

# SUCCESS PLAN

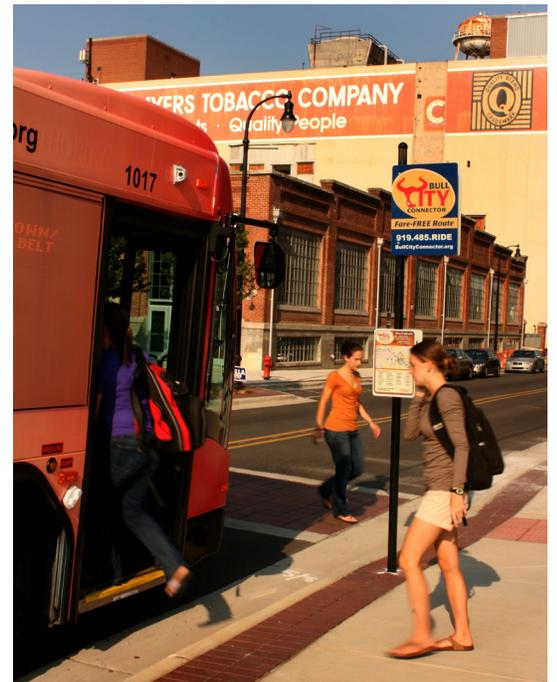


State of North Carolina  
Department of Transportation  

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Public Transportation Division

2016 – 2017



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## LETTER FROM THE DIRECTOR



When we set out to plot a plan of success for the Division, our work began by seeking the answers to three essential questions:

1. **WHAT** are we seeking to achieve?
2. **HOW** can we most efficiently achieve it?
3. **WHO** is best equipped to perform the work needed to achieve our goals?

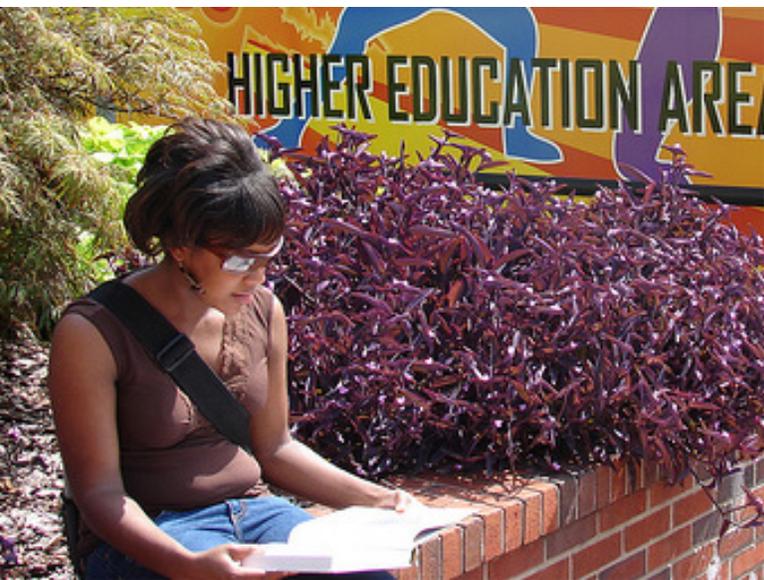
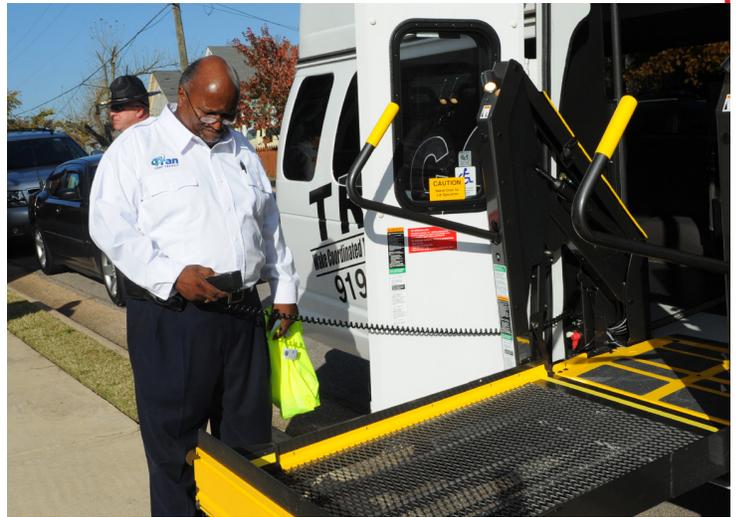
I'm pleased to inform you that this Success Plan clearly answers all three of these questions, and in doing so creates a blueprint that will guide PTD to meaningful work aimed at producing high performing public transit agencies that will deliver outstanding service to the many communities we serve across North Carolina.

Our Mission, Vision, Values and Success Moments – all aligned to the Department's broader goals – provide the unifying platform from which together we will focus our efforts in the coming year.

Sincerely,

Debbie Collins

Public Transportation Division Director



# DEPARTMENT & DIVISION STRATEGIC ALIGNMENT

|         | NCDOT  | PTD  |
|---------|--|--|
| 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.   | Delivering transportation options to communities.  |
| VISION  | A global leader in providing innovative transportation solutions.  | Connecting communities by investing in customer centered innovation and rewarding results.                           |
| VALUES  | <p><b>Safety</b><br/>We are dedicated to providing a safe transportation network and work environment.</p> <p><b>Customer Service</b><br/>We serve our customers in a respectful, professional, and timely manner.</p> <p><b>Diversity</b><br/>We respect one another while drawing strength from our diverse opinions, ideas, and experiences.</p> <p><b>Integrity</b><br/>We earn and maintain trust through data-driven decisions, accountability, and transparency.</p> <p><b>Quality</b><br/>We pursue excellence in delivering our projects, programs, services, and initiatives.</p> <p><b>Teamwork</b><br/>We work together, using our diverse strengths and skills, collaborating to solve problems and serve our communities.</p> <p><b>Innovation</b><br/>We promote the development and use of new and better solutions.</p> | Champions of public transportation acting with integrity and producing quality, innovative results through teamwork. |

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.

