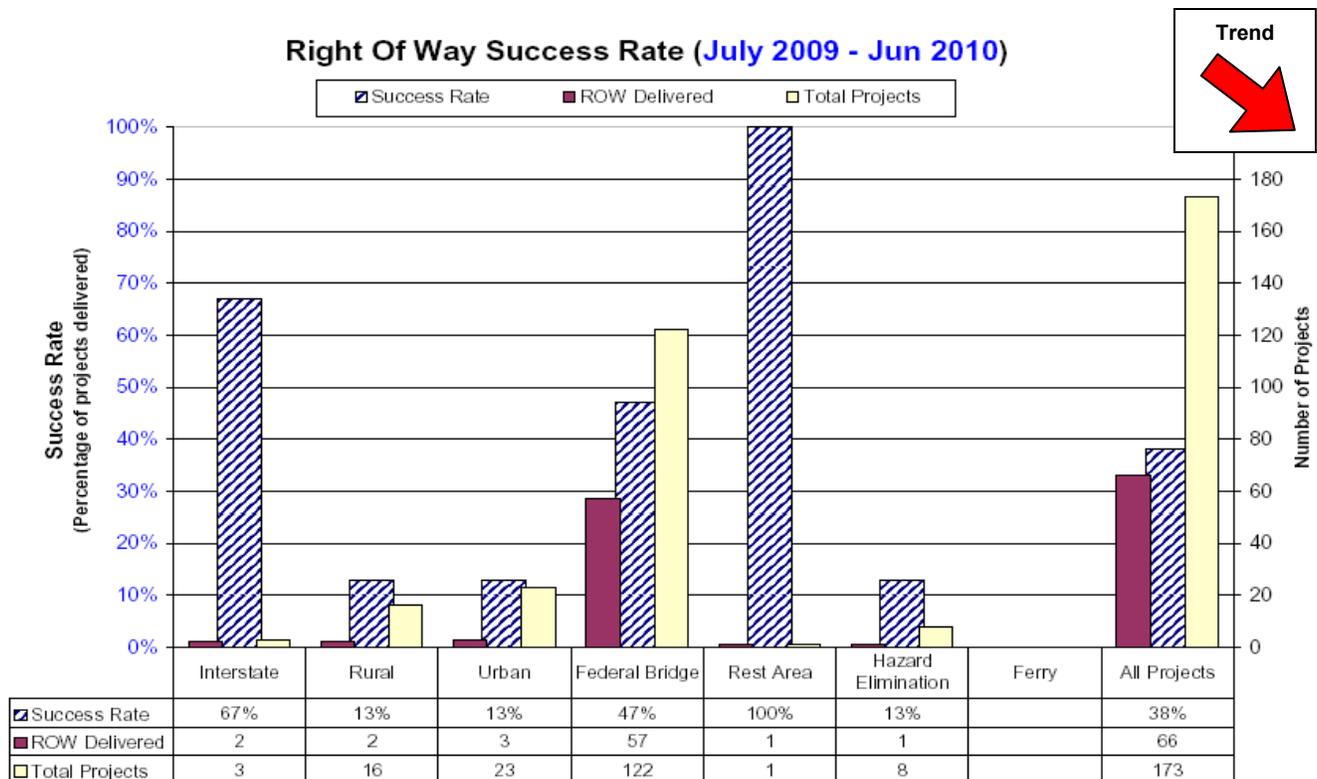
Performance Measure: Percentage of projects that completed right of way plans on schedule.

Reporting Period: State fiscal year

Conditions and Background:

- The right of way success rate is defined as the percentage of projects that completed right of way plans on schedule. For most projects, a right of way plan must be adopted prior to beginning the acquisition of the project’s right of way.
- The right of way success rate is computed by comparing the number of projects that were planned for right of way planning at the beginning of the fiscal year to the actual number of projects that completed right of way plans in the same fiscal year. Due to the unstable work environment over the last year, many projects were added to the program while others were removed. This created a skewed result and was noted as the planned success rate (38 percent) and adjusted success rate (48 percent).
- This data is collected by the Schedule Tracking and Reporting System and managed by the Schedule Management Unit.

Annual Target/Objective: The department’s target was to complete at least 70 percent of project right of way plans on schedule.



Project Categories

R/W Success Rate means "Percent of projects that began right of way acquisition on schedule."

* Report evaluates only those projects that are on the baseline list downloaded from STaRS on 7/1/2009. Additional projects delivered that are not on the baseline list are shown in a separate chart *

Measure 4.3 – Highway Construction Project Delivery (Schedule)

