NCDOT Transformation

NCDOT’s Transformation Includes:

• Vision  - 21st Century DOT focused on State’s transportation network connectivity and performance

• Prioritization - Realization of the need for a better prioritization of the State’s resources to address congestion, safety, and infrastructure needs, and

• A better performing DOT
Solving NC Transportation Problems

• Not Simple Matter of Revenue

• Requires a 3 Step Approach

  1) Improve NCDOT Organization & Process to become more efficient and impact focused

  2) Establish Statewide Prioritization Process

  3) Determine Incremental Resources/Revenues to achieve desired outcomes
  – Dependent on 1 and 2
Transformation Beginnings

21st Century NCDOT Vision

– Focus on Network Connectivity & Function, not just Projects
– Enhance Systems Operations, to leverage existing infrastructure
– Establish Network Performance Standards
– Greater Internal Efficiency, Ownership and Accountability
– Prioritized, Outcome-Based Budgets
– Culture Shift, become true Service Provider
Transformation Diagnostic Highlights

Development Areas

• Conflicting Vision and Goals
• Non-Strategic Portfolio of Project and Services
• Core Processes Lack Prioritization, Accountability, Coordination
  – Project Design & Delivery
  – Strategic Planning (ad-hoc)
  – Operational Processes (not linked to metrics)
  – Funding Flexibility
• Shortcomings
  – Organization Structure (Silo and non-collaborative)
  – Failing Talent System (Recruit/Motivate/Develop)
  – Communication (Not pro-active)
## Five Key Transformation Initiatives

### Strategic Direction
- Define common **Mission** and **Goals** for the NCDOT
- Determine the appropriate **scope of activities** for NCDOT
- Identify potential opportunities for new sources of **funds**
- Evaluate possible **organizational changes** to reach strategic goals
- Establish a **Strategic Planning Office**
- Develop **strategic plan** that aligns with Mission and Goals
- Establish a new **prioritization approach** based on strategic priorities

### Planning and Prioritization
- Implement a public facing **Executive Dashboard** that is aligned with the mission and goals
- Introduction of a **performance based culture** that cascades performance metrics throughout the organization
- Design a **rigorous performance review** process tied to performance metrics
- Design a process for **leadership planning**
- Make high level recommendations on **employee recruitment, development and retention**

### Program and Project Delivery
- Develop and implement enhanced **program and project delivery** models and processes
Mission & Goals

NCDOT

OUR MISSION

"Connecting people and places in North Carolina – safely and efficiently, with accountability and environmental sensitivity"

OUR 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
Accomplishments to Date:

- **NCDOT Bridge Program**
  - Twenty Year Assessment of Statewide Bridge Needs
  - Developed Processes to Address Gaps in Bridge Program Needs

- **TIP Projects**
  - Test Streamlined Project Delivery Models on Select TIP Projects
  - Demonstrate Ability to Deliver Projects Efficiently Particularly When Clear Priorities Are Set
  - PBS&J Study

- **Mobility Program**
  - Establish Standard Measures of Congestion to Allow Prioritization of Solutions
  - Identify Alternative Approaches to Manage Congestion
  - Assess Efficiency and Effectiveness of Resources Currently Allocated to Mobility Management

Key Deliverables - Within Next 12 Months

- Implement Processes
- Implement “Pilots”
- Assess Results and Make Long Term Changes Based on Lessons Learned
Historic Bridge Program - Silo Effect

1-5 Year Process
Projects are selected based on Central list with minimal Division Input.

- No single point of accountability
- No team approach, Multiple hand-offs occur within units
- The same design standards are applied to all bridges
- Process without budget constraints
- Inefficient Process
New Bridge Program
One Owner with Regional/Division Coordination

- Bridge Management – accountable for entire program
- Division Managers are accountable for bridges in the Division
- Regional Team Approach - better efficiency and accountability
- On-site scoping minimizes alternatives, saving time and money
- Tiered Design Standards - right size bridge for route (est. 25% savings)
- Budget Based Design and Construction - spending accountability

Projects are selected based on need and available funds with significant Division input.
New Process - Regional Teams

Region
- Western: 10,11,12,13,14
- Central: 5,7,8,9
- Eastern: 1,2,3,4,6

STIP Staff
- Van Argabright
- Mike Stanley
- Ray McIntryre

PDEA Staff
- Teresa Hart
- Eric Midkiff
- Rob Hanson

Roadway Staff
- Scott Blevins
- Ron Allen
- Dewayne Sykes
## New Process - Delivery

<table>
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<th>Location (County)</th>
<th>Let Date</th>
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<td>9/08</td>
<td>2</td>
</tr>
</tbody>
</table>

- Group projects geographically & by let schedule
- Hold on-site scoping meetings with project team
- Apply appropriate design standards – maximize cost savings
- Let to construction as one project for economy of scale
New Process – Tier Design

Old Standard

New Standard
New Process – Tier Design

Old Standard

New Standard
New Process – Innovation

PROPOSED NC 12 BRIDGE REPLACEMENT PROJECTS
Ocracoke Island, Hyde County

Bridge No. 10 over Island Creek
Bridge No. 24 over Chop Hole Creek
Bridge No. 31 over Old Hammock Creek
Bridge No. 39 over Molasses Creek
Bridge No. 42 over Quakes Point Creek
Bridge No. 45 over Parkers Creek
Bridge No. 49 over Try Yard Creek

Beach Detour
Summary and Next Steps

• Brief TMT Overview

• Bridge Program Plan
  – Program Efficiency (in progress)
    • Cut time by Two Years
    • Instituted Regional Teams
    • Developed on-site Scoping
    • Standard Design
    • Group Lettings
    • All resulting in Cost and Time Savings
  – Program Funding (working with BOT TIP Subcommittee)

• Continue looking for new opportunities