Delivering transportation options to communities.

VISION

A global leader in providing innovative transportation solutions.

Connecting communities by investing in customer centered innovation and rewarding results.

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.

Champions of public transportation acting with integrity and producing quality, innovative results through teamwork.



**WHAT**

**NCDOT Strategic Goals for 2015-2017**

1. Make transportation safer
2. Provide GREAT customer service
3. Deliver and maintain our infrastructure effectively and efficiently
4. Improve the reliability and connectivity of the transportation system
5. Promote economic growth through better use of our infrastructure
6. Make our organization a great place to work



**PTD Success Moments**

1. Increase ridership by 2.5%
2. Develop a program that acknowledges customer centric innovation
3. Employee Engagement of 5.25
4. 80% of transit agencies are satisfied in PTD service
5. 90% of grants are closed within their period of performance

**HOW**

**PTD Key Strategies**

1. Thriving Agencies
2. Financial Management
3. Performance Driven
4. Employee Success



**21  
Operating  
Tactics**



**18  
Performance  
Metrics**

**WHO**

**New PTD Organizational Structure**



# EXECUTIVE SUMMARY

## INTRODUCTION

In 2015 the Public Transportation Division introduced a new way of doing business that focuses on work that matters to the delivery of high quality, high performance transit service.

Every NCDOT transit agency is creating their own strategic Success Plan to guide their teams to higher levels of performance. This is PTD's Success Plan.

Like each of the transit agency's Success Plan's, this plan has been designed to connect individual efforts across the Division to common and measurable goals.

Development of PTD's Success Plan is predicated upon three fundamental questions:

1. **What** goals does PTD want to accomplish during Fiscal Years 2016 and 2017?
2. **How** will PTD set forth to achieve its goals for this time period?
3. **Who** will be responsible for achieving the work required to achieve the goals?

This document clearly outlines the answers to each question and in doing so aligns staff to work that is most important to the formation of a strong and high performing Division.



## WHAT...

goals does PTD want to accomplish during the 2016 and 2017 Fiscal Years? To answer this question, PTD started by first exploring the goals the Department put forth in its 2015-2017 Strategic Plan:

1. Make transportation safer.
2. Provide GREAT customer service.
3. Deliver and maintain our infrastructure effectively and efficiently.
4. Improve the reliability and connectivity of the transportation system.
5. Promote economic growth through better use of our infrastructure.
6. Make our organization a great place to work.



Next PTD articulated core statements to help guide its focus on work that will contribute to the Department's strategic success. They are:

- **Mission** – Delivering transportation options to communities.
- **Vision** – Connecting communities by investing in customer centered innovation and rewarding results.
- **Values** – Champions of public transportation acting with integrity and producing quality, innovative results through teamwork.

PTD next defined Success Moments, measurable goals that complete the

statement: By June, 30, 2017, PTD will know it has achieved success if:

1. PTD has increased ridership by 2.5%.
2. PTD has developed a program that acknowledges customer centric innovation.
3. Employee engagement reaches a level of 5.25.
4. 80% of transit agencies express satisfaction in PTD service.
5. 90% of grants are closed within their period of performance.

With all of the “What “questions articulated, the Success Planning process next moved to determine answers to “How” the Success Moments would be achieved.



# HOW

**HOW...**  
precisely will PTD achieve its measurable goals? To answer this fundamental question, first a set of Key Strategies were defined. Next,

Operating Tactics – specific projects and programs – were assigned to each strategy. The tactics become PTD’s most important projects for the year.

Finally, to measure performance in a way that determines if PTD was indeed successful, Metrics for each Key Strategy were identified.

**Key Strategies** to align teams in focus include:

1. Thriving Agencies
2. Financial Management
3. Performance Driven
4. Employee Success

A total of 21 **Operating Tactics** have been developed for completion through June 2017. Each tactic is aligned with one of the four key strategy areas as an action-oriented step to help PTD achieve success. Quarterly milestones for each strategy have

been defined to help ensure that the project remains on schedule and budget.

| Thriving Agencies                          |                           |
|--|---------------------------|
| TACTIC 1: BUILD 5 YEAR BUDGET PROCESS      |                           |
| A description of this tactic will go here. |                           |
| <b>Project Team</b>                        |                           |
| Owner                                      | Director                  |
| Team Members                               | External Budget Trainers  |
| <b>Quarterly Milestones</b>                |                           |
| Q1   | Description of Milestones |
| Q2   | Description of Milestones |
| Q3   | Description of Milestones |
| Q4   | Description of Milestones |

(Each of the tactics is outlined in full detail in the Operating Tactics section beginning on page 12 of this document.)

A measurement system – **The PTD Performance Scorecard** – was developed to monitor PTD’s progress toward achieving its goals quarter by quarter.

The scorecard contains metrics with specific and measurable goals to inform PTD executives about the organization’s progress. Like the operating tactics, metrics within the scorecard align directly with one of the four Key Strategies. The scorecard is monitored on a quarterly basis with 100 points as the target goal for each quarter. The scorecard is fully presented on page 32.