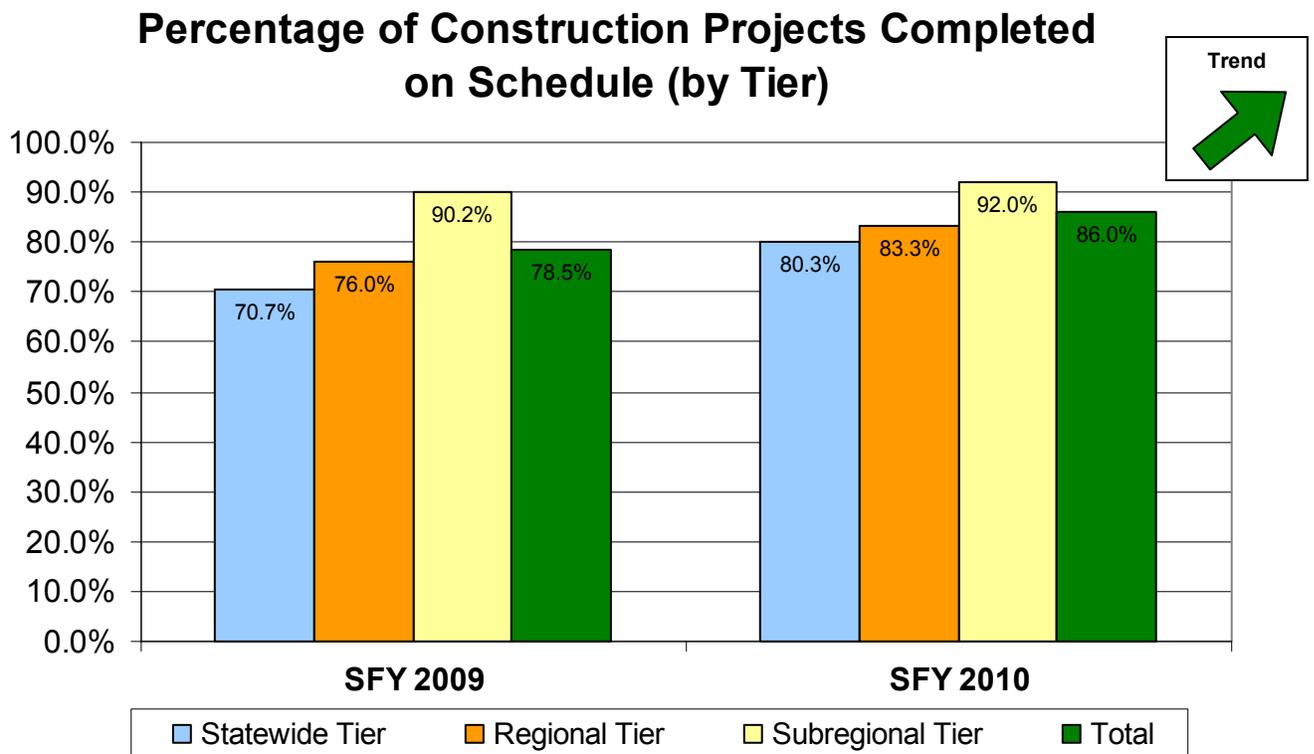
Performance Measure: Percentage of highway construction projects completed on schedule.

Reporting Period: State fiscal year

Conditions and Background:

- This metric displays the percent of all highway construction projects that are completed on schedule within the identified period of time. A project is on schedule if it is completed within 15 days of the contract completion date, including authorized contract time extensions.
- The data is maintained in the Highway Construction and Materials System (HiCAMS). HiCAMS is a custom database that tracks and supports highway construction work and the testing of materials used in the construction process. HiCAMS can produce a real time report, called the Construction Progress Report, which contains information about highway construction contracts that are awarded by the Secretary of Transportation. When a construction contract is completed, information regarding the contract is no longer available through the Construction Progress Report.
- This data is sourced from HiCAMS and the Construction Management System and is managed by the Construction Unit.

Annual Target/Objective: The department’s target was to complete at least 70 percent of construction projects on schedule.



Measure 4.4 – Highway Construction Project Delivery (Budget)

Performance Measure: Percentage of highway construction projects completed on budget.

