Appendix X.X – Tennessee

Table XX Tennessee Goals, Objectives and Strategies

Goal	Objectives	Strategies
Demonstrate that TDOT's employees are our most important resource and critical to our success	Implement at least two new educational or leadership development opportunities for TDOT Employees by June 2003.	Implement the TDOT Masters Degree Distance Learning Program for Civil Engineers.
		Investigate similar distance learning opportunities for other disciplines.
		Continue the development of curricula for the TDOT Leadership Development series.
	Implement an active employee recognition program throughout TDOT by June 2003.	Identify Best Practices of Employee Recognition within TDOT.
		Prepare and distribute a Guide for Employee Recognition.
		Create a forum for Employee Recognition. (i.e., Newsletter, website, meetings, recognition boards).
	Reach and maintain parity and increase utilization for underutilized groups within all TDOT Divisions/Regions by January 2005.	Determine best practices for reaching parity, i.e., minority and female representation and utilization. Represents: Parity = 17% Utilization: Varies based upon U. S. Department of Labor availability in local metropolitan statistical areas.
		Provide annual parity (representation) and utilization awareness training for all executives, directors, managers, and supervisors beginning with Headquarters; and to provide quarterly progress updates.
		Establish individual director, manager and supervisor goals for parity and institute incentives for reaching goals. Include on the Commissioner's annual fall quarterly staff meeting agenda, a report on each staff member's quest toward parity/utilization and a department ADA update. Establish a reporting system mechanism for accountability and annual reporting purposes.
		Provide awareness training on ADA and implementation of accommodations for the disabled.
	Implement a fair, streamlined and practical performance evaluation system for TDOT by January 2005.	Evaluate the current Performance Evaluation system looking for strong and weak points.
		Investigate alternative Performance Evaluation systems (Best Practices).
		Identify needs of the system such as computer ready forms, including customer service perspective, tracking system for accountability, a departmental focus on Performance Evaluation, and a presentation to managers and supervisors.

		Implement and evaluate a pilot, and implement the new process
Increase capacity and efficiency of current transportation infrastructure with full consideration of social and environmental issues	Improve traffic flow by identifying and modifying congested locations.	Biennially inventory all choke points on interstates and major urban routes and propose solutions with cost estimates.
		Incorporate these proposed solutions (2.1.1) in the department's long-range plan and Five-Year Program process.
		Develop criteria to measure delay and increase capacity to calculate improvement.
	Improve traffic flow and safety by constructing and operating an Intelligent Transportation System (ITS).	Implement a pilot project using ITS in a major travel corridor by Spring 2003. Evaluate the project by Spring 2005. Continue to advance the ITS Program working with the ITS Committee. (Ongoing)
		Investigate other useful purposes of collected ITS traffic data (e.g. planning activities) and distribute to the public by 2002.
		Expand truck weigh-in-motion systems to interstate weigh stations in Coffee and Robertson Counties by Summer 2004 and in Giles and Montgomery Counties by 2006.
	Maximize the capacity of the existing highway system through effective incident and work zone management.	Explore the expansion of the HELP Program.
		Establish and implement policies for night construction by Spring 2003. Consult with contractors and other stakeholders to identify: (1) The types of projects that can be conducted at night without compromising safety or quality. (2) The public benefits of night construction compared to construction during times with higher traffic volumes. The additional costs for night construction including the state's cost for construction management.
	Promote increased vehicle occupancy by providing high occupancy vehicle (HOV) lanes on interstate highways.	Encourage the consideration of HOV lanes in MPO long-range plans
		Create a process to evaluate the effectiveness of existing HOV lanes.
	Develop and implement a strategy to upgrade intermodal freight connector routes.	Prioritize needs and estimate costs for intermodal linkages statewide.
	Connect county seats and major rural cities to the interstate system with highways meeting current design standards to promote safety, access, mobility and economic development.	Ensure the incorporation of these needs in the long-range transportation planning process.
	Develop and implement cost-effective maintenance strategies for the existing transportation infrastructure.	Develop asset management systems: (1) Pavement Management System (PMS) (2) Bridge Management System (BMS) and (3) Maintenance Management System (MMS).

