

2015-2017

# Strategic Plan



## Executive Leadership Team

North Carolina Department of Transportation

Tony Tata, Secretary  
Nick Tennyson, Chief Deputy Secretary  
Shelley Blake, General Counsel  
Mike Charbonneau, Deputy Secretary for Communications  
Ann Dishong, Governance Director  
Mike Holder, Chief Engineer  
Anne Lasley, Human Resources Director  
Bobby Lewis, Chief of Staff  
Rudy Lupton, Logistics Director  
Jeff Mann, Deputy Secretary for Transit  
Beau Memory, Turnpike Authority Executive Director  
Mary Morton, Inspector General  
Susan Pullium, Strategic Planning Director  
Rodger Rochelle, Technical Services Administrator  
Kelly Thomas, DMV Commissioner  
David Tyeryar, Chief Financial Officer  
David Ulmer, Chief Information Officer

\*as of June 2015

## A Message from the Secretary

North Carolina Department of Transportation

Reflecting on our accomplishments over the past two years, we can all be proud of our talented team of professionals who continue to serve the state so effectively.

As we build on the success of the Strategic Transportation Investments law and work to carry out Governor McCrory's 25-Year Vision for transportation, it is critical that we keep an eye to the future while we address the tasks of today.

Accordingly, the Executive Leadership Team has developed a strategic plan that reflects the current demands on and for our services. The strategic planning process included team members representing business units and diverse functions throughout NCDOT.

The result of our efforts is the 2015-2017 NCDOT Strategic Plan. This plan provides guidance to all of our teams as they develop their unit-level work plans and will help ensure our day-to-day operations are aligned with our agency's mission, vision, and goals.

I want to thank all the team members for their time and dedication to this process. NCDOT already is a leader in strategic planning and goal setting, not only in our own state, but among state transportation agencies nationally. Now, with the direction set in this Strategic Plan we are charting the course to be a global leader in providing innovative transportation solutions.

Our mission has never been more clear: **Connecting people, products, and places safely and efficiently with customer focus, accountability, and environmental sensitivity to enhance the economy and vitality of North Carolina.** The 2015-2017 NCDOT Strategic Plan is a dynamic tool that allows us to focus our efforts to carry out this mission to make North Carolina an even better place to live, work and call home.