Key Strategies that inform both operating tactics and metrics contained in the PTD performance scorecard include:

1. Thriving Agencies
2. Financial Management
3. Performance Driven
4. Employee Success



**WHO...**

With all the goals and work plans in place, the final critical question involved who is best equipped to perform the work required to achieve success.

To help answer the question, PTD conducted a thorough

organizational assessment and re-aligned talent within the Division for optimum results.

A new organization chart can be found on page 36.





# ELEMENTS OF THE SUCCESS PLAN

**WHAT**

## Mission

Delivering transportation options to communities.

## Vision

Connecting communities by investing in customer centered innovation and rewarding results.

**HOW**

### Strategy

#### THRIVING AGENCIES

##### Tactics

1. Build 5 Year Budget Process
2. Build and Monitor Success Plans
3. Build Scorecards
4. Introduce New Comprehensive Planning Process Unique to Agency Groups
5. Keep Key Stakeholders Informed of Public Transportation Successes
6. Construct a Statewide Comprehensive Customer Satisfaction System

##### PERFORMANCE METRICS

1. Average agency scorecard score
2. Average agency Net Promoter Score
3. % of agencies with increased ridership

### Strategy

#### FINANCIAL MANAGEMENT

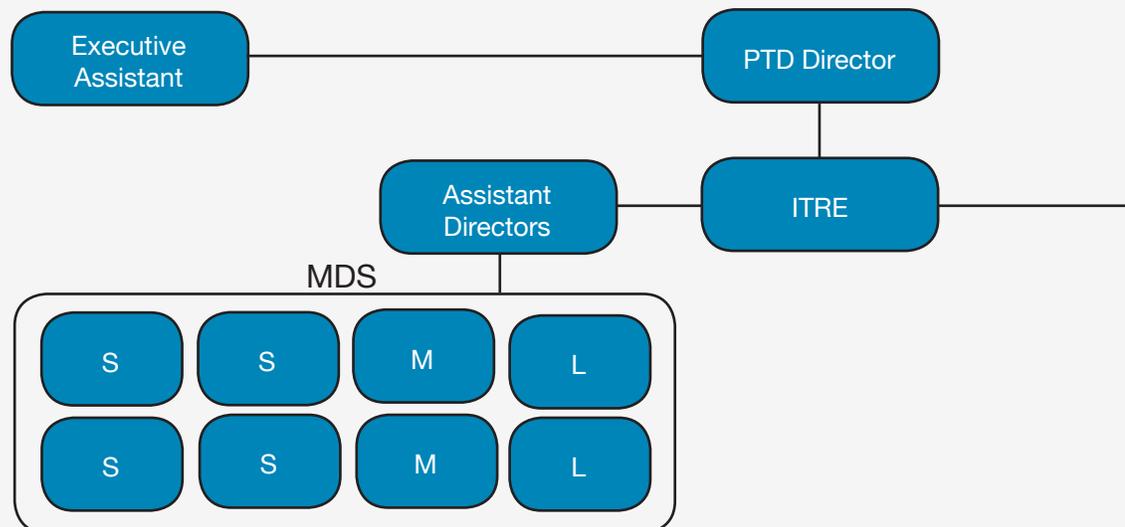
##### Tactics

1. Create Internal Systems and Structure to Support Flexible Grant Application Processes
2. Implement and Maintain 5 Year Budget
3. Establish Review Process for Grant Progress Utilization
4. Develop New Processes For Grant Fund Reconciliation and Management

##### PERFORMANCE METRICS

1. % of grant funds spent (12-month average)
2. % of sub-recipient active accounts
3. % of agency claims accurate and valid on first submission
4. % of program claims forwarded for payment within 5 working days
5. % of claims paid by fiscal staff within 3 working days

**WHO**



Aligning all of the key elements of the Success Plan ensures that the plan is actionable and measurable throughout the course of the year.

## Success Moments

1. Increase ridership by 2.5%
2. Develop a program that acknowledges customer centric innovation
3. Employee Engagement of 5.25
4. 80% of transit agencies are satisfied in PTD service
5. 90% of grants are closed within their period of performance

### Strategy

#### PERFORMANCE DRIVEN

##### Tactics

1. Build a structure To Manage and Measure Innovative Programs and Processes
2. Create Updated Compliance and Oversight
3. Implement PTD Success Plan
4. Develop and Adopt New Strategic Plan
5. Build a Statewide Measurement System to Compare Performance by Agency Group
6. Build a Satisfaction Survey to Measure Agency Satisfaction with PTD

##### PERFORMANCE METRICS

1. % of agencies completing quarterly Success Plan scorecards
2. % of MDS/agency scorecard review coaching calls completed
3. % of agency Success Moments achieved
4. % of agency Success Plans completed
5. % agencies with five year budgets and capital plans
6. % of agencies with vehicle replacement plans
7. Agency satisfaction with PTD