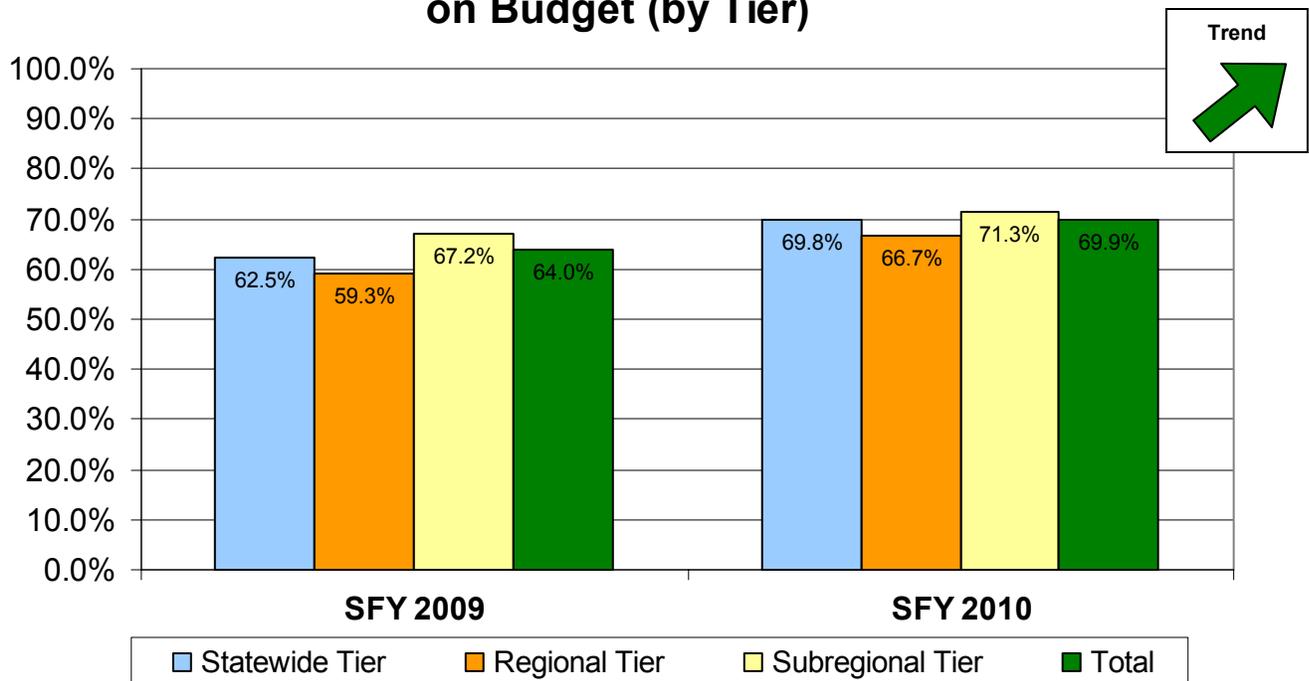
Reporting Period: State fiscal year

Conditions and Background:

- This metric displays the percent of all highway construction projects that are completed on budget within the identified period of time. A project is on budget if it is completed within a 3 percent overrun of the budgeted amount for the project. This budget measurement includes both the payments to the contractor and NCDOT engineering and inspection costs.
- Budget overruns are inevitable due to the changing economic environment and construction material cost changes.
- This data is sourced from HiCAMS and the department’s accounting system (SAP) and is managed by the Construction Unit.

Annual Target/Objective: The department’s target was to complete at least 70 percent of construction projects within 3 percent budget over run.

Percentage of Construction Projects Completed on Budget (by Tier)



Measure 4.5 – Environmental Compliance on Projects

Performance Measure: Average environmental compliance score for construction and maintenance projects statewide.

Reporting Period: State fiscal year

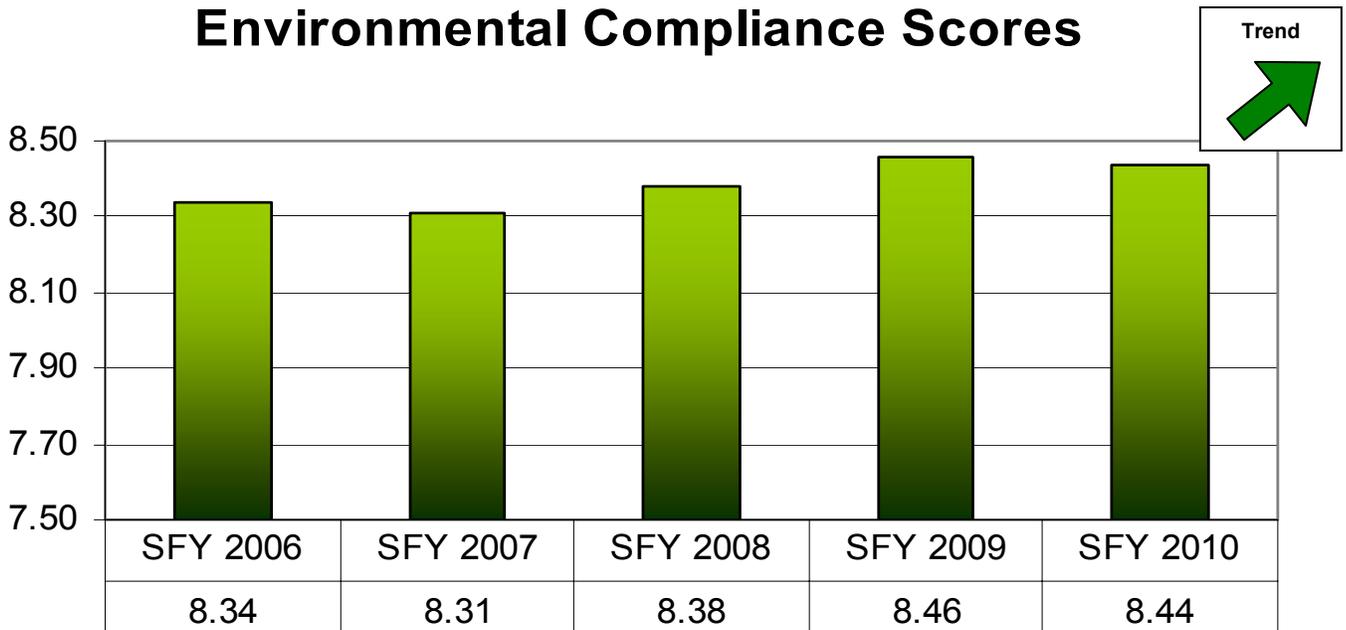
Conditions and Background:

- This measure is defined as the average score of all construction and maintenance projects statewide as inspected and evaluated by the Sedimentation and Erosion Control Program.
- This represents a statewide inspection composite score for three types of project including field maintenance projects, contract (TIP) projects, and bridge maintenance projects.
- An overall grade is given to each project with the grading scale as follows: 10=Excellent, 9=Very Good, 8=Good, 7=Fair, 6 or below=unacceptable.
- A score below 7.0 is grounds for the issuance of an Immediate Corrective Action, which is an internal notice that there is the potential for environmental concerns.
- Every active project in the state is periodically inspected.
- The data is sourced from the Sedimentation and Erosion Control Inspection Database and managed by the Roadside Environmental Unit.