Sincerely,

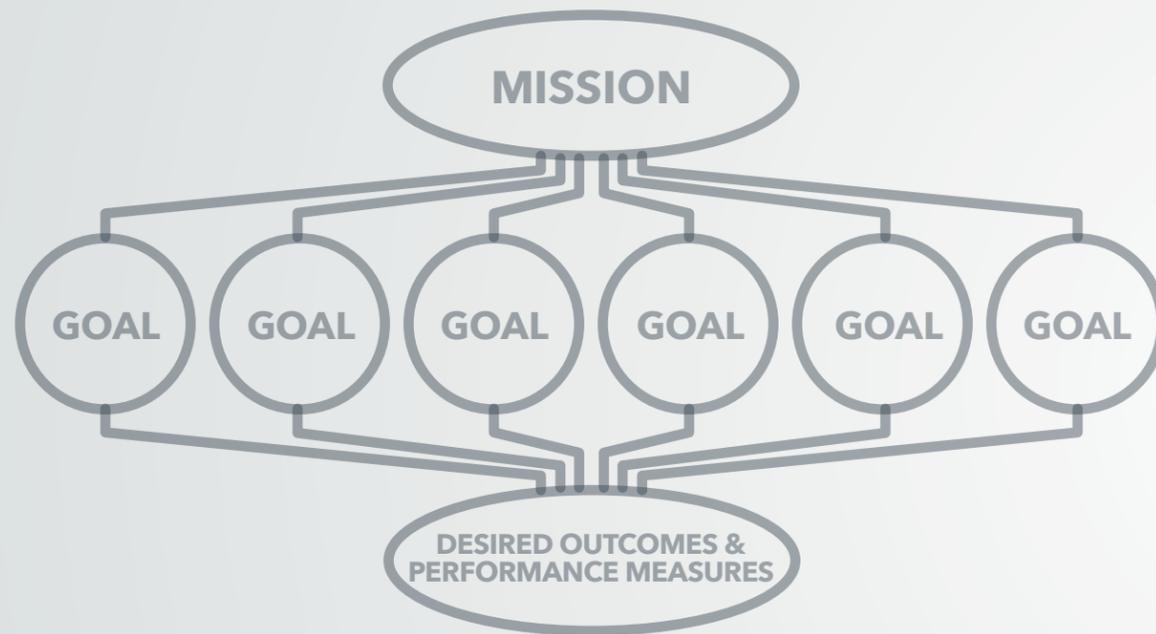


Tony Tata  
Secretary, NCDOT

## Introduction and Background

The North Carolina Department of Transportation (NCDOT) uses strategic planning to identify its priority goals and clearly document and communicate how it plans to achieve them. It is important to recognize that a strategic plan does not fully describe all of the work activities an agency performs.

NCDOT's 2015-2017 Strategic Plan clearly communicates to our customers and employees our long-term vision, core values, near-term mission statement, and six strategic goals for the next two years. Our strategic goals encompass our expected outcomes, performance measures, and strategies to achieve each.



Goal 4 team members talk about how their performance measures will achieve success.

## Our Strategic Planning Process

We used a three-phase approach to refine, develop, and adopt NCDOT's 2015-17 Strategic Plan.

The initial phase consisted of a thorough review of the agency's vision, values, mission statement, and goals. NCDOT's Executive Leadership Team reviewed the existing mission, goal and value statements, and worked to refine the language of each to better reflect the current demands on our agency's services.

In the second phase of the strategic planning process, we further clarified the results expected for each goal and identified the strategies that we would use to achieve success. To that end, "goal champions" from the executive leadership team were appointed to oversee and ultimately hold the agency accountable for delivering positive results. Their work included defining goal success, performance measures, and strategies.

Six work groups were established—one for each goal—that included the goal champion from the leadership team. Each team had three objectives: define the outcomes that demonstrate the goal is successfully met; establish measures for their goal; and identify strategies (actions) to help meet the established measures for each goal. More than 120 NCDOT team members that represented business units and diverse functions from across the agency were involved in these facilitated sessions over a four-month period.

As we enter the final phase, the completed strategic plan provides guidance for all business units within NCDOT as they plan their work activities for the next two fiscal years. Each division and business unit will now ensure their daily operations and efforts align with the overall priorities and strategy of the department. Furthermore, NCDOT's strategic plan aligns to our employee's performance management plans (NCVIP), ensuring that our employees day-to-day operations are reflected in the agency's vision, values, mission, and goals.



Goal 3 team members work to define success for their goal.

## our vision

NCDOT: A global leader in providing innovative transportation solutions

## our values

### Safety

We are dedicated to providing a safe transportation network and work environment.

### Customer Service

We serve our customers in a respectful, professional, and timely manner.

### Diversity

We respect one another while drawing strength from our diverse opinions, ideas, and experiences.

### Integrity

We earn and maintain trust through data-driven decisions, accountability, and transparency.

### Quality

We pursue excellence in delivering our projects, programs, services, and initiatives.

### Teamwork

We work together using our diverse strengths and skills, collaborating to solve problems and serve our communities.

### Innovation

We promote the development and use of new and better solutions.

## our mission

Connecting people, products, and places safely and efficiently with customer focus, accountability, and environmental sensitivity to enhance the economy and vitality of North Carolina.

## our goals

Make transportation **safer**.

Provide GREAT **customer service**.

**Deliver and maintain** our infrastructure effectively and efficiently.

Improve the **reliability and connectivity** of the transportation system.

Promote **economic growth** through better use of our infrastructure.

Make our organization a **great place** to work.

# Make Transportation Safer

- Reduce fatalities by at least 2 percent or greater

NCDOT is committed to connecting people, products, and places safely. Focusing our work efforts and paying attention to every detail provides a safe traveling environment for our citizens, visitors, and employees. We will accomplish our goal of making transportation safer by reducing fatalities, severe injuries, and crashes on our entire transportation network.