		Develop strategies to mitigate traffic disruption from routine maintenance activities.
		Develop more efficient strategies and procedures for performing transportation systems maintenance activities.
		Encourage the use of long-life and user friendly materials for maintenance and rehabilitation activities. (Life cycle costing)
		Ensure that adequate funding is designated for resurfacing of interstates and the state highway system.
Create a more effective and efficient process-based organization	Provide a method to measure and improve departmental processes.	Educate, encourage and empower staff to continuously improve areas under their control.
		Provide outreach to raise awareness at all levels of management of the need and responsibility to continuously monitor, evaluate and improve processes under their supervision.
		Recommend management / supervisor training which covers the basics in process improvement, process management and performance management and the tools to support each.
		Establish internal process evaluation team(s) or identify a "pool" of potential resources with process improvement experience to work with staff to develop a work plan and identify resources to address a major assessment and/or change effort.
		Work with the Office of Strategic Planning to implement performance measures throughout the Goal Teams.
		Continuously upgrade and integrate information systems and infrastructure to support process improvements, provide improved access to information, and to enhance decision-making.
		Review, evaluate, and make recommendations to modify the IT Strategic Plan to support and complement the overall Department Strategic Plan.
		Support the implementation of a user-based information technology-training plan.
		Support the development and implementation of a strategy for IT support positions within functional areas to serve as liaisons between user groups and the IT Division and to provide support within the functional areas.
	Increase our internal and external customer satisfaction.	Determine our internal customer satisfaction baseline.
		Determine our external customer satisfaction baseline.
		Implement the Customer Service Plan.
		Hire a full time customer service coordinator for TDOT.
	Improve internal and external data sharing and communication using electronic technologies.	Increase directors, managers, and all employees e-awareness/e-literacy.
		Support implementation of the E-Strategy Plan.
		Increase the percentage of employees having access to the Intranet.

	Increase upward and downward communication within the Department among all levels.	Make department policies available on the Intranet.
		Determine baseline scores for communication from the organizational assessment survey.
		Develop ways to measure increases in communication
Maximize safety of the State's Transportation System	Reduce both fatalities and serious injuries resulting from crashes on Tennessee's highway system by 2% annually.	Reduce work zone crashes by: (a) Utilizing work zone assessment baseline data to set improvement targets. (b) Analyzing process review information to identify key work zone safety issues
		Identify initiatives to address specific safety concerns on the highway systems: Rumble strips, Raised markers, Truck parking, Utility poles, Mailboxes, National Cooperative Research Program (NCHRP) #350, Seatbelts, Alcohol (DUI), Speeding
	Provide direction and support for transportation system safety initiatives in TDOT.	Improve the delivery time and use of traffic record data.
		Assist in coordination of efforts with the TRRAC (Tennessee Traffic Records Advisory Committee.)
		Analyze current crash data in conjunction with the Governor's Highway Safety Office annual plan.
		Partner with the railroad industry and other agencies to improve the safety of highway railroad grade crossings.
		Analyze funding available for safety related activities in engineering, construction, education, and public awareness on an annual basis.
		Review Goal Team 4 Report of departmental funding sources for safety initiatives.
		Review current safety programs annual reports and plans and determine process or methods used to measure efficiency and effectiveness of programs.
	Integrate (improve) public awareness and education programs for safe driving behavior throughout TDOT and state government.	Review Governor's Highway Safety Office Annual Plan to identify current safety issues to target.
		Increase seat belt usage by TDOT personnel.
		Identify actions to begin agency education awareness on seat belt usage.
	Establish a framework for implementing a "target zero" highway safety concept in Tennessee.	Explore use of consultants to assist with defining and implementing "target zero" concept.
		Contact State of Washington to learn more about how they defined and implemented their program.

Appendix X.X South Carolina

Table X.X. List of goals, initiatives and performance measurements.