### Strategy

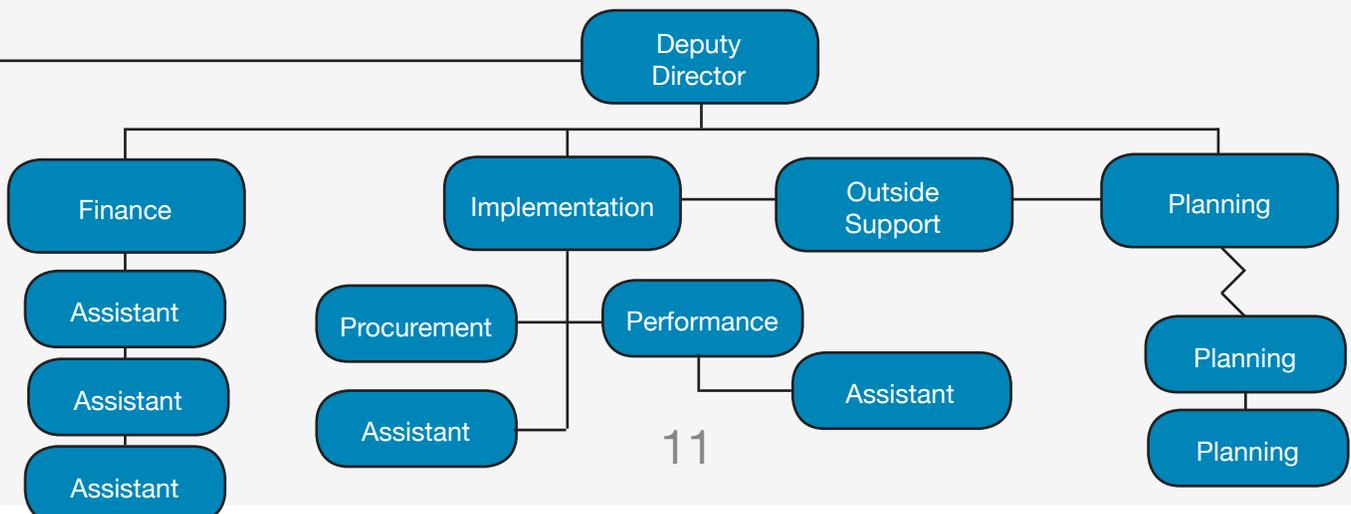
#### EMPLOYEE SUCCESS

##### Tactics

1. Develop a Performance Based Employee Evaluation Program. Communicate Accountability, Expectations, and Ownership
2. Evolve Special Knowledge Groups to Train Peers that Identify Roles, Responsibilities Related to Each Program
3. Conduct Annual Employee Engagement Survey
4. Build Internal and External Management Procedures
5. Offer Employee Training In Areas to Support Budgeting, Planning and Success Planning

##### PERFORMANCE METRICS

1. Employee engagement
2. % of employee performance goals achieved
3. Employee satisfaction



# OPERATING TACTICS

## Thriving Agencies

### TACTIC 1: BUILD 5 YEAR BUDGET PROCESS

Subrecipient 5 year budgets will be instrumental in ensure PTD and transit systems have the appropriate funds to meet the growing needs. These budgets will be necessary in meeting our transit asset management capital replacement goals.

| Project Team         |  |
|----------------------|--|
| Owner                | ▶ Debbie Collins   |
| Team Members         | ▶ External Budget Trainers, David Bender, 2 New Planners, Gretchen Vetter  |
| Quarterly Milestones |  |
| Q1                   | <ul style="list-style-type: none"> <li>• Continue work with subrecipients to create 5 year budgets</li> <li>• Continue work with MPOs to create budgets for all subrecipients in the UZA</li> <li>• Meet with small urban systems and develop a budget plan</li> <li>• Receive feedback on SMAP formula changes</li> </ul> |
| Q2                   | <ul style="list-style-type: none"> <li>• Develop PTD budget request</li> </ul>   |
| Q3                   | <ul style="list-style-type: none"> <li>• Meet with MPOs with new federal appropriation numbers</li> <li>• Revise 5 year budgets and project next 5 years</li> <li>• Identify weakness in budget and calls for projects</li> </ul>  |
| Q4                   | <ul style="list-style-type: none"> <li>• Evaluate processes used for more flexible grant processes</li> <li>• Implement changes in calls for projects, as needed</li> </ul>  |

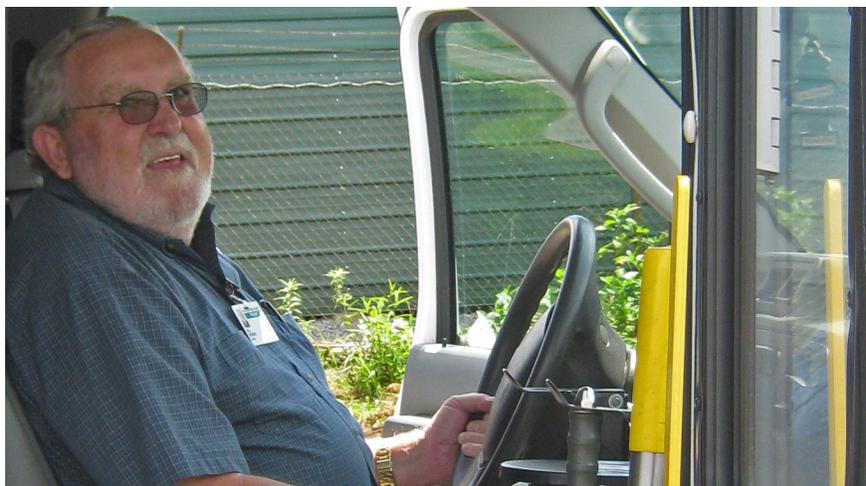


## Thriving Agencies

### TACTIC 2: BUILD AND MONITOR SUCCESS PLANS

Success Plans have been developed by PTD's subrecipients. Monitoring their success will be important in identifying technical assistance and other support needed to ensure successful plan implementation.