Annual Target/Objective: NCDOT has established a target range of greater 7.5.

Month	Score	Month	Score	Month	Score	Month	Score
Jul 2009	8.45	Oct 2009	8.46	Jan 2010	8.47	Apr 2010	8.44
Aug 2009	8.42	Nov 2009	8.47	Feb 2010	8.37	May 2010	8.49
Sep 2009	8.38	Dec 2009	8.50	Mar 2010	8.35	Jun 2010	8.53

Environmental Compliance Scores



Measure 4.6 – Administrative Costs

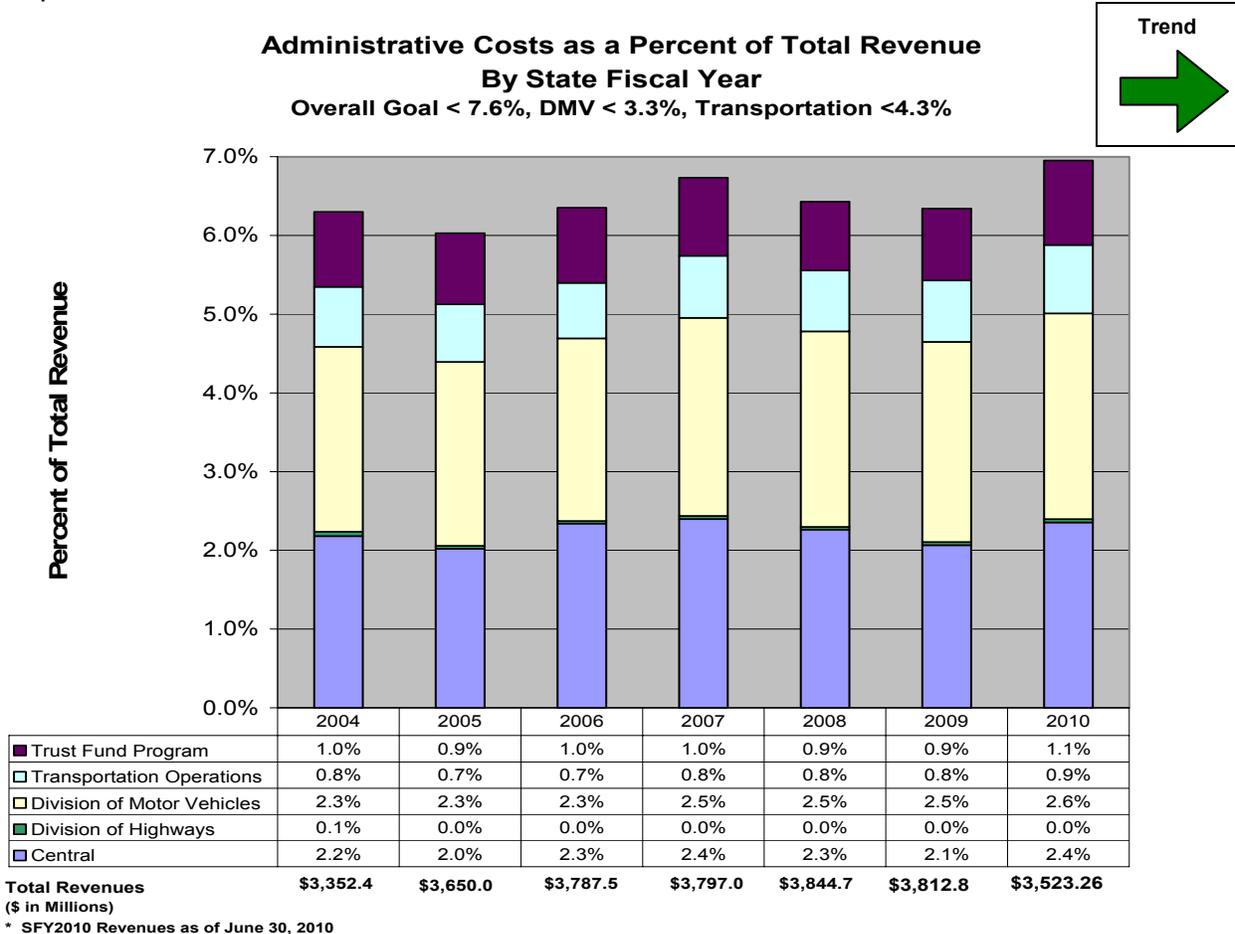
Performance Measure: Percentage of the overall budget for administrative costs.