Goal	Initiative	Performance Measure
Increase Safety on S.C. Roads and Within SCDOT	Reduce number of highway crashes, injuries, and fatalities in South Carolina by 5% by 2003 through the development and implementation of a variety of statewide safety initiatives	• Annual number of crashes, injuries and fatalities
	Reduce the number of lost workdays involving SCDOT employees due to occupational accidents by 5% by 2003 through the continued implementation and expansion of various employee safety programs and the establishment of a SCDOT Safety Committee	• Annual number of lost workdays
	Reduce work zone- related crashes, injuries, and fatalities by 10% by 2003 through the development and implementation of a comprehensive work zone safety program	• Annual number of work- zone crashes, injuries and fatalities
	Reduce speed- related crashes, injuries and fatalities by 5% by 2003 through the continued implementation and expansion of a comprehensive speed management program	• Annual number of speed- related crashes, injuries and fatalities
	Reduce red light running crushes, injuries, and fatalities by 5% by 2003 through the development and implementation of a comprehensive red light running program in several South Carolina cities	• Annual number red light running crashes, injuries and fatalities in targeted cities
	Begin implementation of the Corridor Safety initiative in at least two districts	• Number of Corridor Safety initiatives underway
	Reduce losses to agency through the implementation of a Risk Management System to identify losses and target countermeasures at specified locations	• Number of sites identified and/or corrected • Dollar amount of claim payouts
	Develop a program to reduce traffic crushes where hydroplaning is a significant factor	• Number of hydroplaning crashes
	Complete the installation of interstate median barriers on approximately 284 miles of highway	• Number of hits • Number of miles of barriers installed and accepted by SCDOT
	Reduce the number of run- of –the- road crashes, injuries, and fatalities by 5% by 2003 in the five counties with the highest frequency of such crashes	• Annual number of run- of- the- road crashes, injuries and fatalities
	Reduce the number of pedestrian and bicycle crashes, injuries and fatalities by 5% by 2003 in the three counties with the highest frequency of such incidents through the implementation of pedestrian assessments and supporting programs	• Annual number of pedestrian and bicycle crashes, injuries and fatalities

Improve the Quality, Efficiency and Appearance of Highways	Complete the construction of all bonded and non- bonded Interstate interchange improvement projects	• Percent of bonded Interchange Projects completed • Percent of non- bonded Interchange Projects completed
	Expand the Pavement Management system to cover all paved roads in the State System	• Percent of state roads added to the pavement management system
	Implement the Maintenance management System statewide	• Percent complete based on milestones
	Maintain paint system on statewide bridge system	• Reduce percentage of tones of steel needing painting • Tones of steel painted
	Develop and implement a plan to decrease the number of deficient bridges in the state	• Reduce percentage of square footage of bridge decks that are deficient
	Carolina Bays Parkway design- build project to be completed	• Project accepted by SCDOT
	SC 170 design- build project to be completed	• Project accepted by SCDOT
	Begin construction for the Design/ Build project on the Cooper River Bridges in Charleston	• Design/ Build contract signed by SCDOT
	Implement the SIB projects according to the schedules and budgets in the intergovernmental agreements and STIP	• Percent of projects on or ahead of schedule
	Implement the MPO projects according to the schedules and budgets in each of the bonding agreements and STIP	• Percent of projects on or ahead of schedule • Percent of projects on or below budgets
	Implement the COG projects according to the schedules and budgets in each of the bonding agreements and STIP	• Percent of projects on or ahead of schedule • Percent of projects on or below budgets
	Implement System and Intermodal Connectivity projects according to the schedules and budgets in STIP	• Percent of projects on or ahead of schedule • Percent of projects on or below budgets
	Implement enhancement projects to improve the appearance of SC highways and other transportation facilities	• Number of enhancement projects completed and expenditures
	Develop a Long- Range Plan for the Intelligent Transportation System	• Plan approved by SCDOT
	Develop and implement a Quality Management Team to review construction project sites and project records to ensure conformity with plans and specifications	• Number of team reviews complete
	Develop and implement the first year of a six- (6) year program to maintain all rural roads with less than 500 ADT with chip seal treatment	• Percent of miles resurfaced with chip seal as compared with miles yet to seal
	Develop and implement the first year of a five- (5) year program to inspect all the shoulders and ditches for deficiencies that require maintenance	• Number of miles of ditches inspected

