

# 2015

*annual report*  
**PERFORMANCE**



*Transportation*

## *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* **VISION**

NCDOT: A global leader in providing innovative transportation solutions

## *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.

*Note: This reflects NCDOT's current goals, which were updated in May 2015. The performance scorecard reports on the agency's goals and measures that were already established for State Fiscal Year 2015, which is the timeframe covered in this report.*

## *message from the* **SECRETARY**

Dear North Carolinian:

On March 5, 1915, the North Carolina General Assembly created the State Highway Commission, establishing the roots of our modern-day Department of Transportation. In March 2015, we commemorated the century of tremendous progress that ensued. Over the past 100 years, North Carolina's transportation system has evolved into a comprehensive network that encompasses highways, rail, aviation, ferries, public transit, and bicycle and pedestrian transportation, all of which play an important role in connecting people to jobs, education, healthcare and recreation centers.

It was especially fitting that the 2015 state fiscal year, which encompassed our centennial, was one marked by significant milestones for transportation in North Carolina.

Through our work with Governor Pat McCrory and the General Assembly, we modernized and stabilized our revenue streams, implemented a new data-driven process to fund transportation projects, and introduced Governor McCrory's 25-Year Vision for transportation, which establishes a strategic focus for transportation investment over the next quarter century. These actions have helped lay the foundation for the next century of progress in North Carolina.

At the heart of all these efforts, and our day-to-day service to North Carolinians, are our employees. We could not have achieved any of our successes over this past year without their hard work and dedication to their jobs and the people of this great state. With such a talented team, we are poised to be not only a global economic leader, but also to serve as a worldwide model for transportation innovation.

Thank you for your support as we continue our work to meet North Carolina's growing transportation needs and support the continued prosperity of our state.

Sincerely,

A handwritten signature in black ink, appearing to read 'Nicholas J. Tennyson', with a stylized, flowing script.

Nicholas J. Tennyson  
Secretary of Transportation





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*Supporting material, including background information, definitions and rationale on the performance scorecard, is available at [ncdot.gov/performance](http://ncdot.gov/performance). Information in this report is based on State Fiscal Year (SFY) 2015, which covers the time period of July 1, 2014 to June 30, 2015, unless otherwise noted.*

# *about* **NCDOT**

The N.C. Department of Transportation (NCDOT) is responsible for all modes of transportation in North Carolina, including highways, rail, aviation, ferries, public transit, and bicycle and pedestrian transportation. It also includes the state's Division of Motor Vehicles, Turnpike Authority and the Governor's Highway Safety Program, which aims to promote safety awareness and reduce highway crashes and fatalities. Additionally, NCDOT oversees and helps expand economic growth opportunities through the N.C. State Ports and N.C. Global TransPark.

NCDOT is a performance-based organization with a strategic, data-driven decision-making process that is transparent and accountable. This approach ensures that politics do not determine transportation priorities and aligns the Department's operations with its overall mission and goals.

The Department's operations are led by the Secretary of Transportation. A 19-member Board of Transportation is the Department's governing body and is responsible for overseeing the transportation policy-making process and monitoring the agency's performance.



- NCDOT maintains one of the largest highway systems in the nation, with **nearly 80,000 miles of highway**—the equivalent of circling the Earth three times—including 15,000 miles of primary highways (interstate, U.S. and N.C. routes) and nearly 65,000 miles of secondary roads.



- NCDOT is responsible for **more than 13,500 bridges**; plus an additional 4,500 culverts and pipes that are 20 feet or longer, fitting the federal definition of a bridge.



- NCDOT operates the **nation's second largest state-owned ferry system** with 21 ferries that serve seven routes. Each year, about 2 million passengers rely on this service.



- North Carolina has **nearly 3,300 miles** of mainline railroad track and approximately 5,000 crossings.



- The *Piedmont* and *Carolinian* services provide three daily roundtrips to Charlotte, Greensboro, Raleigh and nine other North Carolina cities. Nearly **466,000 passengers** relied on this service this year to get them to their destination, and the *Piedmont* is a national leader in customer satisfaction.



- North Carolina has **74 publicly owned airports and nearly 300 privately owned** airports, heliports and other landing areas. Ten commercial service airports provide regularly scheduled airline service to the state.



- North Carolina's 99 public transportation systems **serve all 100 counties**. In 2015, systems provided **more than 78 million passenger trips**.



- NCDMV has 114 driver license offices, and 130 license plate agencies and registration offices that serve the state's **7.3 million licensed drivers** and owners of the **9 million vehicles registered** in the state.



- The NCDOT *State Farm Safety Patrol* made **nearly 63,000 stops, expediting incident clearance, removing debris, assisting motorists and managing traffic**.



- On highways across the state, **539 traffic cameras allow NCDOT to monitor traffic conditions in real time** in order to quickly respond to incidents and alert other motorists through our 274 Dynamic Message Signs and other efforts.



- The NC 511 phone system handled **nearly 500,000 calls for traveler information** and Amber and Silver Alert information.



- NCDMV issued **nearly 4.4 million driver licenses, permits and identification cards**.



- **Five mobile units** take NCDMV license services to rural communities.



- NCDMV processed **more than 2.6 million vehicle titles and issued more than 8 million license plates and registration stickers**.



- NCDMV's License & Theft Unit **recovered 915 stolen vehicles** valued at more than \$7.8 million.



- Through North Carolina's **Adopt-A-Highway Program** about 4,750 volunteer groups have adopted more than 11,000 miles of state-maintained roadsides that they help clean, **saving taxpayers approximately \$5 million a year in cleanup costs**.



## OUR DIVISIONS

### ***Motor Vehicles***

The mission of the North Carolina Division of Motor Vehicles is to deliver quality customer support through professional driver and motor vehicle services, while promoting highway safety and protecting accurate and secure information.

### ***Public Transportation***

The Public Transportation Division was created in 1974 by the N.C. General Assembly to foster the development of intercity, urban and community public transportation for all North Carolinians. PTD administers federal and state transportation grant programs, provides leadership and training opportunities to transit professionals, makes planning and technical assistance available to enrich transit services, and prepares projections to meet future public transportation needs. Operated by local agencies, North Carolina's public transportation systems provide transit options in all 100 counties, serving as a safe, cost-effective and environmentally friendly alternative for residents who cannot, or choose not to, drive.

### ***Ferry***

The Ferry Division's mission is to provide safe, cost-effective and dependable service for the traveling public. The Division operates seven routes across five separate bodies of water—the Currituck Sound, Pamlico Sound, Cape Fear River, Neuse River and Pamlico River. The Division also is capable of activating an emergency ferry route between the Dare County mainland and Hatteras Island at Rodanthe within two to three hours in the event of a long-term or emergency closure of N.C. 12. The ferry operations are supported by a full-service shipyard, dredge, crane barge, tugboats and other support vessels.

### ***Rail***

North Carolina has more than 3,300 miles of railroad tracks throughout the

state used by both freight and passenger trains, providing travel options as well as efficient and environmentally friendly transportation. The Rail Division works with communities throughout the state to make rail-highway crossings safer by installing traffic-control equipment, and closing and consolidating high-accident crossings on highways and streets, and building new bridges.

The state-owned *Piedmont* passenger train provides service at stops between Raleigh and Charlotte three times a day. The state-supported *Carolinian* provides service between Charlotte and Raleigh, and up the East Coast to New York City.

### ***Bicycle and Pedestrian***

The Division of Bicycle and Pedestrian Transportation is a comprehensive operation touching all aspects of bicycling and walking by designing facilities, creating safety programs, mapping cross-state bicycle routes, training teachers, sponsoring workshops and conferences, fostering multi-modal planning, and integrating bicycling and walking into the ongoing activities of the Department.

### ***Aviation***

The Division of Aviation is responsible for all aviation functions regarding state aviation system planning and development, and provides funding and technical assistance to communities for constructing and improving airports. Additionally, the Division operates a very active aviation safety and education program, as well as the department's aircraft for passenger and photogrammetry services.