Reporting Period: State fiscal year

Conditions and Background:

- Administrative costs support the operation of the agency. Supporting business functions of legal, audit, communications, accounting, strategic management, and human resources are included in the below calculations—much like how private business calculates overhead rates.
- Administrative costs support the operation of the agency. Supporting business functions of legal, audit, communications, accounting, strategic management, and human resources are included in the administrative calculations—much like how private business calculates overhead rates.
- The department’s objective is to devote resources to infrastructure and to keep administrative costs as low as possible.
- The Chief Financial Officer maintains and manages the data.

Annual Target/Objective: Devote financial resources to infrastructure while keeping administrative cost as low as possible. The department’s objective is to keep administrative costs below budget (7.6 percent) with no more than 3.3 percent dedicated to DMV revenue collection and enforcement and no more than 4.3 percent dedicated to central and operational administration.



Measure 4.7 – Federal Receipts Efficiency

Performance Measure: Percentage of federal receipts to eligible authority to bill.

Reporting Period: Federal fiscal year

Conditions and Background:

- Congress through the Federal Highway Administration (FHWA) allocates “obligation authority” each federal fiscal year allowing for states to commit federal funding on approved projects. Obligation authority is a form of budget control, which limits funding commitments for a given year. As federal funds are authorized on projects and approved by FHWA, the obligation limitation is consumed.
- The federal program is on a cost reimbursable basis, meaning expenses are first incurred by NCDOT prior to seeking reimbursement from FHWA. The department utilizes reports and monitors advance construction (AC) project expenditures in order to convert and efficiently use obligation authority to maximize FHWA reimbursement.
- The Chief Financial Officer maintains and manages the data.

Annual Target/Objective: To utilize 100 percent of obligation authority within a federal fiscal year with a 95 percent reimbursement rate (billing efficiency). Due to the uncertainty and timing of Congressional actions, obligation authority received each federal fiscal year varies.



Note: Federal Fiscal Year 2010 reflects 9 months of FHWA Billing Reimbursement activity and Obligation Authority. Target percentage goal established is for a complete Federal Fiscal Year (October 1st - September 30th).

Measure 4.8 – Planned Expenses Compared to Actual Receipts

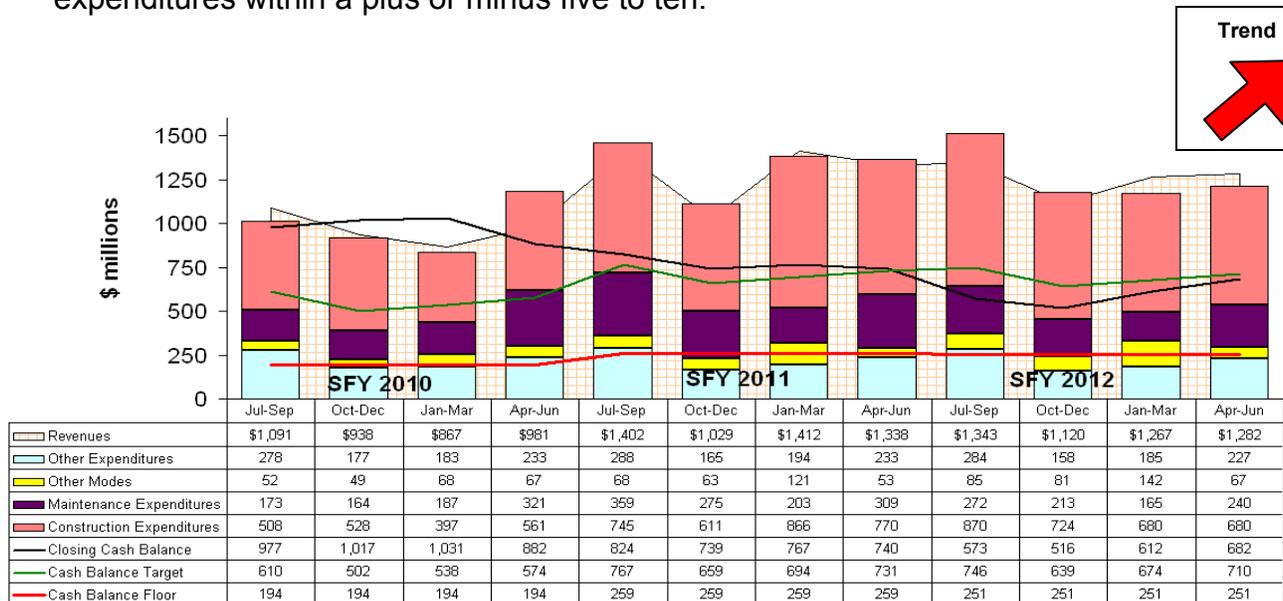
Performance Measure: Percentage of planned expenses compared to actual receipts.