	Develop and implement a comprehensive wildflower/roadside beautification program	• Program implementation complete
	Develop and implement a traffic signal maintenance program, which includes annual inspection and the replacement and upgrade of equipment on a 12- year cycle	• Annual inspections • Number of traffic signal upgraded as compared to the numbers to be upgraded
	Ensure all MPO's, designated as non- attainment areas, develop transportation plans and programs to conform to Clean Air Act requirements	• Approved Air Quality Plans
	Ensure that all MPO's have a current certified Long Range Transportation Plan	• Plans accepted by FHWA
	Reduce the time required to receive individual environmental permits by 30%	• Average time to obtain 404/401/OCRM permits
	Improve the adequacy of erosion and sediment control measures in construction projects	• Training for all inspectors to insure appropriate measure is installed to control sediment from leaving the construction site
Improve and Expand Multi- Modal Transportation System	Develop a comprehensive coordination plan with input from other state agencies involved in delivery of public transportation services	• Plan approved by SCDOT and state agencies
	Increase public transportation coverage in un- served counties by 10%	• Percentage of un- served counties providing public transportation
	Increase maintenance savings of public transit providers by 5%	• Dollar savings due to maintenance costs
	Increase transit technology statewide	• Number of new applications available for use by transit agencies
	Increase the number of DBEs certified in highways and mass transit by 10%	• Number of certified DBE's
	Meet or exceed the goals set for the DBE Program in pre-construction and construction	• Dollars committed to pre-construction • Dollars committed to construction
	Develop a long- range, intermodal plan for South Carolina	• Plan approved by SCDOT Commission
Implement Integrated Financial and Project Management System	Implement modified General Ledger Accounting System	• System fully operational • Monthly reconciliation of General Ledger System to the Comptroller General System
	Implement an updated accounts receivable system, which includes participation agreements and notes receivable	• System fully operational • Monthly reports prepared • Percentages of Invoices collected within 30/60/90 days
	Define plan for continued enhancement of the Accounting System	• Plan submitted to senior management
	Use Electronic Fund Transfer for contract payments	• Electronic funds transfer used for 50% of contracts • Electronic funds transfer used for 100% of remainder

	Pay 90% of construction estimates within 90 days of final acceptance	• Percent of invoices paid in 90 days
	Close 95% of projects within 90 days of payments of final construction estimates	• Percent of invoices paid in 90 days
	1. Implement at least semi- monthly federal aid billing to increase cash reserves	• At least semi- monthly bills submitted to FHWA
	Develop a comprehensive SCDOT Construction Resource Manager Planning and Reporting System to track schedules and financial requirements	• System fully operational
	Implement AASHTO software programs, including Letting and Award System (LAS) and Proposal and Estimate System (PES), to assist with project management	• Program implementation complete
Improve Employee Skills, Work Environment and Opportunities	Increase donations to the Employee Leave Pool by 20%	• Number of increases in donations
	Recruit and attract quality employees and ensure a diverse workforce	• Percent of minorities and women in work force
	Provide Human Resource Training programs to include EEO and Diversity training	• Reduce EEO and Sexual Harassment cases
	Provide leadership skill training for managers and supervisors	• Number of managers and supervisors trained
	Increase usage of the SCDOT library by promoting available materials and services	• Increase in usage
	Provide employee special needs assistance through the Chaplaincy Assistance Program	• Number of employees assisted
Improve Management of Equipment and Technology	Upgrade PC's and install Windows 2000	• Percent of computers with new system • Replace 1/3 of computers yearly
	Develop and Adopt a Phase I and Phase II comprehensive Total Asset Management Program	• Plan accepted by Comptroller General and SCDOT
	Update Capital Improvement Plan to include year 2007	• Plan approved by SCDOT Executive Committee
	Complete Phase I of shared resource fiber optic network on the Interstate System	• Phase I (construction & routes) complete
	Develop and Implement Phase I of an Electronic Document Management System	• EDMS system in place
	Develop Phase I GIS to provide graphical reference to data and documents	• Implementation of system • Percent of miles complete
	Review all facilities including rest areas annually to determine the needs of the facility to be both physically and environmentally clean. Provide an assessment report and implement improvements as budget restraints allow	• Assessment report completion date: 11-15-2001 • Implement improvements by: 06-30-2002