| Project Team         |   |
|----------------------|---|
| Owner                | ▶ Cheryl Leonard, Phillip Vereen  |
| Team Members         | ▶ Shaw, Odum, Mayers, Vetter, Freitag, Haynesworth, Monast, Aesch   |
| Quarterly Milestones |   |
| Q1                   | <ul style="list-style-type: none"> <li>• Prepare annual report for Director / Deputy Director on progress of all subrecipients in their FY 17 plans</li> <li>• Ensure staff received training needed to review Success Plans in FY 16 Q4</li> <li>• Develop oversight tools for review of Success Plans</li> <li>• Develop milestone dates</li> </ul>               |
| Q2                   | <ul style="list-style-type: none"> <li>• Review quarterly milestones of systems.</li> <li>• Prepare quarterly report for Director / Deputy Director on progress of all subrecipients.                             <ul style="list-style-type: none"> <li>◦ Share success stories</li> </ul> </li> <li>• Begin FY 18 Success Planning</li> </ul>                     |
| Q3                   | <ul style="list-style-type: none"> <li>• Review quarterly milestones of systems.</li> <li>• Prepare quarterly report for Director / Deputy Director on progress of all subrecipients.                             <ul style="list-style-type: none"> <li>◦ Share success stories</li> </ul> </li> <li>• Keep Director informed of FY 18 status</li> </ul>           |
| Q4                   | <ul style="list-style-type: none"> <li>• Review quarterly milestones of systems</li> <li>• Prepare quarterly report for Director / Deputy Director on progress of all subrecipients.                             <ul style="list-style-type: none"> <li>◦ Share success stories</li> </ul> </li> <li>• Ensure FY 18 Success Plans are ready to implement</li> </ul> |



## Thriving Agencies

### TACTIC 3: BUILD SCORECARDS

Create a scoring system consisting of composite scores that measures the health of each transit system from the NCDOT/PTD's point of view.

| Project Team         |   |
|----------------------|---|
| Owner                | ▶ Kai Monast  |
| Team Members         | ▶ TransPro, ITRE  |
| Quarterly Milestones |   |
| Q1                   | <ul style="list-style-type: none"> <li>• Develop project workflow and schedule</li> <li>• Identify appropriate stakeholders</li> <li>• Define the NCDOT/PTD's interests as it relates to successful transit systems</li> <li>• Share NCDOT/PTD's interests with appropriate stakeholders</li> <li>• Begin research report on scorecard utilization in other locations, both within and outside of the mobility industry</li> </ul>  |
| Q2                   | <ul style="list-style-type: none"> <li>• Deliver research report on scorecards</li> <li>• Identify the characteristics of the most successful transit systems according to NCDOT/PTD's interests</li> <li>• Share characteristics with appropriate stakeholders</li> </ul>  |
| Q3                   | <ul style="list-style-type: none"> <li>• Define metrics that effectively measure the characteristics</li> <li>• Share metrics with appropriate stakeholders</li> <li>• Design data collection rules and processes</li> <li>• Compile initial scorecard statistics using available data</li> <li>• Share scorecard statistics with appropriate stakeholders</li> <li>• Develop initial scorecard design</li> <li>• Share scorecard design with appropriate stakeholders</li> </ul> |
| Q4                   | <ul style="list-style-type: none"> <li>• Finalize scorecard format</li> <li>• Create scorecards for each transit system</li> <li>• Assess results of initial round of scorecard</li> <li>• Begin planning for improving the scorecard</li> <li>• Begin planning how to respond when scores are low or show dropping quickly</li> </ul>  |

## Thriving Agencies

### TACTIC 4: INTRODUCE NEW COMPREHENSIVE PLANNING PROCESS UNIQUE TO AGENCY GROUPS

Delivering appropriate planning documents is key to the success of PTD subrecipients. This tactic will focus on delivering new levels of planning across the systems.

| Project Team         |   |
|----------------------|---|
| Owner                | ▶ David Bender  |
| Team Members         | ▶ Collins, Monast, Scott, Vereen, Leonard, Odum, Haynesworth, Mayers, Freitag, Vetter   |
| Quarterly Milestones |   |
| Q1                   | <ul style="list-style-type: none"> <li>• Initiate 1st Quarter FY17 planning projects</li> <li>• Make sure metrics / milestones are in alignment and setup correctly in ProMPTED</li> <li>• Meet monthly with planning project managers to ensure success</li> <li>• Complete procurement for 2nd quarter planning projects</li> </ul>   |
| Q2                   | <ul style="list-style-type: none"> <li>• Evaluate each project completed; amend scope of work and charter agreement as needed                             <ul style="list-style-type: none"> <li>◦ Identify areas of strengths and weaknesses for scope revisions</li> <li>◦ Develop and apply modifications to address scope and charter revisions</li> </ul> </li> <li>• Assess consultant and PTD PM Performance within ProMPTED</li> <li>• Meet monthly with planning project managers to ensure success</li> <li>• Initiate 3rd Quarter FY17 planning projects</li> <li>• Complete procurement for 3rd quarter planning projects</li> <li>• Conduct staff training for 3rd and 4th quarter planning projects</li> </ul>  |
| Q3                   | <ul style="list-style-type: none"> <li>• Maintain Master Schedule</li> <li>• Meet monthly with planning project managers to ensure success</li> <li>• Complete procurement for 4th quarter planning projects</li> </ul>   |
| Q4                   | <ul style="list-style-type: none"> <li>• Review and amend scope of work and charter agreement as needed</li> <li>• Identify areas of strengths and weaknesses for scope revisions</li> <li>• Develop and apply modifications to address scope and charter revisions</li> <li>• Assess consultant and PTD PM Performance with ProMPTED</li> <li>• Meet monthly with planning project managers to ensure success</li> <li>• Develop Tiered Planning scope of works and charter agreement for all FY 18 projects</li> <li>• Develop updated Master Schedule</li> <li>• Complete procurement for 1st quarter planning projects</li> <li>• Conduct staff training for 1st and 2nd quarter planning projects</li> <li>• Ensure all contracts, scopes and charters are complete before July 1</li> <li>• Hold kick off meeting with LSA projects so ready to go July 1</li> <li>• Make sure ITRE knows which projects are being done first so data can be set up</li> <li>• Prepare report for Director / Deputy Director of accomplishments / status in all LSA activities for FY 17</li> </ul> |