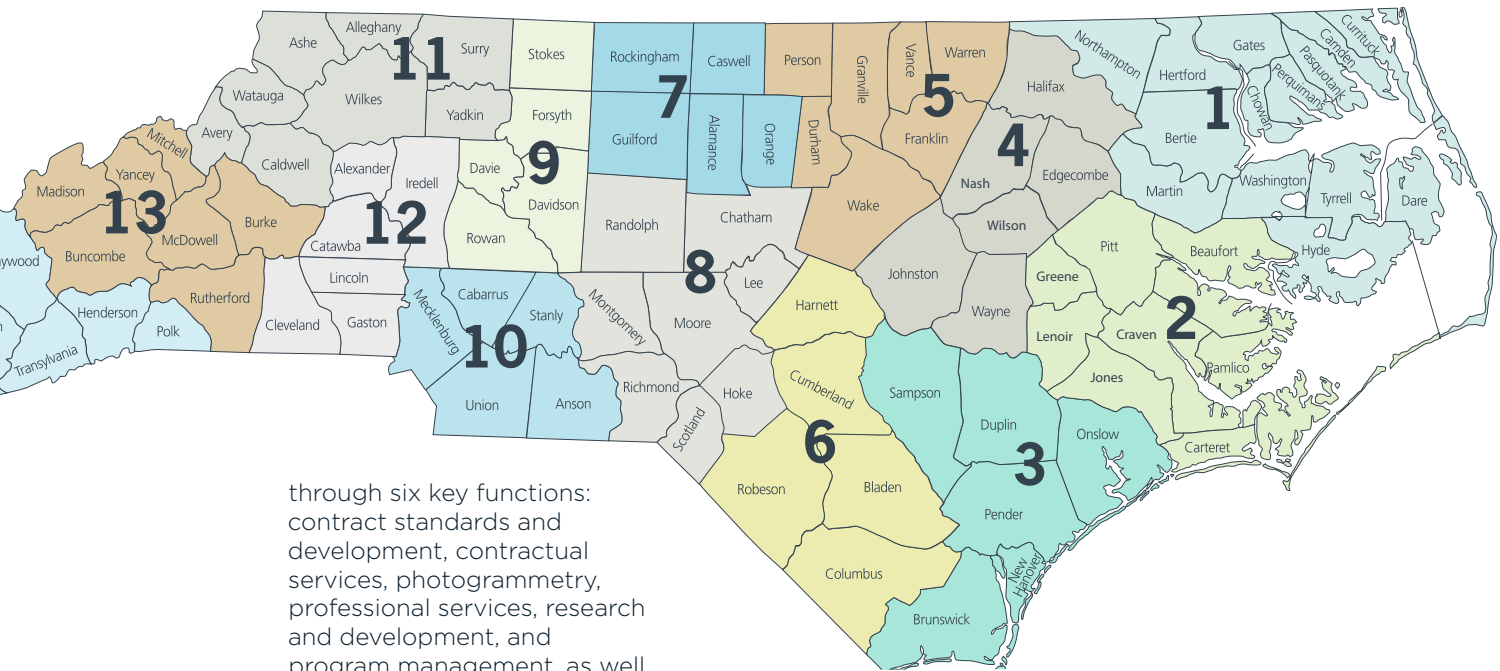
### ***Highways***

The Department's highway program is delivered primarily by the Division of Highways (DOH), and the Division of Technical Services (DTS). The DOH comprises central and field-based functions—including Safety and Mobility, Field Support, Asset Management, and Operations—all of which support delivery of transportation projects statewide. The DTS supports the delivery of projects





## 14 TRANSPORTATION DIVISIONS



through six key functions: contract standards and development, contractual services, photogrammetry, professional services, research and development, and program management, as well as other preconstruction activities.

Together, these divisions are responsible for North Carolina's nearly 80,000-mile state highway system, which is the second largest in the nation in mileage after Texas. The planning, programming, technical assistance and engineering for major highway projects are handled within the central office in Raleigh, while the 14 transportation divisions, or field offices, manage project construction. The divisions also maintain and operate the road system within their geographical areas and handle planning and engineering for smaller projects.

### ***Turnpike Authority***

The mission of the Turnpike Authority is to supplement the traditional non-toll transportation system in North Carolina by accelerating the delivery of roadway projects using alternative financing options and facilitating the development, delivery and operation of an integrated, creative system of toll roads. It was created in 2002 by the N.C. General Assembly in response to concerns about rapid growth, heavy congestion and dwindling resources.

### ***State Ports***

North Carolina's ports in Wilmington and Morehead City, plus inland terminals in

Charlotte and the Piedmont-Triad in Greensboro, have the capability and capacity to serve as competitive alternatives to ports in neighboring states. Owned and operated by the Ports Authority, North Carolina's port system combines modern facilities and abundant capacity with the commitment to excel in service to their customers, without taxpayer subsidy.

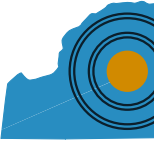
### ***Global TransPark***

The N.C. Global TransPark is a 2,500-acre industrial/airport site situated strategically in eastern North Carolina. Its on-site Composite Center is one of the most advanced workforce development training facilities in the state. The GTP's integrated infrastructure, close proximity to Interstates 40 and 95, and the state's two deep water ports make it an ideal location for a variety of business types, especially companies involved in the aerospace sector and logistics.

### ***Governor's Highway Safety Program***

The Governor's Highway Safety Program is dedicated to promoting highway safety awareness to reduce the number of traffic crashes and fatalities in the state of North Carolina through the planning and execution of safety campaigns.

# *organizational* **HIGHLIGHTS**



State Fiscal Year 2015 was a landmark year for transportation in North Carolina. Governor Pat McCrory released a long-term vision for strategic investment in our transportation infrastructure, building on the groundwork of the Strategic Transportation Investments (STI) law, which changed how we fund and prioritize transportation projects. With the 25-Year Vision and STI law in place, Gov. McCrory and the General Assembly recognized that additional transportation investment was needed for North Carolina to continue to be economically competitive. This recognition led them to take steps that resulted in the largest increase in transportation investment in more than two decades.

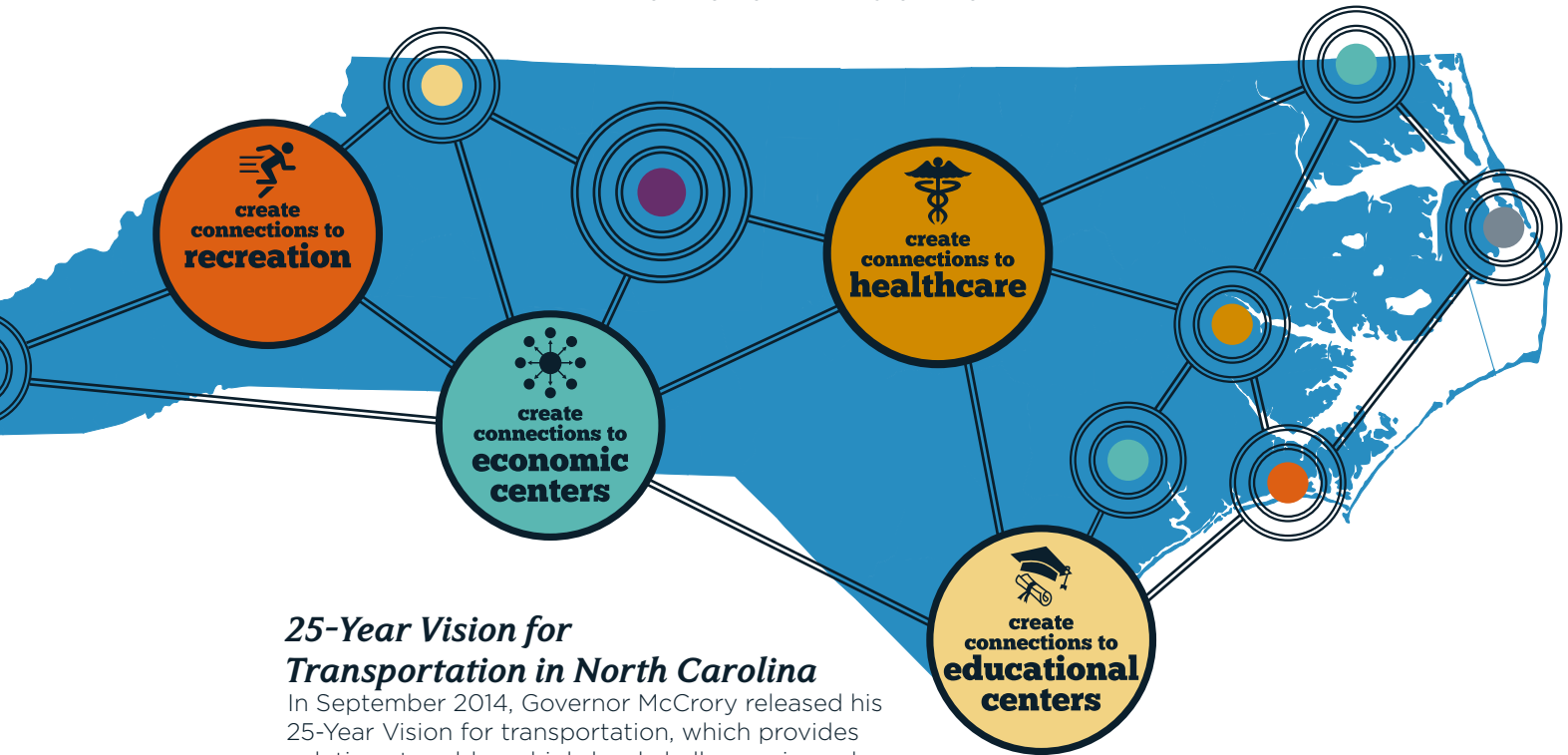
## ***Implementation of the Strategic Transportation Investments Law***

Implementation of the 2013 Strategic Transportation Investments (STI) law, which established a new way of allocating available revenues based on data-driven scoring and local input, has been one of the department's foremost areas of focus over the past two years.