	95% of all maintenance equipment listed on the present utilization chart will meet minimum usage standards	• Percentage of equipment meeting minimum usage standards
Provide Highest Level of Customer Service	Survey the public every three years to determine their perception of SCDOT strengths and weaknesses. Determine how the public measures DOT and what the public expects	• Final report received • Number of initiatives resulting from report
	Measure customer input in project and program activities and in business plans	• Customer satisfaction measurements included in annual business plan
	Improve customer service & responsiveness of oversize/ overweight permit process	• New system operational
	Report to public on success of the 27-in-7 program and the impact on SC	• Begin semi- annual reports in the July & December issues of the "Connector" and updates on the SCDOT web site
	95% of all requests and complaints received by the maintenance units will be completed within sixty (60) calendar days	• Percent of requests/ complaints completed
	Reduce delays due to incidents on urban freeways through the expansion of SHEP, and ITS, and increased interagency coordination on Incident Management	• Number of hours of SHEP operation, miles covered and responses • Number of miles under video surveillance • Number of Incident Management Teams Established
	Reduce condemnation rate by 1% annually	• Annual condemnation rate
	Expand customer/ public opportunities to participate in identification of project and program activities	• Update SCDOT Public Participation Program

Appendix X.X Ohio

Table X.X. 2002 Strategic Initiatives

Strategic Initiative	Goals of the initiative
Update ACCESS Ohio	Develop a plan update advisory team.
	Update ACCESS Ohio goals and guiding principles
	Incorporate ODOT's system analysis of bridge and pavement needs.
	Review and incorporate urban areas' long-range modal plans.
	Update database on new census results.
	Expand macro corridor concepts and strategy for completion.
Develop Strategies to Measure and Manage Congestion	Use the 2001's analysis as the basis for identifying highway and transit projects, which should be funded by the TRAC and to determine which areas of congestion require further study to determine if they can be improved.
	Predict the amount by which the congestion will grow in 20 years.
	Completion of a statewide congestion analysis report to be included in ODOT's State of the Transportation System report.
	Develop a formal "operational strategy" leading the department into new active ways of thinking to maximize the use of existing capacity. These practices will include: - Continuing expansion of "freeway service patrols" to help move stalled cars from freeways to prevent backups - Complete the policy on ITS use to help identify accidents and notify emergency personnel of the need to respond quickly to crash sites - Continue encouraging law enforcement and locals cities to adopt best practices to clear accidents quickly - Continue to emphasize ODOT's maintenance of traffic efforts to keep construction zones moving - Continue emphasis on snow and ice excellence to minimize urban delay. - Emphasizing with local governments the need to manage access – such as curb cuts – effectively so that roadways' existing capacity can be preserved.
Develop a Modern Customer Friendly Project Management System	To develop and implement a project management system that will be linking ODOT's new approaches to project delivery, planning, system forecasting and financial management.
Re-defining County Priorities	Get the conditions of each district to statewide averages or above for all eight roadway items within three years. The steps involved to achieve the goal will be: - Each county will review its deficiencies in the basic roadway item. - It will determine which areas need the greatest focus based on its deficiencies relative to all other counties and relative to statewide conditions goals. - County will determine how much time should be devoted to snow and ice, construction inspection, training and