Reporting Period: State fiscal year

Conditions and Background:

- NCDOT is a state agency that has legislative authority to operate on a “cash flow” basis. The department may let contracts against revenue it expects to receive in the future. Advantages of a cash flow method are: 1) acceleration of multi-year project awards; 2) user fees strategically expended for immediate needs 3) cash is not “idle” as multi-year project expenditures are matched to multi-year revenue collections.
- The combined average forecast variance of -9.05 percent resulted from lower federal receipts (Measure 4.7) combined with certain program areas expending below target. The SFY2011 directs contract award “savings” to delivery in future years.
- The Chief Financial Officer maintains and manages this data.

Annual Target/Objective: The Department’s target is to forecast receipts and expenditures within a plus or minus five to ten.



Forecast to Actual History					
Receipts					
SFY	2006	2007	2008	2009	2010
Planned	\$ 3,953.0	\$ 3,775.8	\$ 4,083.0	\$ 3,896.0	\$4,250.8
Actual	\$ 3,788.8	\$ 3,795.0	\$ 3,966.5	\$ 3,967.4	\$3,876.8
Variance \$	\$(164.2)	\$19.2	\$(116.5)	\$ 71.4	\$(374)
Variance %	-4.2%	0.5%	-2.9%	1.8%	-8.8%
Expenses					
SFY	2006	2007	2008	2009	2010
Planned	\$ 4,082.0	\$ 3,838.8	\$ 4,236.0	\$ 4,140.0	\$4,348.0
Actual	\$ 3,791.0	\$ 3,608.3	\$ 3,954.5	\$ 3,871.8	\$3,944.2
Variance \$	\$(291.0)	\$(230.5)	\$(281.5)	\$(268.2)	\$(403.8)
Variance %	-7.1%	-6.0%	-6.6%	-6.5%	-9.3%

Measure 4.9 – Minority- and Women-Owned Business Utilization

Performance Measure: Percentage of total dollars paid to minority- and women-owned businesses.

Reporting Period: State fiscal year

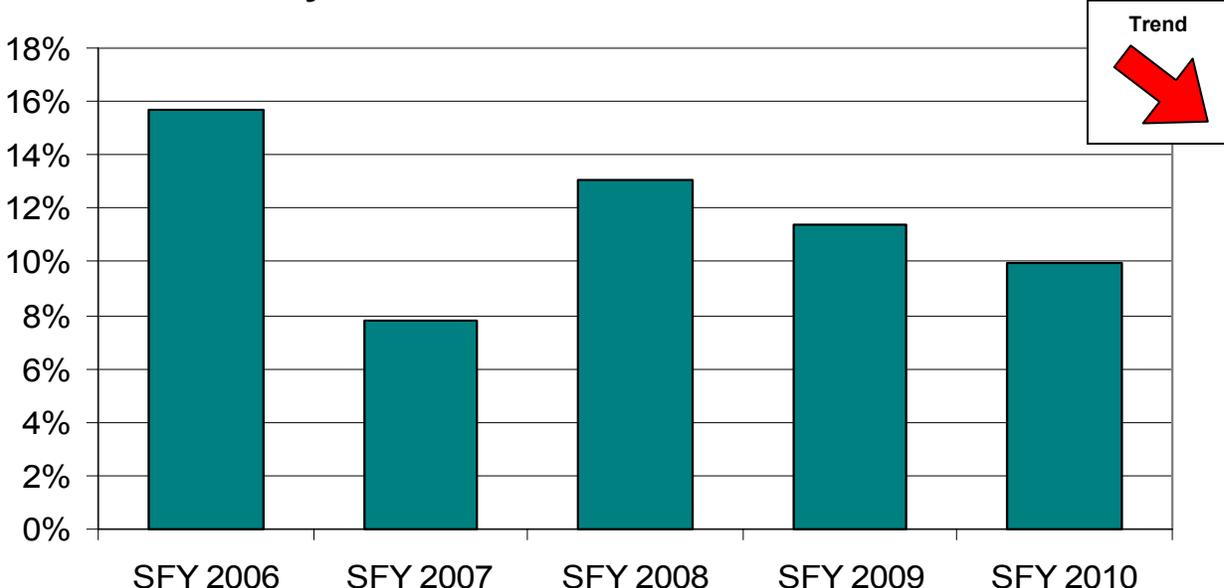
Conditions and Background:

- Through the Minority Business Enterprise/Women Business Enterprise (M/WBE) Program, the department ensures firms that meet the eligibility requirements are afforded the maximum opportunity to participate in the performance of contracts financed with state funds. To track the success of ensuring the maximum opportunity is afforded to M/WBE businesses, the department has established this executive measure to track state funds that are paid to these qualified firms.
- This measure and its results are tracked by the Contractual Services Unit and managed within the department’s financial management system called SAP.

Annual Target/Objective: The department’s objective was to compensate at least 10.1 percent of the total dollars available to minority- and women-owned businesses. This target was based on the previous year’s results and set as a realistic variant.