NCDOT reached a major milestone in this area in June when the Board of Transportation approved the first State Transportation Improvement Program (STIP), which is NCDOT's 10-year schedule for transportation projects, developed under STI.

The goal of STI is to allow the department to use its available funding more effectively to better support economic growth, job creation and quality of life in North Carolina. NCDOT initially estimated the new formula would double the number of projects that could be funded in the STIP; however, our expectations were exceeded. The 2016–2025 STIP funds nearly three times as many projects, including 478 highway projects that are estimated to help generate 300,000 jobs. It also is one of the state's most comprehensive STIPs ever, comprising a total of 1,073 projects in all 100 counties, and across all modes of transportation.

By directing 60 percent of available funding to improvements on the regional and local levels, and 40 percent to projects of statewide significance, the new formula allows NCDOT to better address the state's top priorities, while also providing flexibility to address individualized local needs.



### *25-Year Vision for Transportation in North Carolina*

In September 2014, Governor McCrory released his 25-Year Vision for transportation, which provides solutions to address high-level challenges in each of North Carolina's four major regions—coastal, eastern, central and western—as well as the state as a whole. These solutions range from improving highway connections and replacing aging bridges to expanding mass transit options and enhancing freight movement.

The ultimate goal is to ensure we make targeted investments in multi-modal solutions that will create a stronger, more reliable transportation network that connects people to places and products to markets, expands jobs and industry, and enhances the overall quality of life in North Carolina.

The vision works in tandem with the STI law. In fact, a number of projects in the 2016–2025 STIP will improve key connections outlined in the vision. Examples in each region include:

- **Coastal**—Connecting Hampton Roads to the Outer Banks by constructing the Mid-Currituck Bridge and connecting Camp Lejeune/Jacksonville to the Port of Wilmington by expanding U.S. 17 between Jacksonville and Wilmington.
- **Eastern**—Connecting Fort Bragg to the strategic I-95 Corridor by completing the Fayetteville Outer Loop and connecting eastern North Carolina to Hampton Roads by upgrading U.S. 17 to interstate standards.
- **Central**—Expanding I-40 into Wake County from Johnston County, constructing the Winston-Salem Northern Beltway/I-74 Corridor, completing the Greensboro Urban Loop and expanding I-85 in Gaston and Rowan counties.
- **Western**—Connecting the Asheville area to other markets by expanding I-26 south of Asheville, improving the connection to the airport and expanding N.C. 191 in Hendersonville, as well as improving intrastate connections by expanding U.S. 221 to Jefferson/West Jefferson and expanding U.S. 321 between Lenoir and Hickory.

While STI is allowing NCDOT to use its existing funds more efficiently and improve connections, it also demonstrated the gap between needs and available funding as only 18 percent of submitted projects could be funded. Recognizing that we cannot meet all our needs through traditional funding alone, the vision outlines solutions for new ways to fund transportation projects. These solutions include optimizing public-private partnerships, reducing the state's dependency on federal dollars, taking advantage of low interest rates and revenue reform. To help narrow this gap, the General Assembly and Gov. McCrory took steps in the 2015 legislative session to stabilize and modernize the department's primary sources for funding. These steps led to the largest increase in transportation investment in more than 25 years.

### ***“Driving Change” at the Division of Motor Vehicles***

Another focus area for NCDOT over the past year has been to continue its work to provide a higher level of customer service at the Division of Motor Vehicles (DMV).

Through Gov. McCrory’s “Driving Change” initiative, we have already begun to enhance customer service and reduce wait times at NCDMV.

These initiatives started in 2013 when we began offering extended hours services, enabling offices to stay open later during the week and/or on Saturdays. Now, 85 percent of North Carolina residents are within a 30-mile radius of an office that offers extended hours. Last year, the Division served close to 70,000 customers during Saturday hours alone.

Another way we’re working to reduce wait times is through online services. We began testing online driver license renewal in June 2015, allowing customers to renew their licenses every other cycle without coming into a DMV office. More than 30,000 customers renewed their license online in just one month during this pilot. By offering online renewals, we are freeing up NCDMV examiners’ time so they can serve customers’ other needs. As the state’s population is rapidly growing, this will help us continue to meet the increased demand while holding down costs and still reducing wait times.

Our goal is to have 30 percent, about 600,000, of all eligible license renewals in a year completed online. This offers added convenience not only for those who choose to renew online, but also for those who visit our DMV offices in person.

For customers who still need to visit a DMV office in person, we also are implementing in-office changes that will help improve their experience. Based on a pilot conducted in 25 of NCDMV’s busiest offices, during the 2015–2016 fiscal year, we will be adding cameras and additional equipment at every license examiner station to speed service, and self-service kiosks in offices to provide access to online services. For the first time in driver license offices, credit and debit card payments now are accepted in driver license offices—another added convenience.




# Big Changes at DMV = Big Benefits For You



 Online Solutions

 Veteran Identifier

 Extended Hours Program

 More Durable and Secure Credentials

 Customer Greeter

 Reduced-Wait-Time Pilot

 Mobile Office Solutions

 Credit/Debit Card Accepted at Driver License Offices

 Huntersville DMV Flagship Office

 Improved Interactive Voice Response System

 New Queuing System

 Testing Rule Change

 Self-Serve DMV Kiosks

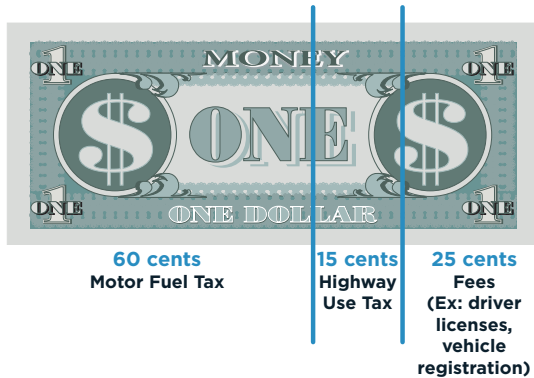
 Online Driver License Renewal

# *funding* OVERVIEW

NCDOT has an annual operating budget of just over \$4 billion to build, operate and maintain the state's diverse transportation network.

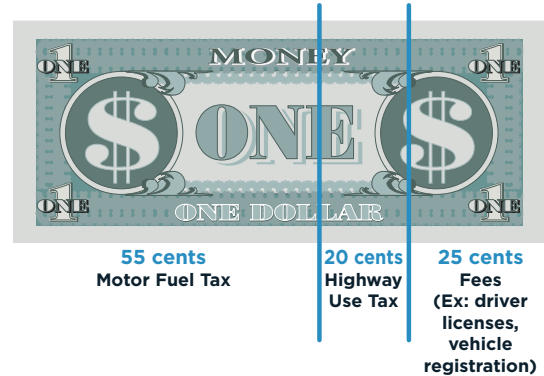
Prior to the passage of the state budget during the 2015 legislative session, transportation funding was comprised of approximately 72 percent state revenues and 28 percent federal revenues. With the steps taken by the General Assembly to increase state revenues for transportation investments, the state funding now accounts for approximately 80 percent of NCDOT's budget and federal funding accounts for about 20 percent.