*"Making transportation safer in North Carolina is improving roads and other means of transportation using accepted and innovative design practices to reduce and/or eliminate crashes or unsafe events. It's also about modifying user behavior so they voluntarily avoid dangerous actions while on our transportation system."*

*Terry Hopkins, Transportation Mobility & Safety Division, team member*



## TRACKING

To track our performance to make transportation safer, the following measures will be assessed on an on-going basis:

- Fatality rate/count
- Severe injury rate/count
- Crash rate/count
- Personal restraint usage (seat belt, child car, and booster seats)

## STRATEGY

During the two-year cycle of our strategic plan, we will focus on the following strategies in order to have meaningful impacts on the goal and performance measures:

- Better utilize sound engineering principles and practices to promote safety
- Maximize educational opportunities to promote safe behaviors by all transportation users
- Improve the quality of transportation safety data
- Employ evidence-based enforcement activities
- Renew focus on employee responsibility to model safe behavior and practices, and to report safety concerns

# Provide GREAT Customer Service

- Achieve an overall customer satisfaction result of 85 percent or greater

NCDOT is committed to delivering its mission with a customer focus. We will accomplish our goal of providing GREAT customer service through increasing customer satisfaction - focusing on our "GREAT" customer service program that stands for **G**reeting, **R**especting, **E**mpathizing, **A**nswering, and **T**hanking each customer, providing efficient options to access information and services, educating employees and the public about the Department, and improving the delivery of all services.

*"By providing GREAT customer service, NCDOT can continuously develop positive relationships, communicate expectations, listen to customers' expectations, and implement methods to ensure effective delivery of our services."*

*Jessica Kuse, Technical Services Division, team facilitator*

## TRACKING

To track our performance to provide GREAT customer service, the following measures will be assessed on an on-going basis:

- Percentage of positive customer feedback (customer surveys)
- Percentage of employee attendance in classes related to customer service
- Percentage of customers reached
- Percentage change in response time

## STRATEGY

During the two-year cycle of our strategic plan we will focus on the following strategies in order to have meaningful impacts on the goal and performance measures:

- Acquire, utilize, and maintain user-friendly business tools
- Continually educate external and internal customers on available services and share information about the Department
- Develop and implement effective customer feedback tools
- Develop a tailored Customer Service Training Program that incorporates industry standards
- Continually analyze and evaluate business processes
- Embed a customer service function within the organizational structure

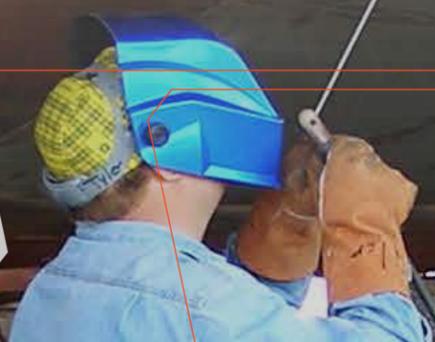
# Deliver and maintain our infrastructure effectively and efficiently

- Let to contract at least 85 percent of our planned projects on schedule
- Achieve an infrastructure health composite index of 75 percent or greater

NCDOT is committed to delivering and maintaining our infrastructure safely and efficiently with customer focus, accountability, and environmental sensitivity. We will accomplish our goal of delivering and maintaining our infrastructure effectively and efficiently by improving program and project delivery across all transportation modes, optimizing use of available resources to strengthen our infrastructure, and strategically improving our infrastructure to meet existing and future needs.

*"Delivering and maintaining our infrastructure effectively and efficiently means to plan, design, construct, and then keep our transportation infrastructure in a way that is acceptable to, and appreciated by, the taxpayers of North Carolina."*

*Glenn Mumford, Roadway Design Unit, team member*



## TRACKING

To track our performance to deliver and maintain our infrastructure effectively and efficiently, the following measures will be assessed on an on-going basis:

- Percentage of projects completed on schedule
- Infrastructure health composite index (by mode)
- Percentage change in composite infrastructure health index condition per dollar invested
- Percentage of budget to actual expenditures

## STRATEGY

During the two-year cycle of our strategic plan we will focus on the following strategies in order to have meaningful impacts on the goal and performance measures:

- Develop priorities and realistic, attainable schedules that help establish stability in program delivery
- Effectively plan, coordinate, and provide feedback to make sure we include everyone needed to do it right the first time in a timely and efficient manner
- Employ existing and new data, technology, and products to improve results, and save time and money
- Increase departmental and partner knowledge to improve transportation decision-making and processes

# Improve the reliability and connectivity of the transportation system

- Increase the percentage of time when travel times are met based on highway speed limits to 80 percent or greater
- Increase the percentage of time when trips with published schedules are met to 80 percent or greater

NCDOT is committed to connecting people, products, and places. We will accomplish our goal of improving the reliability and connectivity of the transportation system by operating dependable connections among major hubs and destinations across the state and improving connectivity within and between all modes of transportation.

## TRACKING

To track our performance to improve the reliability and connectivity of the transportation system, the following measures will be assessed on an on-going basis:

- Percentage of time when travel times are met based on highway speed limits
- Percentage of time when trips with published schedules are met
- Percentage of travel times between hubs that are adequate for each logical mode
- Percentage of logical mode-to-mode transfer points that are co-located

*"Improving the reliability and connectivity of the transportation system means ensuring there are enough options available for citizens to be able to move across their town and the state. In addition to having options, citizens have to believe that the route they are taking or the mode of transportation they are using is safe and in good working order, with minimal interruptions, delays, or detours."*

*Carolyn Freitag, Public Transportation Division, team member*

## STRATEGY

During the two-year cycle of our strategic plan we will focus on the following strategies in order to have meaningful impacts on the goal and performance measures:

- Implement new and improve existing traffic operations strategies
- Improve mobility within our corridors
- Strengthen our partnerships with communities, governments, and businesses
- Better market and communicate transportation information

# Promote economic growth through better use of our infrastructure

- Increase the economic vitality of North Carolina

NCDOT is committed to enhancing the economy and vitality of North Carolina. We will accomplish our goal of promoting economic growth through better use of our infrastructure by improving the reliability of all modes of our transportation network, increasing access to key infrastructure (such as interstates, airports, rail, ports, etc.), and reducing business costs (for transportation purposes).

*"This goal encourages new and expanded businesses, while supporting all current businesses, by increasing the efficiency of goods movement and improving accessibility for our citizens."*

*Alpesh Patel, Program Development, team leader*

## TRACKING

To track our performance to promote economic growth through better use of our infrastructure, the following measures will be assessed on an on-going basis:

- Change in overall travel time
- Percentage change in overall tax revenue
- Percentage change in jobs and Gross State Product Index

## STRATEGY

During the two-year cycle of our strategic plan, we will focus on the following strategies in order to have meaningful impacts on the goal and performance measures:

- Establishment of a permanent, centralized, and accountable economic performance function
- Develop stronger data sharing agreements between NCDOT and its partners; establish repository to store data
- Cyclical refinement of methodologies and data sources to ensure consistency and accuracy

# Make our organization a great place to work

- Achieve an employee engagement survey score of 5.25 or greater

NCDOT is committed to valuing our employees and motivating each team member to provide the highest quality of services to the citizens of North Carolina. We will accomplish our goal of making our organization a great place to work by providing fair compensation, preventing employee injuries, and improving employee satisfaction and engagement.

*"A great place to work is a place where people are proud to work, and they feel a commitment and loyalty to the organization because they are confident that the organization believes in them."*

*Battle Whitley, Division 5, team member*

## TRACKING

To track our performance to make our organization a great place to work, the following measures will be assessed on an on-going basis:

- Employee engagement survey results
- Percentage of DOT employees that are paid at the market rate for their classification and level
- Number of preventable accidents or injuries in the work place
- Rate of recordable employee injuries
- Percentage of employees retained after three years

## STRATEGY

During the two-year cycle of our strategic plan we will focus on the following strategies in order to have meaningful impacts on the goal and performance measures:

- Treat current NCDOT employees well
- Better implement internal safety incentives, rewards, and recognition programs
- Endorse competitive pay strategies for our employees
- Create a web-based employee incident and injury reporting tool
- Establish an engagement leadership team to develop and implement improvement strategies based on biennial survey results