Business Utilization				
Year	Total Payments	Minority Payments	Women Payments	Percentage
SFY 2006	\$2,370,590,714.03	\$132,052,007.66	\$239,213,188.99	15.66%
SFY 2007	\$2,725,148,878.94	\$68,089,467.89	\$143,564,338.95	7.77%
SFY 2008	\$2,832,763,736.08	\$118,267,168.10	\$251,701,235.01	13.06%
SFY 2009	\$2,753,531,230.52	\$86,805,785.83	\$225,957,139.66	11.36%
SFY 2010	\$2,655,523,532.65	\$67,961,406.57	\$196,793,484.71	9.97%

Minority- and Women-Owned Business Utilization



Note: Historical results presented may not be a true depiction of program utilization rates due to data collection discrepancies and definition changes

Measure 4.10 – Customer Service

Performance Measure: During the year this performance measure was determined to not have available and adequate data to report results. Therefore, an effort to review and adopt a more appropriate performance measure with dependable data was conducted. Future reports will include a more value-added performance measure on NCDOT's customer service.

Results Not Available

Goal: Make our organization a great place to work

Measure 5.1 – Employee Engagement

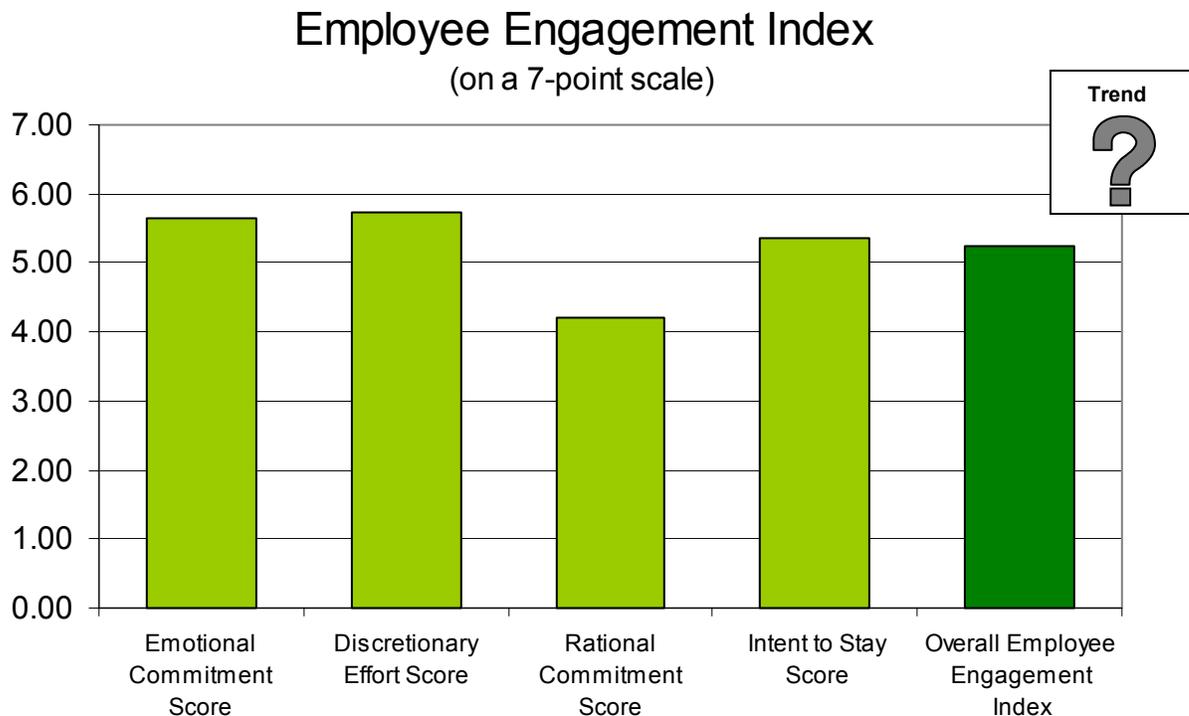
Performance Measure: Employee engagement index score

Reporting Period: Assessment survey conducted in September 2009

Conditions and Background:

- Employee engagement can be thought of as being about “commitment.” It is the extent to which employees commit to something or someone within their organization. In the context of this metric, employees are indicating their commitment to their work, their manager, their team, and the NCDOT organization. The degree to which employees are committed or engaged translates into a) how hard they work and b) how long they intend to stay with NCDOT.
- In September 2009 the department conducted its first employee engagement survey among all employees of the agency. A total of 8,676 employees chose to participate in the survey. This number represents a response rate of 62 percent.
- The results are generated based on an analysis of a 42 question survey that measures the feelings and attitudes of employees.
- The overall employee engagement index is calculated by averaging the scores for an employee’s emotional commitment, rational commitment, discretionary effort and intent to stay at NCDOT.
- The survey was administered by the Corporate Leadership Council in partnership with the North Carolina Office of State Personnel and NCDOT. The next assessment will occur in 2011.

Annual Target/Objective: NCDOT has determined that an index score greater than 5.00 shall be the performance target.



Measure 5.2 – Employee Retention

Performance Measure: During the year this performance measure was determined to not have available and adequate data to report results. Therefore, an effort to review and adopt a more appropriate performance measure with dependable data was conducted. Future reports will include a more value-added performance measure on NCDOT's workforce retention rate.

Results Not Available

Measure 5.3 – Employee Performance

Performance Measure: Percentage of all employees that met or exceeded performance expectations on their annual assessment.