*Breakdown of state funding sources prior to 2015 legislative session:*



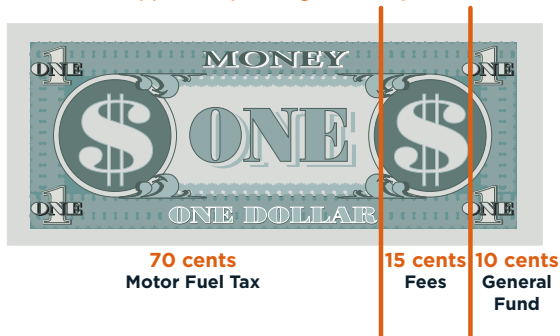
*Approximately 60 percent of state transportation funding is based on revenues from the Motor Fuel Tax; 25 percent comes from driver and vehicles fees collected by the North Carolina Division of Motor Vehicles; and 15 percent is from the Highway Use Tax on vehicle title transfers.*

*Breakdown of state funding sources as a result of 2015 legislative session:*



*Approximately 55 percent of state transportation funding is based on revenues from the Motor Fuel Tax; 25 percent comes from driver and vehicles fees collected by the North Carolina Division of Motor Vehicles; and 20 percent is from the Highway Use Tax on vehicle title transfers.*

*Breakdown of federal funding sources for 2014–15:*



*Appropriated by Congress, the majority of federal transportation funding comes from a federal motor fuel tax and vehicle fees (mostly on trucks).*

*Allocation by fund prior to 2015 legislative session:*

	Highway Fund	Strategic Transportation Investments (Highway Trust Fund)
Motor Fuel Tax	71%	29%
DMV Fees	~85%	~15%
Highway Use Tax	—	100%
Federal Appropriations	—	100%

*Current allocation by fund:*

	Highway Fund	Strategic Transportation Investments (Highway Trust Fund)
Motor Fuel Tax	75%	25%
DMV Fees	~90%	~10%
Highway Use Tax	—	100%
Federal Appropriations	—	100%

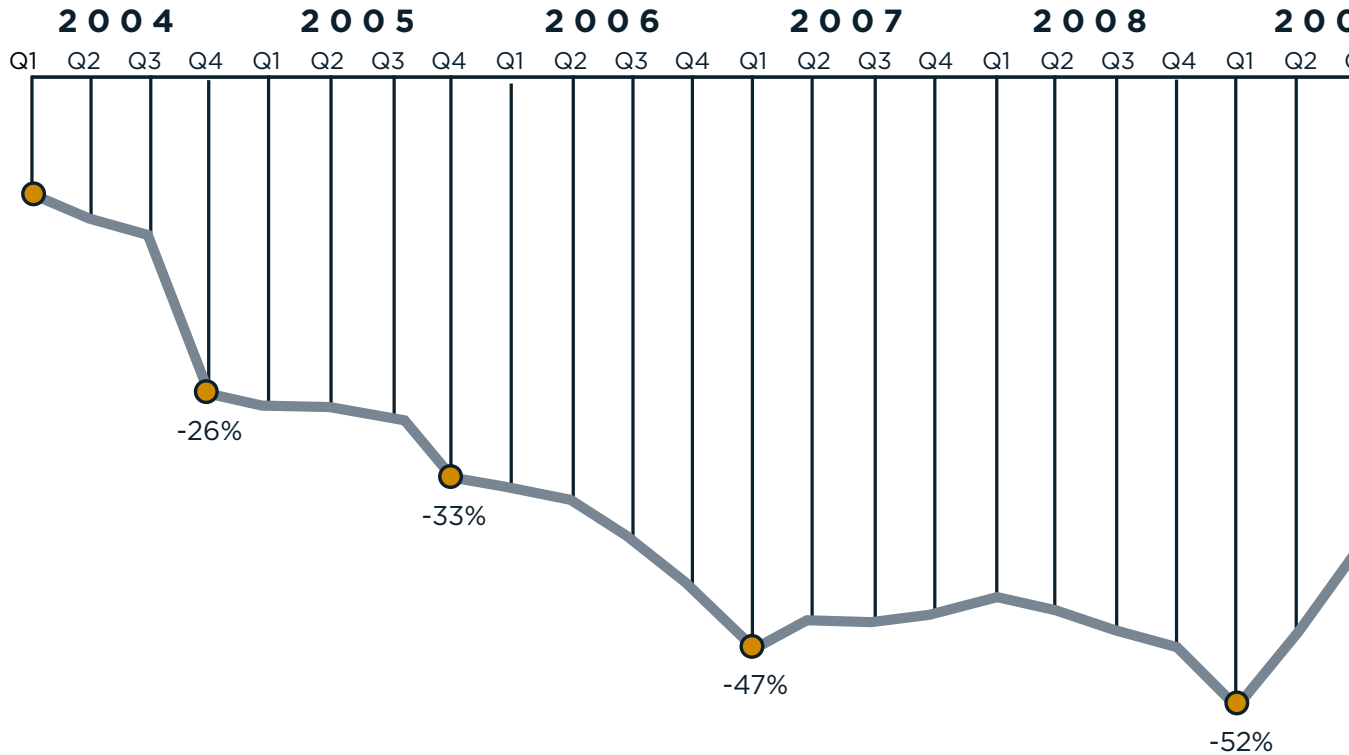
**Highway Fund:** Primarily supports projects that help take care of the state's existing transportation system. This includes resurfacing highways, replacing bridges and paving unpaved secondary roads. Funds are distributed across North Carolina based on need.

The Highway Fund also supports the Powell Bill Program, which provides state aid to municipalities for road, pedestrian, and bicycle improvements.

**Strategic Transportation Investments (Highway Trust Fund):** Primarily funds new construction and expansion projects across all modes of transportation. Funding is allocated according to STI on local, regional and statewide levels based on data and input from local planning organizations and NCDOT divisions. Federal funding accounts for about 45 percent of NCDOT's available funding for these types of projects.

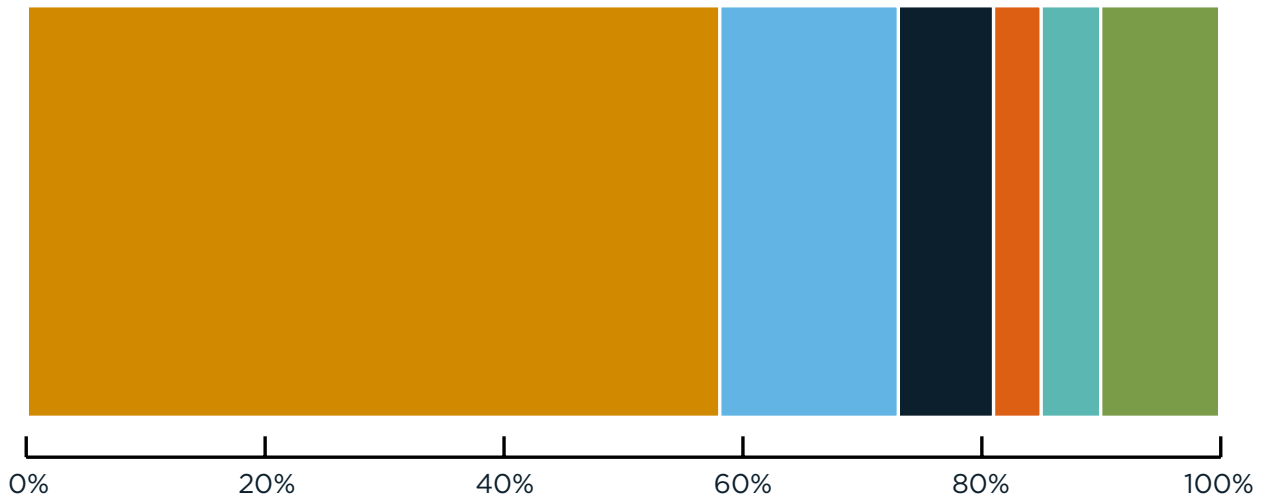
## PURCHASING POWER OF NCDOT HIGHWAY CONSTRUCTION DOLLARS

This chart shows the decline in our purchasing power, which is how much we can buy for our money.