	other functions. - Based on the remaining work force hours, county will prioritize its efforts and forecast how much progress its forces can achieve through force account work. - In case of failure (conditions not improved within three years) the county forces ought to forecast how much progress can be added by help from district-wide crews such as: guardrail or ditching crews. - If goal still not achieved, then county should consider letting contracts bring condition levels up to standards. - Once on standard, county needs to set up an on-going plan and production plan to ensuring the conditions persist.
Build bridges Faster, Smarter, Better	Conduct a literature search and surveys of manufacturers, contractors, and state DOTs to determine which rapid repair/construction methods are available, along with which methods have been successful.
	Collect cost and feasibility information for each method.
	Initiate sample projects with the most promising expeditious construction techniques and processes.
	Develop best practices guidance for the most expeditious/cost effective bridge construction techniques.
	Complete the initiative by June 2002.
Improve Quality of its Construction Plans	Develop the composition and responsibilities of the constructibility review team, the frequency and locations of reviews.
	Develop a constructibility review checklist to be used uniformly by all districts.
	Develop a measuring system to determine the effectiveness of constructibility reviews.
	Provide high quality and cost effective plans that can be constructed using standard construction methods, materials, and techniques.
	Move value engineering and preliminary engineering earlier into the development process.
	Complete a new process by June 2002.
Modernize Its Construction Administration Practices	Develop a qualified and capable group of construction technicians to be utilized as a statewide core of specialists, to allow for better manpower utilization at district level and to assist in achieving consistency and uniformity in construction administration.
	Develop a formal training curriculum for inspectors and technicians.
	Provide a uniform advancement ladder that would be based on field experience, formal training, and proficiency testing.
	Update the way ODOT currently conducts construction inspection taking into account prioritization, while maintaining a critical inspection task list.
	Develop a construction project inspection and material control procedure that properly prioritizes resources based on the critical inspection task/items. This will include automating the inspection and documentation process to reduce errors, and capture critical information in a timely manner.
	Develop a manual for critical item inspection that reduces that reduces the need for full time inspection of some work items, and a Quality Control / Quality Assurance (QC/QA) approach for ensuring quality material. QC/QA specification procedures will place more documentation requirements on contractors, ands quality assurance on ODOT.
	Continue utilizing highway workers to supplement inspection as needed.

	Achieve prompt finalization of construction projects.
	Optimize construction engineering and inspection (CE) costs.
	Increase the number of projects completed on time.
Change the Way ODOT Currently Test and Accepts Materials	Partner with FHWA and the industry to develop a QC/QA approach to utilize contractor developed mix designs and in-process quality control programs to ensure material quality.
	Partner with FHWA and the industry to establish certification programs with currently tested materials. Modify the existing CMS computer system and its testing component TAS to allow the use pf certified materials.
	Forma a team of ODOT contractors, materials and construction [personnel to evaluate all materials processes for need, documentation requirements and computerization modifications with a goal of lowering the current testing documentation by at least 50 percent.
Develop Innovative Contracting Methods	Incorporate innovative contracting methods to reduce traffic congestion and contract time, and to enhance project quality.
	Create a multi-disciplinary team to develop and implement a Value Engineering (VE) feedback loop to incorporate acceptable VE proposals in ODOT's standard drawing and plans prior to bidding.
	Create a multi-disciplinary team to study the following innovative contracting methods and develop new ones: - Setting of project completion dates. - No excuse bonus lump sum contracts. - A+B contracting, or the bidding both of cost (A) and the time to complete the project (B) considered. - A+B-C bidding, or the bidding both of cost (A), plus warranty (B) for the lowest cost (-C). - Liquidate savings, which is a bonus provision equivalent to the liquidated damages. - Lane and ramp rental, which gives the contractor only limited days to close ramps or lanes without a penalty, which amounts to the "rental" of the lane or ramp. - Incentive/Disincentive, which rewards early completion and penalizes late completion.
ODOT Will Expand Partnering	Complete project on or before the contact completion dates.
	Increase Value Engineering savings.
	Reduce the number of change orders and construction claims.
	Identify district projects this year (2002) with intent to partner all jobs in the future.
	Establish training for al levels of projects administration staff to educate personnel on the initiative.
	Create measurements to track success.
	By the end of FY 2002 the Central Office partnering coordinator will develop a report outlining recommendations.
Will Continue to Emphasize the Snow and Ice Initiative	Implementation of material evaluation and treatment guidelines.
	Implementations of complete pavement/weather evaluation and recommend deployment strategy.
	Implementation of computer routing software evaluation and implement resource analysis.
	Implementation of evaluation of equipment for road condition reporting and operational management.