## Thriving Agencies

### TACTIC 5: KEEP KEY STAKEHOLDERS INFORMED OF PUBLIC TRANSPORTATION SUCCESSES

The knowledge and engagement of stakeholders starts with the information shared with them. Creating a communication plan will ensure that successes are shared on an appropriate, frequent schedule.

| Project Team         |  |
|----------------------|--|
| Owner                | ▶ Hannah Davis, Communications   |
| Team Members         | ▶ Collins, 2 New Planners  |
| Quarterly Milestones |  |
| Q1                   | <ul style="list-style-type: none"> <li>• Develop Communications Plan</li> <li>• Prepare monthly BOT report</li> <li>• Use social media to share success stories</li> </ul>   |
| Q2                   | <ul style="list-style-type: none"> <li>• Implement Communications Plan</li> <li>• Prepare monthly BOT report</li> <li>• Use social media to share success stories</li> </ul> |
| Q3                   | <ul style="list-style-type: none"> <li>• Implement Communications plan</li> <li>• Prepare monthly BOT report</li> <li>• Use social media to share success stories</li> </ul> |
| Q4                   | <ul style="list-style-type: none"> <li>• Implement Communications plan</li> <li>• Prepare monthly BOT report</li> <li>• Use social media to share success stories</li> </ul> |



## Thriving Agencies

### TACTIC 6: CONSTRUCT A STATEWIDE COMPREHENSIVE CUSTOMER SATISFACTION SYSTEM

The Community Transportation Systems will be submitting 100 Net Promoter Score surveys each quarter for scoring and inclusion in their quarterly scorecard.

| Project Team         |  |
|----------------------|--|
| Owner                | ► Aesch  |
| Team Members         | ► Dinan, Yang  |
| Quarterly Milestones |  |
| Q1                   | <ul style="list-style-type: none"> <li>• Distribute survey instrument with due dates for each quarter</li> <li>• Conduct survey</li> <li>• Collect results and score survey</li> <li>• Include results in agency's quarterly scorecard</li> </ul>  |
| Q2                   | <ul style="list-style-type: none"> <li>• Conduct survey</li> <li>• Collect results and score survey</li> <li>• Include results in agency's quarterly scorecard</li> </ul>  |
| Q3                   | <ul style="list-style-type: none"> <li>• Conduct survey</li> <li>• Collect results and score survey</li> <li>• Include results in agency's quarterly scorecard</li> </ul>  |
| Q4                   | <ul style="list-style-type: none"> <li>• Conduct survey</li> <li>• Collect results and score survey</li> <li>• Include results in agency's quarterly scorecard</li> <li>• Evaluate process; make recommendations for improvements</li> <li>• Set up implementation strategies for changes</li> <li>• Prepare for implementation at start of the new fiscal year</li> </ul> |

## Financial Management

### TACTIC 1: CREATE INTERNAL SYSTEMS AND STRUCTURE TO SUPPORT FLEXIBLE GRANT APPLICATION PROCESSES

The flexibility created in PTD grant applications will allow for better utilization of state and federal funds and simplified grant application processes.

| Project Team         |  |
|----------------------|--|
| Owner                | ▶ Tammy Montanez   |
| Team Members         | ▶ Myra Freeman, 2 New Planners   |
| Quarterly Milestones |  |
| Q1                   | <ul style="list-style-type: none"> <li>• Create workflow changes that need to take place in Partner Connect</li> <li>• Meet with programmers to start changes</li> <li>• Include changes in call for projects</li> </ul> |
| Q2                   | <ul style="list-style-type: none"> <li>• Test changes to programs</li> <li>• Test BOT reports</li> </ul>   |
| Q3                   | <ul style="list-style-type: none"> <li>• Work through funding of projects with new model</li> <li>• Prepare Program of Projects and BOT agenda with model</li> <li>• Fund projects</li> </ul>                            |
| Q4                   | <ul style="list-style-type: none"> <li>• Evaluate and make changes for next year to Partner Connect and Applications</li> <li>• Determine possibility of more flexibility and Lean Six Sigma recommendations</li> </ul>  |



## Financial Management

### TACTIC 2: IMPLEMENT AND MAINTAIN 5 YEAR BUDGET

PTD has its first 5 year budget. The implementation of the budget will ensure local needs are met and financial support is given to our thriving agencies.

| Project Team         |   |
|----------------------|---|
| Owner                | ▶ Debbie Collins  |
| Team Members         | ▶ 2 New Planners, Freeman, Montanez, Vetter, Scott, Yang  |
| Quarterly Milestones |   |
| Q1                   | <ul style="list-style-type: none"> <li>• Review PTD FY 17 budget and status by line item monthly</li> <li>• Receive feedback on SMAP formula changes</li> <li>• Develop PTD legislative change requests</li> </ul>  |
| Q2                   | <ul style="list-style-type: none"> <li>• Review PTD FY 17 budget and status by line item monthly</li> <li>• Develop PTD budget request</li> <li>• Develop budget strategy for meeting capital needs</li> <li>• Update budget model with FY 17 federal appropriations</li> </ul> |
| Q3                   | <ul style="list-style-type: none"> <li>• Review PTD FY 17 budget and status by line item monthly</li> <li>• Meet with MPOs with new federal appropriation numbers</li> <li>• Create final funding plan for FY18</li> </ul>  |
| Q4                   | <ul style="list-style-type: none"> <li>• Review PTD FY 17 budget and status by line item monthly</li> <li>• Evaluate processes used for more flexible grant processes</li> </ul>  |