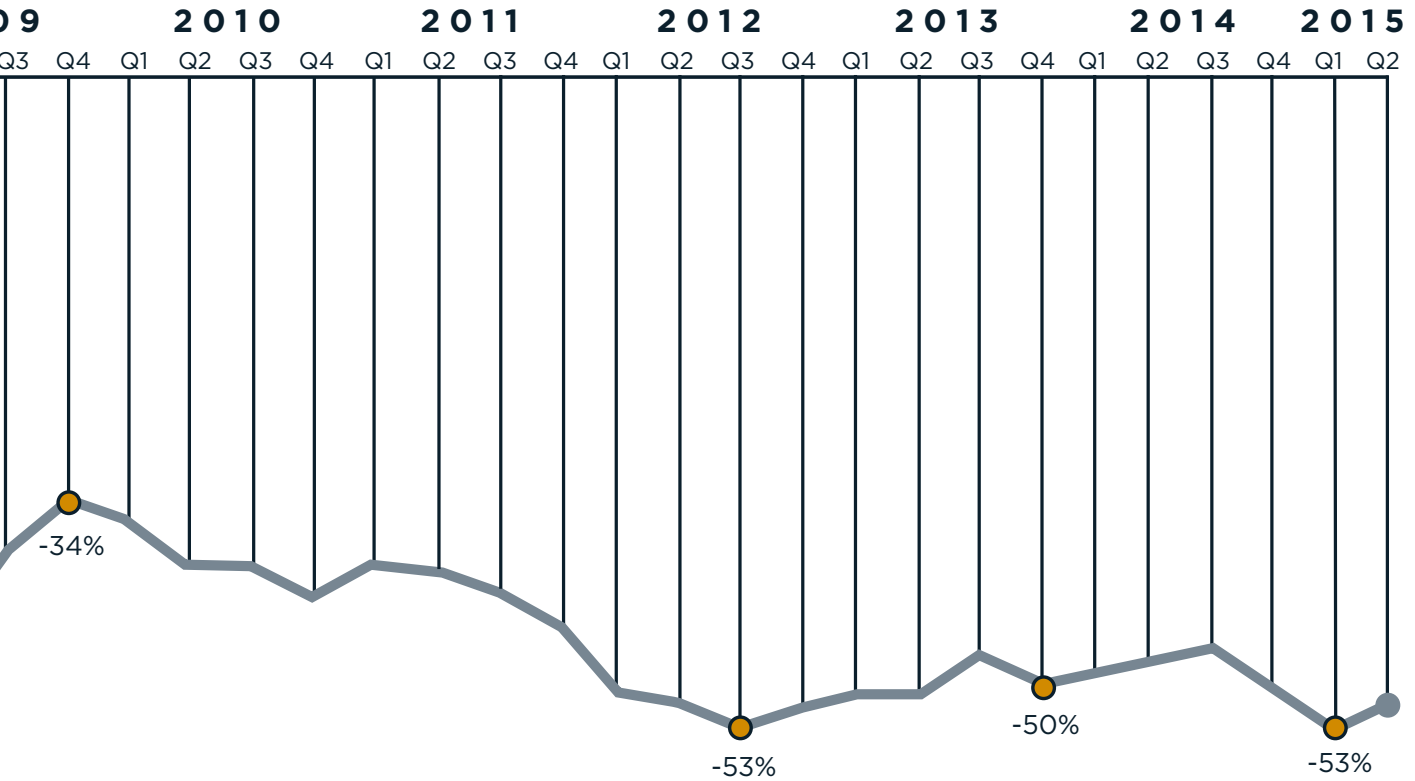


## NCDOT EXPENDITURES FOR SFY 2015

This chart shows the major categories that NCDOT's money goes to and the percentage of the Department's budget that was spent in each category.







## HOW WE'RE ADDRESSING OUR FUNDING CHALLENGES

Recognizing that efficiency alone will not close the gap between the state's needs and traditional revenue sources, we continued to expand our use of alternative funding sources and placed a major focus on diversifying how we pay for and build our transportation infrastructure.

### ***Greater Stability for Transportation Funding***

The 2015 legislative session was a landmark year for our agency in terms of obtaining increased state funding for both construction and maintenance of our transportation infrastructure, and modernizing and stabilizing our major funding sources.

The most significant changes were:

- Ending the transfer of \$216 million annually from the Highway Fund to the General Fund—which allows us to keep transportation revenues for transportation projects;
- Stabilizing the motor fuels tax;
- Increasing most DMV fees by 30 percent and indexing them for inflation (first increase in a decade); and
- Increasing the Highway Use Tax caps on vehicle title transfers for commercial, recreational and out-of-state vehicles.

At the federal level, we have experienced considerable uncertainty in federal funding in recent years—we saw a series of short-term extensions that made it difficult to plan for the future with certainty. For this reason, the Governor's 25-Year Vision for transportation recommended reducing our dependency on federal funding.

Through steps taken by the state legislature to modernize our funding structure, we are now slightly less dependent on federal transportation dollars. Prior to the legislative session, federal dollars made up 28 percent of our overall budget and about one half of our construction budget. Federal investment in our transportation infrastructure is still critical, not only to the success of our state, but the nation as well. NCDOT and Gov. McCrory worked closely with Congress to advocate for long-term federal funding certainty, which was achieved with the passage of the Fixing America's Surface Transportation Act.

### ***Alternative Funding Tools***

#### **PUBLIC-PRIVATE PARTNERSHIPS**

Public-private partnerships (P3s) allow for greater private-sector participation in the delivery and financing of transportation projects, which reduces the amount of funding NCDOT must contribute.

We made significant progress in this area, including the following milestones:

- **Achieved financial close on the I-77 Express Lanes project—the State's first major P3 for a transportation project.**
  - o NCDOT, together with I-77 Mobility Partners, achieved financial close and secured funding at historically low interest rates, allowing the project to take a big step forward.
  - o The department chose the P3 concept for the I-77 Express Lanes in order to deliver this project in its entirety and begin providing reliable travel times and long-term congestion management in Mecklenburg and Iredell counties much sooner—in under 4 years instead of the estimated 20 years it would take to secure enough state funding to move forward piecemeal.
  - o The express lanes project will give drivers the choice to pay a toll that guarantees reliable travel time or remain in the general-purpose lanes for free.

- o Under the agreement, NCDOT is investing \$95 million directly in the I-77 Express Lanes project, and an additional \$145 million in other transportation projects for a total \$240 million investment in the region, while the private investor is responsible for the remaining \$539 million in cost.
- **Cold Storage and Wood Pellet facilities at the ports.**
  - o In partnership with USA Investco, the North Carolina State Ports Authority broke ground on the Port of Wilmington Cold Storage Facility. Once completed in early 2016, this 101,000-square-foot, state-of-the-art facility will have the ability to store goods and blast freeze imports and exports onsite. Since North Carolina is one of the leading protein producers in the country, this new facility will help to better serve regional poultry, pork and turkey providers by reducing travel time and logistical costs for farmers. One of the only of its kind on the East Coast, this facility will give our state a competitive advantage over neighboring ports.
  - o New wood pellet storage domes also took shape at the Port of Wilmington. The domes are being built by private partner Enviva and is the most visible feature of a \$50 million export terminal that will support an important industry in our state.
- **The Board of Transportation approved a policy that allows the Department to use private sponsorships to help cover the cost of delivering some of our operational programs and services. To this end, the Department:**
  - o Announced a sponsorship agreement with State Farm for our Incident Management Assistance Patrols, which aid in clearing incidents and offer roadside assistance on major interstate routes throughout the state;
  - o Advertised a Request for Proposals (RFP) for a statewide interstate litter removal program, expanding the Sponsor-A-Highway Program in place on some routes; and
  - o Advertised an RFP for sponsorship of our ferries and ferry system support facilities.

Other areas being considered for sponsorships include: traveler information services such as 511; rest areas and welcome centers; smartphone applications; weigh stations; and print and electronic publications.

## TOLLING

For more than a decade, the North Carolina Turnpike Authority has worked to advance toll facilities in North Carolina, giving drivers more choice in how they reach critical destinations, reducing congestion along heavily traveled routes, and providing an additional revenue stream for important infrastructure improvements.

- Since it first opened to traffic in December 2011, the Triangle Expressway—North Carolina’s first modern toll road—has continued to exceed traffic and revenue projections. Revenue in Fiscal Year 2015 was \$5.3 million above the 2009 projection, and year-over-year growth in traffic averaged approximately 24 percent.
- The Department started construction on the Monroe Expressway, a roughly 20-mile toll road that will provide an alternative for high-speed regional travel along the U.S. 74 corridor. The new road will extend from U.S. 74 near I-485 in Mecklenburg County to U.S. 74 between the towns of Wingate and Marshville in Union County. The expressway is expected to open to traffic in late 2018. The Monroe Expressway will use electronic tolling similar to the Triangle Expressway.