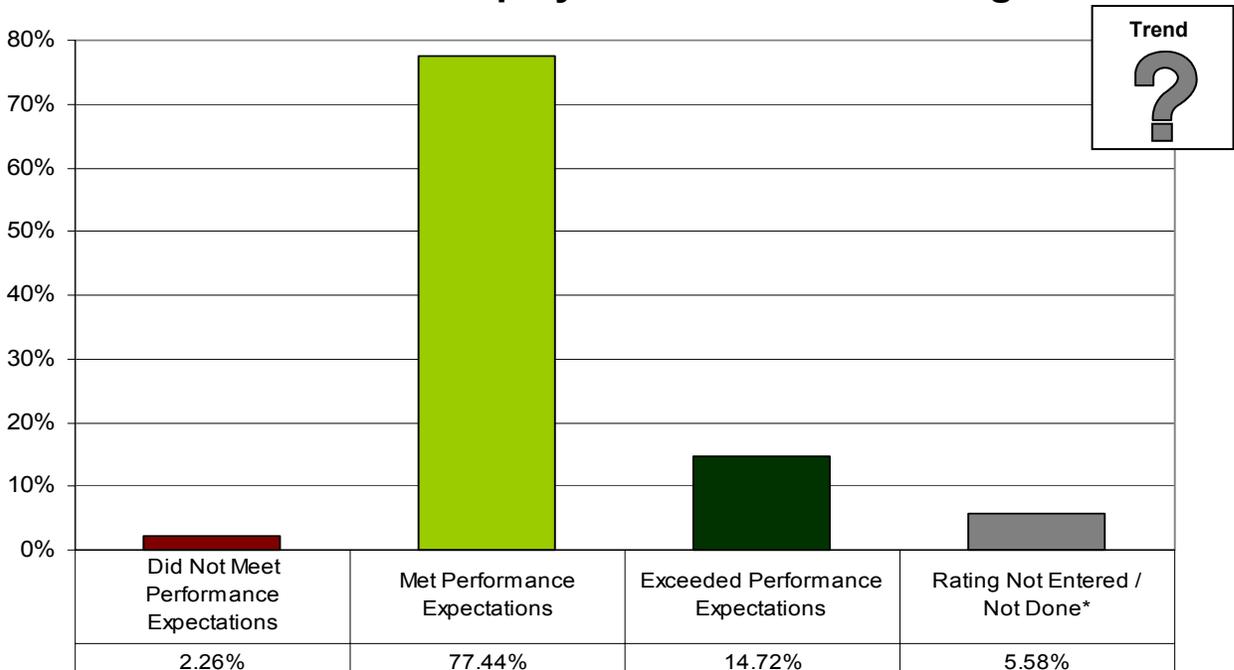
Reporting Period: Ratings for the 2009-2010 performance cycle (as of 6/11/2010)

Conditions and Background:

- Effective April 1, 2009 a new results-based performance management system was implemented for all NCDOT employees. The new performance management system is called the Performance Dashboard & Appraisal (PDA), which documents performance expectations (metrics) and the actual results achieved. The first assessment period ended on March 31, 2010 and employee evaluations were required to be complete by June 11.
- The PDA system uses a three part rating scale to assess performance of employees. The scale includes:
 - 1) Does not meet expectations
 - 2) Meets expectations
 - 3) Exceeds expectations.
- This measure is defined as the percent of employees that met or exceeded expectations on their end-of-year PDA.
- The data is sourced from BEACON and managed by NCDOT’s Human Resources Office.

Annual Target/Objective: The department expected that greater than 80 percent of all employees will either meet or exceed their annual performance expectations.

NCDOT's 2010 Employee Performance Ratings



* Includes Leave Without Pay status, insufficient time to complete the rating, rating not entered or rating incomplete

Measure 5.4 – Leadership Succession Planning

Performance Measure: During the year this performance measure was determined to not have available and adequate data to report results. Therefore, an effort to review and adopt a more appropriate performance measure with dependable data was conducted. Future reports will include a more value-added performance measure on NCDOT's leadership depth and succession planning.

Results Not Available

Measure 5.5 – Employee Safety

Performance Measure: Employee safety index

Reporting Period: State fiscal year

Conditions and Background:

- Employee safety is the department’s top priority. To better manage this priority an employee safety index has been created by the safety officers that includes a weighted score for employee injury rates (40 percent), equipment accident rates (40 percent) and workers compensation claim rates (20 percent). Rates are generated each month by business unit and roll up into an overall department score.
- This data is collected in a database called Riskmaster and managed by the Safety and Risk Management Unit.

Annual Target/Objective: The target was to have a department-wide index score of less than 6.16.

Employee Safety – All Employees					
Year	Hours Worked	Employee Injuries	Equipment Accidents	Lost Work Day Cases	Safety Index
SFY 2006	24,280,150	683	919	115	5.47
SFY 2007	24,556,311	689	997	161	5.75
SFY 2008	24,807,077	626	942	220	5.41
SFY 2009	23,838,195	562	807	183	4.90
SFY 2010	23,203,134	578	790	146	4.97



Contact Information

For additional information or questions regarding any of the North Carolina Department of Transportation's annual performance results and associated performance metrics please contact:

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www.ncdot.gov/performance