## Financial Management

### TACTIC 3: ESTABLISH REVIEW PROCESS FOR GRANT PROGRESS UTILIZATION

To encourage grant recipients to maintain active projects and to utilize funding before period of performance expires.

| Project Team         |  |
|----------------------|--|
| Owner                | ▶ Myra Freeman   |
| Team Members         | ▶ Myakka Ware, Vince Lovell, Sheri~ Johnson  |
| Quarterly Milestones |  |
| Q1                   | <ul style="list-style-type: none"> <li>• Create monthly review process to determine activity of grants.               <ul style="list-style-type: none"> <li>◦ Include communication process and expectations</li> </ul> </li> <li>• Determine grant closeout</li> <li>• Close grant project upon completion of project</li> <li>• Prepare year end report for monthly Accounting meeting</li> </ul>   |
| Q2                   | <ul style="list-style-type: none"> <li>• Run inactive report on all open projects monthly</li> <li>• Identify systems with inactivity and email and/or call subrecipient regarding project status</li> <li>• Document project file with date, contact type, and name of contact person.</li> <li>• Close grant project upon completion of project</li> <li>• Provide technical assistance to subrecipient as needed</li> <li>• Prepare quarterly report for monthly Accounting meeting</li> </ul>  |
| Q3                   | <ul style="list-style-type: none"> <li>• Run inactive report on all open projects monthly</li> <li>• Identify systems with inactivity and email and/or call subrecipient regarding project status</li> <li>• Document project file with date, contact type, and name of contact person.</li> <li>• Generate warning letter with #of inactive months and email to transit managers and directors and county managers.</li> <li>• Close grant project upon completion of project</li> <li>• Provide technical assistance to subrecipient as needed</li> <li>• Prepare quarterly report for monthly Accounting meeting</li> </ul>   |
| Q4                   | <ul style="list-style-type: none"> <li>• Run inactive report on all open projects monthly</li> <li>• Identify systems with inactivity and email and/or call subrecipient regarding project status</li> <li>• Document project file with date, contact type, and name of contact person</li> <li>• Close grant project upon completion of project</li> <li>• Provide technical assistance to subrecipient as needed</li> <li>• Generate 2nd and final warning letter of inactivity and email to transit managers, directors, and county managers that project will be closed on said date due to inactivity</li> <li>• Prepare quarterly report for monthly Accounting meeting</li> </ul> |

## Financial Management

### TACTIC 4: DEVELOP NEW PROCESSES FOR GRANT FUND RECONCILIATION AND MANAGEMENT

To effectively maximize the use of state and federal grant funds in a transparent manner.

| Project Team         |   |
|----------------------|---|
| Owner                | ▶ Myra Freeman  |
| Team Members         | ▶ Montanez, S. Johnson, Lovell, Ware, 2 New Planners  |
| Quarterly Milestones |   |
| Q1                   | <ul style="list-style-type: none"> <li>• Prioritize each Fund ID in the order of use</li> <li>• Reconcile budget accounts monthly</li> <li>• Reconcile FTA budget in TRAMS monthly</li> </ul>   |
| Q2                   | <ul style="list-style-type: none"> <li>• Reconcile FTA budget in TRAMS monthly</li> <li>• Reconcile department budget accounts monthly</li> <li>• Identify FTA grants that can be closed/near closing</li> <li>• Identify inactive budget accounts on projects and move older funds to active projects</li> </ul>   |
| Q3                   | <ul style="list-style-type: none"> <li>• Enter new grant applications into TRAMS</li> <li>• Reconcile FTA budgets in TRAMS monthly</li> <li>• Reconcile department budget accounts monthly</li> <li>• Identify projects to maximize use of remaining state funds prior to end of fiscal year</li> <li>• Identify inactive budget accounts on projects and move older funds to active projects</li> <li>• Close FTA grant upon completion</li> </ul> |
| Q4                   | <ul style="list-style-type: none"> <li>• Enter new grant applications into TRAMS</li> <li>• Reconcile FTA budgets in TRAMS monthly</li> <li>• Reconcile department budget accounts monthly</li> <li>• Identify inactive budget accounts on projects and move older funds to active projects</li> <li>• Close FTA grant upon completion</li> </ul>   |



## PERFORMANCE DRIVEN

### TACTIC 1: BUILD A STRUCTURE TO MANAGE AND MEASURE INNOVATIVE PROGRAMS AND PROCESSES

Develop methods, policies, and practices designed to encourage innovative approaches for addressing mobility issues as well as processes to manage and measure the impacts of the innovation programs. This tactic begins with a few innovation programs and is designed to expand.