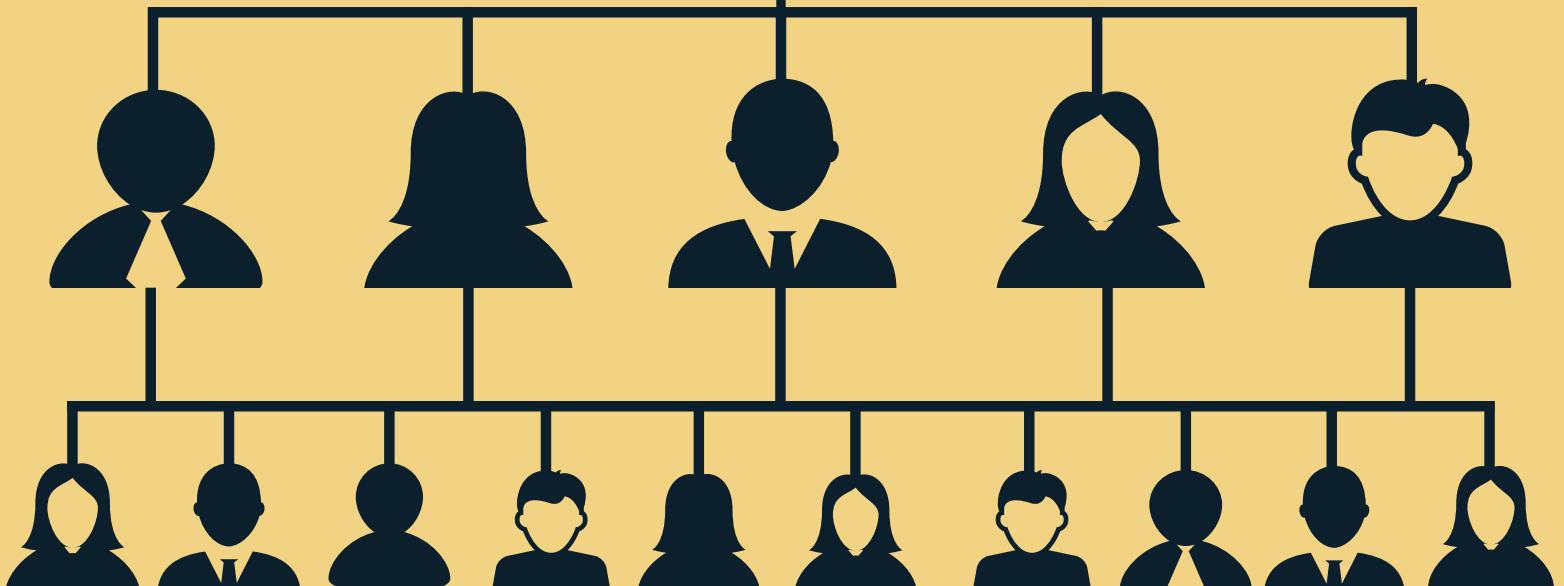
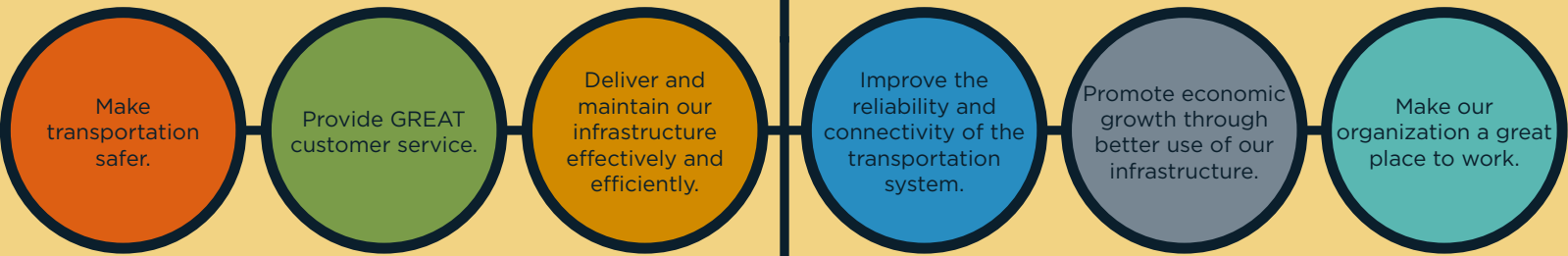
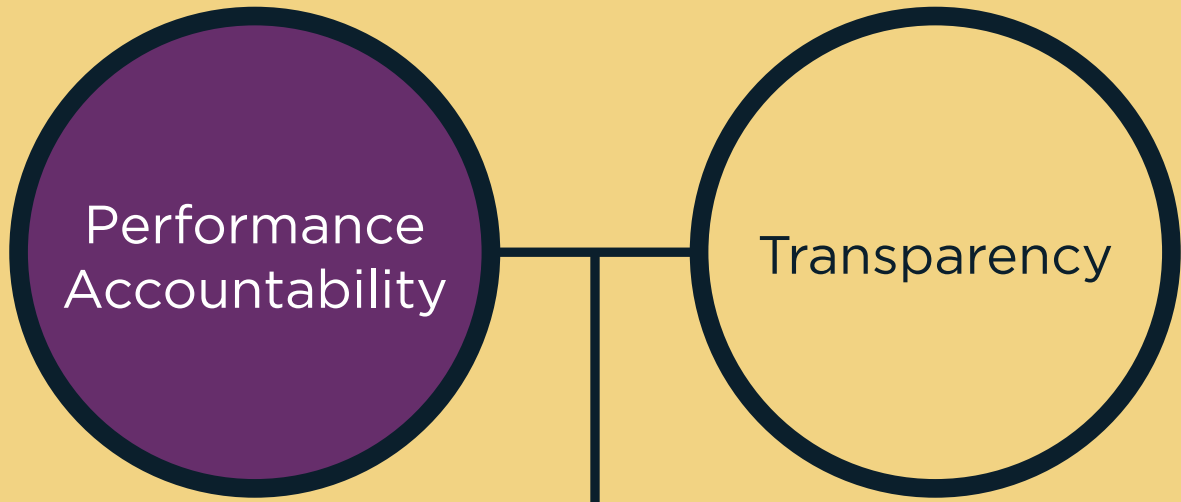
# *measuring our* **PERFORMANCE & ACCOUNTABILITY**

As part of our continuous efforts to operate more efficiently, NCDOT measures its performance based on expected results, so we are more transparent and more accountable for what we promise. Performance accountability starts at the top of our organization and cascades down to all employees. All functions within the agency must work together efficiently and effectively to ensure our programs, projects and services are delivered on schedule and within budget.

For SFY 2015, we identified 24 key performance measures to gauge our success in meeting our five organizational goals. Our Performance Scorecard shows the results in each area as compared to numerical performance targets. Our detailed performance metrics for SFY 15 are included at the back of this report in the appendix. Additionally, our web-based Performance Dashboard is continually updated to display the most recent results of our organizational performance. Both the dashboard and performance measures can be found on our website at [ncdot.gov/performance](http://ncdot.gov/performance).

During SFY 2015, NCDOT began developing a new strategic plan that included a refined mission and goals for the agency. During this nine-month process, more than 100 employees helped reshape how we define success and measure performance towards meeting our goals. The new goals were rolled out department-wide in May 2015, and are reflected in this report. Since the Executive Measures for SFY 2015 had already been adopted, we continued to measure and report on them while beginning the transition to the new Executive Measures that align with the department's new goals.





# how we're doing AT A GLANCE

✓ Goal has been met    ✗ Goal has not been met

Performance Measure	Target	Previous Result	Current Result	Target Met
<b>SAFETY: Make our transportation network safer.</b>				
Statewide network fatality rate <sup>1</sup>	1.30 or less	1.17	1.23	✓
Percentage of surveyed North Carolina drivers using a safety belt <sup>2</sup>	90% or greater	90.6%	89.9%	✗
Of the counties surveyed, seat belt usage for most was at or above 90 percent; however, a few counties fell short of the target. In an effort to get all drivers and passengers to buckle up, the Governor's Highway Safety Program uses a targeted approach to education, outreach and enforcement statewide, and is placing extra emphasis on the counties with the lowest percentage of usage and higher fatality rates.				
<b>MOBILITY: Make our transportation network move people and goods more efficiently.</b>				
Average statewide accident clearance time	70 min. or less	71 min.	69 min.	✓
Travel time index for surveyed interstates <sup>4</sup>	1.02 or less	0.97	0.97	✓
Percentage of planned ferry runs completed as scheduled	95% or greater	96.6%	96.9%	✓
Percentage of planned passenger trains arriving on schedule ( <i>Carolinian and Piedmont only</i> )	80% or greater	63.2%	58.9%	✗
The primary factors that affect on-time performance (OTP) are: system challenges related to capacity on the railroads to accommodate both freight and passenger trains efficiently; weather events; trespasser strikes; and crossing incidents. In 2015, construction of the projects under the state's Piedmont Improvement Program (PIP) was another factor. Through PIP, we are building parallel tracks, bridging highway crossings and making other improvements on the railroad between Raleigh and Charlotte that will help address these issues; therefore, as these projects are completed over the next several years, OTP will improve.				
Percentage change in Ports Authority cargo movements (bulk and breakbulk cargo only) <sup>6</sup>	5% or greater	-15%	2.3%	✓
<b>INFRASTRUCTURE HEALTH: Make our infrastructure last longer.</b>				
Percentage of bridges rated in good condition <sup>5</sup>	65% or greater	68.2%	70.3%	✓
Percentage of pavement miles rated in good condition <sup>2</sup>	70% or greater	70.4%	66.4%	✗
Pavement condition ratings are assessed every year. Contracts for pavement treatments frequently last two or even three years. As a result, there is a lag between the time funding is made available and the time when the road improvement is measured in the pavement condition survey. In addition, NCDOT refocused funds to address other needs in the two years prior to the survey this data reflects. The additional money in the 2015 state budget for pavement preservation and resurfacing will allow us to improve our pavement condition ratings, but consistent on-going funding is required to maintain system condition into the future.				
Average rest area condition score	90 or greater	95.5	95.1	✓
Average highway feature condition score (excluding pavement and bridges) <sup>2</sup>	84 or greater	90.1	88.9	✓



Goal has been met



Goal has not been met

Performance Measure	Target	Previous Result	Current Result	Target Met
<b>WORKS WELL: Make our organization a place that works well.</b>				
Percentage of work program projects on schedule (STIP only) <sup>3</sup>	85% or greater	83.4%	87%	✓
• Percentage of centrally managed STIP projects let on schedule			95.1%	
• Percentage of division managed STIP projects let on schedule			84.4%	
• Percentage of municipal and locally managed STIP projects let on schedule			39.3%	
Percentage of division-managed non-STIP projects on schedule	85% or greater	85.0%	91.7%	✓
Percentage of construction projects completed on schedule	85% or greater	86.8%	86.3%	✓
Total budget overrun for completed construction projects	5% or less	-3.91%	0.05%	✓
Average statewide environmental compliance score on construction and maintenance projects	7.5 or greater	8.6	8.5	✓
Percentage of the overall budget for administrative costs	7.6% or less	5.6%	6.1%	✓
Percentage of NCDOT's total budget expended on external goods, materials, and services	60% or greater	New Measure	58%	✗
In the first year of tracking the results for this measure, there was an unexpected increase in grants allocated to local entities (excluding Powell Bill) and a small increase in legislatively required transfers to other agencies. These expenditures are not included as external payments for materials and services due to the inability to track the private companies and firms that receive the funding after NCDOT has awarded the payments. Examples of such grants include those for public transportation, rail, and aviation-related services.				
Percentage reduction in customer wait times at DMV facilities*	40% or greater	Results Unavailable	Results Unavailable	--
Percentage of surveyed customers satisfied with transportation services in North Carolina**	75% or greater	Survey Underway	Survey Underway	--
<b>GREAT PLACE: Make our organization a great place to work.</b>				
Percentage of employees retained after three years	90% or greater	96.8%	95.5%	✓
Employee safety index (on-the-job injuries/accidents, lost work days)	6.16 or less	4.38	3.76	✓

<sup>1</sup> The fatality rate is measured by dividing the fatality count by 100 million vehicle miles traveled.

<sup>2</sup> The performance measure and result are based on a standing survey or periodic assessment and not based on the state fiscal year; therefore, it's considered "static" and is assumed to have no change since the most recent result was published. Current NCDOT systems only track the result annually or biannually.

<sup>3</sup> The result only evaluates STIP projects that are on the Work Program delivery list downloaded from the project schedule management tool (STaRS) on July 1, 2014. Performance results are adjusted to include projects that are added or advanced in the program.

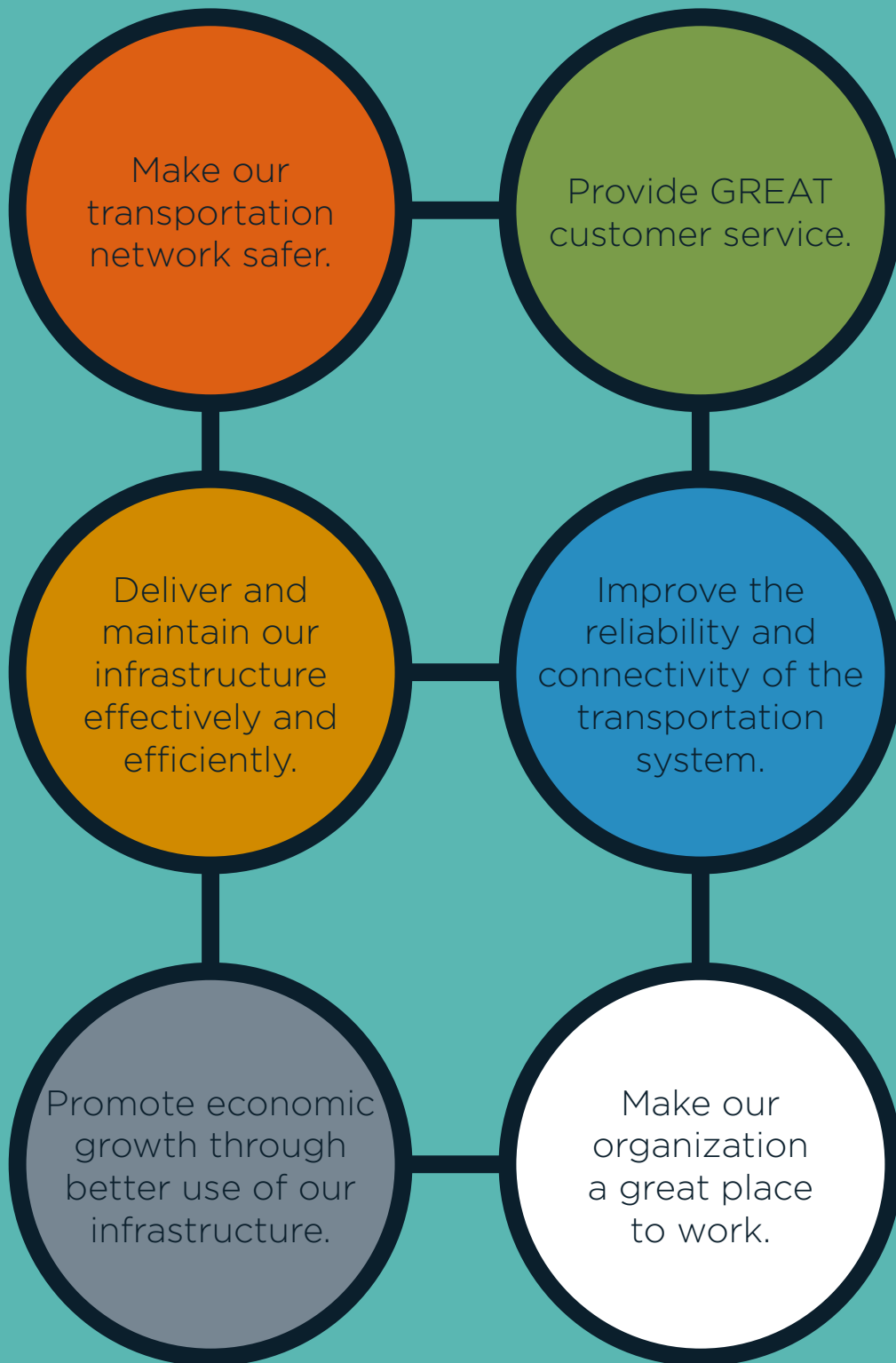
<sup>4</sup> The result is a 12-month moving average (July 2014–June 2015) and excludes the hours of 10:00 p.m. to 6:00 a.m.

<sup>5</sup> The result is an actual summary of active bridge condition ratings as of July 1, 2015.

<sup>6</sup> The percentage change is compared to the results one year prior.

\* Statewide system being implemented to track results.

\*\* Survey administered in 2015; results will be reported in 2016.



# *2016 executive performance* **MEASURES**

To streamline the way NCDOT tracks progress towards meeting its six core goals, we adopted eight essential executive-level performance measures. These eight measures align to various internal tracking measures and will hold NCDOT accountable for meeting its mission and goals in SFY 2016 (July 1, 2015–June 30, 2016).

NCDOT Goal Area	Performance Measure
<b>Safer</b>	Reduce fatalities by at least <u>2 percent or greater</u>
<b>Customer Service</b>	Achieve an overall customer satisfaction result of <u>85 percent or greater</u>
<b>Deliver and Maintain</b>	Let to contract <u>at least 85 percent</u> of our planned projects on schedule
<b>Deliver and Maintain</b>	Achieve an infrastructure health composite index of <u>75 percent or greater</u>
<b>Reliability and Connectivity</b>	Increase the percentage of time when travel times are met based on highway speed limits to <u>80 percent or greater</u>
<b>Reliability and Connectivity</b>	Increase the percentage of time when trips with published schedules are met to <u>80 percent or greater</u>
<b>Economic Growth</b>	Increase the economic vitality of North Carolina
<b>Great Place</b>	Achieve an employee engagement survey score of <u>5.25 or greater</u>



# APPENDIX

In addition to the Performance Scorecard on page 22, NCDOT maintains and tracks hundreds of various key performance measures and level of service indicators that influence the Department's ability to move people and products and provide an improved level of service to our citizens.

The detailed results of these key measures are monitored by management on an on-going basis, and reported periodically throughout the year as well as annually in the following pages of this report.

The following tables and charts provide a more detailed view of several key performance statistics maintained regularly by Department analysts and experts. Additional information and more up-to-date results are available at [ncdot.gov/performance](https://www.ncdot.gov/performance).

*Highway Performance Profiles:***HIGHWAY SAFETY RATES**

Division	VMT (per 100 MVMT)		Total Crashes		Crash Rates (per 100 MVMT)		Total Fatalities		Fatality Rates (per 100 MVMT)		Total Injuries		Injury Rates (per 100 MVMT)	
	5YrAvg*	SFY 15**	5YrAvg*	SFY 15**	5YrAvg*	SFY 15**	5YrAvg*	SFY 15**	5YrAvg*	SFY 15**	5YrAvg*	SFY 15**	5YrAvg*	SFY 15**
<b>1</b>	30.50	32.61	6,005	5,860	196.90	179.71	45	42	1.46	1.29	2,431	2,292	79.71	70.29
<b>2</b>	48.45	48.50	12,292	12,374	253.71	255.11	69	66	1.43	1.36	5,593	5,480	115.43	112.98
<b>3</b>	71.18	73.45	16,956	18,215	238.20	247.98	105	114	1.47	1.55	7,210	7,677	101.29	104.52
<b>4</b>	68.25	69.84	14,963	15,400	219.23	220.51	107	115	1.56	1.65	6,940	7,152	101.68	102.41
<b>5</b>	150.81	166.40	41,546	46,867	275.48	281.65	128	141	0.85	0.85	14,860	16,888	98.53	101.49
<b>6</b>	72.06	72.29	17,601	18,354	244.25	253.89	148	131	2.05	1.81	9,007	8,599	124.99	118.95
<b>7</b>	99.31	101.48	21,144	22,009	212.92	216.88	98	91	0.98	0.90	10,546	11,148	106.20	109.86
<b>8</b>	50.46	51.60	11,407	11,456	226.06	222.02	83	116	1.64	2.25	5,265	5,078	104.34	98.41
<b>9</b>	81.03	85.71	16,765	17,093	206.89	199.42	97	106	1.19	1.24	7,350	7,369	90.70	85.97
<b>10</b>	154.80	171.71	37,176	46,136	240.15	268.68	125	115	0.80	0.67	19,119	23,611	123.51	137.50
<b>11</b>	39.48	41.27	8,127	8,032	205.82	194.64	60	65	1.51	1.58	3,584	3,417	90.77	82.80
<b>12</b>	78.51	84.64	17,614	19,708	224.35	232.85	89	120	1.13	1.42	8,710	9,087	110.93	107.36
<b>13</b>	54.89	57.60	11,080	12,073	201.87	209.61	66	66	1.20	1.15	5,189	4,877	94.54	84.67
<b>14</b>	41.42	42.83	6,765	7,066	163.31	164.99	52	62	1.25	1.45	3,003	2,958	72.49	69.07
<b>Statewide</b>	<b>1,041.17</b>	<b>1,099.93</b>	<b>239,441</b>	<b>260,643</b>	<b>229.97</b>	<b>236.96</b>	<b>1,268</b>	<b>1,350</b>	<b>1.22</b>	<b>1.23</b>	<b>108,805</b>	<b>115,633</b>	<b>104.50</b>	<b>105.13</b>

## Notes:

1. \*5YrAvg is for SFY 10-SFY 14
2. \*\*SFY 15 VMT (vehicles miles traveled) is calculated by using the most current published VMT data from the Transportation Planning Branch that is available at the time the statistics are compiled.

*Highway Performance Profiles:***INFRASTRUCTURE HEALTH CONDITION SCORES**

Division	2015 Pavement Conditions (All Roads)	2015 Bridge Conditions (All Roads)	2015 Roadside Features Index
1	68.5%	66.1%	83.1
2	61.7%	74.9%	89.4
3	61.9%	64.5%	85.6
4	75.4%	72.4%	90.1
5	63.7%	80.7%	89.7
6	79.6%	62.6%	86.7
7	63.4%	66.6%	89.4
8	65.5%	72.1%	87.8
9	74.9%	72.4%	89.2
10	56.3%	75.5%	88.9
11	63.8%	62.4%	91.4
12	65.0%	74.8%	90.2
13	69.1%	68.3%	90.9
14	58.1%	66.6%	86.8
<b>Statewide</b>	<b>66.4%</b>	<b>70.3%</b>	<b>88.9</b>

## Notes:

1. Pavement Condition is defined as the percentage of pavement miles rated in good condition.
2. Bridge Condition is defined as the percentage of bridges rated in good condition as of June 30, 2015.
3. Roadside Features is defined as a composite score from 1-100 with 100 being the best.

*Ferry Performance Profile:***FERRY RIDERSHIP STATISTICS**

Ferry Route	SFY 2010		SFY 2011		SFY 2012		SFY 2013		SFY 2014		SFY 2015	
	Vehicles	Passengers	Vehicles	Passengers	Vehicles	Passengers	Vehicles	Passengers	Vehicles	Passengers	Vehicles	Passengers
Southport to Fort Fisher	167,773	455,668	175,168	476,646	180,072	478,249	183,223	485,424	188,848	503,458	195,062	508,852
Cherry Branch to Minnesott	229,270	403,984	249,945	432,991	231,948	409,685	214,114	381,591	210,719	376,295	201,528	362,033
Cedar Island to Ocracoke	32,354	77,672	32,725	79,324	30,660	73,707	28,054	66,426	26,786	62,284	24,873	58,503
Ocracoke to Cedar Island	32,091	77,250	32,700	78,601	30,012	72,052	26,753	64,911	26,608	60,927	25,247	59,615
Pamlico River	67,416	100,252	70,493	101,850	69,750	94,163	66,125	90,103	63,159	82,549	58,196	80,616
Swan Quarter to Ocracoke	11,936	27,719	12,722	29,777	18,355	42,217	17,245	37,835	14,429	32,500	15,772	35,500
Ocracoke to Swan Quarter	11,783	25,326	13,259	29,595	17,940	39,454	17,058	36,434	14,662	33,228	16,142	35,102
Hatteras Inlet	339,013	875,257	324,340	859,343	264,508	703,309	260,248	697,149	275,789	718,253	259,637	668,131
Currituck	25,033	78,374	26,312	84,359	23,593	72,862	21,805	63,227	19,772	57,835	17,841	53,128
<b>Annual Summary</b>	<b>916,669</b>	<b>2,121,502</b>	<b>937,664</b>	<b>2,172,486</b>	<b>866,838</b>	<b>1,985,698</b>	<b>834,625</b>	<b>1,923,100</b>	<b>840,772</b>	<b>1,927,329</b>	<b>814,298</b>	<b>1,861,480</b>

Note: SFY 2015 ferry service statistics were affected by Hurricane Arthur in July 2014.

*Bicycle and Pedestrian Performance Profile:***FATALITIES**

Division	SFY 2010		Bicycle	Ped.	SFY 2012		Bicycle	Ped.	SFY 2013		Bicycle	Ped.	SFY 2014		Bicycle	Ped.	SFY 2015		Bicycle	Ped.	Combined	5YrAVG*		
	Bicycle	Ped.			Bicycle	Ped.			Bicycle	Ped.			Bicycle	Ped.			Bicycle	Ped.				Bicycle	Ped.	Combined
1	1	3	1	5	2	9	3	11	1	5	2	6	8	1.6	6.6	8.2								
2	2	6	1	6	2	10	2	10	1	8	0	5	5	1.6	8.0	9.6								
3	0	20	4	11	1	13	6	18	2	15	2	20	22	2.6	15.4	18.0								
4	1	15	3	14	1	9	0	21	2	15	1	16	17	1.4	14.8	16.2								
5	2	13	2	16	0	24	3	21	1	19	2	27	29	1.6	18.6	20.2								
6	4	30	2	25	2	21	5	26	0	20	3	15	18	2.6	24.4	27.0								
7	2	10	1	9	4	9	2	18	7	14	2	14	16	3.2	12.0	15.2								
8	0	5	1	10	2	6	2	9	0	12	3	9	12	1.0	8.4	9.4								
9	1	8	2	10	2	13	0	15	0	6	0	9	9	1.0	10.4	11.4								
10	2	22	2	26	0	36	1	28	0	23	0	11	11	1.0	27.0	28.0								
11	2	2	0	2	2	0	0	3	0	3	0	5	5	0.8	2.0	2.8								
12	0	16	0	11	0	11	0	15	2	11	1	19	20	0.4	12.8	13.2								
13	0	7	1	6	0	12	0	5	0	13	0	9	9	0.2	8.6	8.8								
14	0	1	0	1	0	2	0	5	1	7	0	7	7	0.2	3.2	3.4								
Statewide	17	158	20	152	18	175	24	205	17	171	16	172	188	19.2	172.2	191.4								

Note: The 5-year average is the preceeding 5 years of data (SFY 10-14)



*Passenger Rail Performance Profile:*

**PASSENGER RAIL RIDERSHIP STATISTICS**

Passenger rail ridership statistics were not included this year due to a change in data collection. The new data collection method was implemented in order to more effectively measure ridership, however, it does not allow us to accurately compare data from previous years.



*Transportation*

**North Carolina Department of Transportation**

1 South Wilmington Street  
Raleigh, NC 27601

[ncdot.gov](http://ncdot.gov)

Communications Office  
Phone: (919) 707-2660

*Replacement of the Herbert C. Bonner Bridge in Dare County,  
a critical link in our coastal infrastructure, is moving forward  
following a settlement agreement reached in June 2015.*