#### Project Team

Owner ▶ Kai Monast

Team Members ▶ Debbie Collins, Mark Aesch

#### Quarterly Milestones

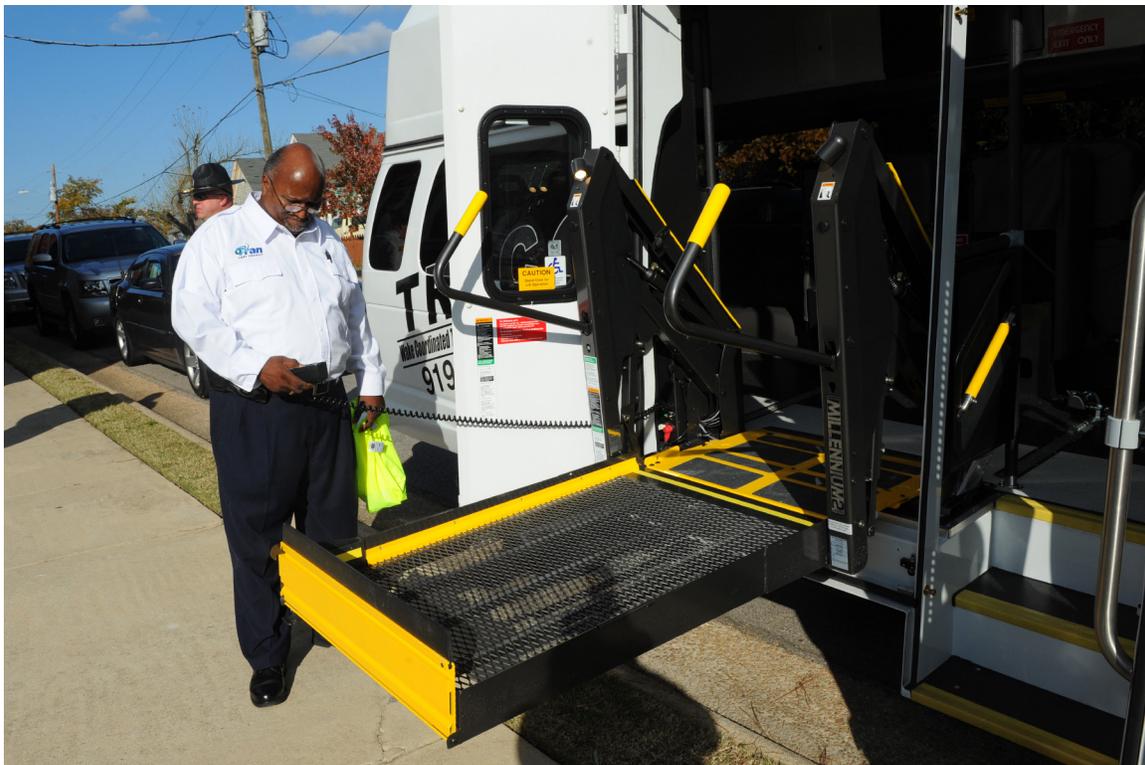
|    |  |
|----|--|
| Q1 | <ul style="list-style-type: none"> <li>• Develop project workflow and schedule</li> <li>• Identify appropriate stakeholders</li> <li>• Define the boundaries of the innovation program- which funding sources or mobility problems will the innovation program first apply to</li> <li>• Share NCDOT/PTD's interests with appropriate stakeholders</li> <li>• Begin research report on innovation programs in other locations, both within and outside of the mobility industry</li> </ul> |
| Q2 | <ul style="list-style-type: none"> <li>• Deliver research report on innovation programs</li> <li>• Define innovation</li> <li>• Share innovation definition with appropriate stakeholders</li> <li>• Design draft ideas for managing innovation projects</li> <li>• Share draft ideas with appropriate stakeholders</li> </ul>   |
| Q3 | <ul style="list-style-type: none"> <li>• Design draft ideas for determining how to measure impacts of innovation programs</li> <li>• Share draft ideas with appropriate stakeholders</li> <li>• Identify first set of innovation programs that will be assessed with this new structure</li> <li>• Determine management and measurement program for each innovation program</li> </ul>   |
| Q4 | <ul style="list-style-type: none"> <li>• Interview those involved with the innovation program to determine qualitative assessments of the program</li> <li>• Evaluate effectiveness of management and measurement programs</li> <li>• Identify future innovation programs</li> </ul>   |

## PERFORMANCE DRIVEN

### TACTIC 2: CREATE UPDATED COMPLIANCE AND OVERSIGHT

PTD has oversight of subrecipients in seventeen areas as well as audit expectations. The oversight needs to be simplified and reports generated on a regular basis that allows PTD to provide appropriate and timely technical assistance.

| Project Team         |   |
|----------------------|---|
| Owner                | ▶ Donnie Tim  |
| Team Members         | ▶ I Johnson, Painter, Freeman, Odum, Hussey, Freedman   |
| Quarterly Milestones |   |
| Q1                   | <ul style="list-style-type: none"> <li>• Complete an evaluation of our multiple layered processes</li> <li>• Create reports that give a view of subrecipients health</li> <li>• Identify training and technical assistance needs</li> </ul> |
| Q2                   | <ul style="list-style-type: none"> <li>• Deliver quarterly report to Director</li> <li>• Identify training and technical assistance needs</li> </ul>  |
| Q3                   | <ul style="list-style-type: none"> <li>• Deliver quarterly report to Director</li> <li>• Identify training and technical assistance needs</li> </ul>  |
| Q4                   | <ul style="list-style-type: none"> <li>• Deliver quarterly report to Director</li> <li>• Identify training and technical assistance needs</li> </ul>  |



## PERFORMANCE DRIVEN

### TACTIC 3: IMPLEMENT PTD SUCCESS PLAN

The PTD Success Plan highlights new activities to be accomplished in the next fiscal year. Its implementation will create a foundation for future years' success.

| Project Team         |   |
|----------------------|---|
| Owner                | ▶ Debbie Collins  |
| Team Members         | ▶ Montanez, Monast, Tim, Aesch, Vereen, Leonard, Freeman  |
| Quarterly Milestones |   |
| Q1                   | <ul style="list-style-type: none"> <li>• Implement meeting cadence</li> <li>• Identify training needs of staff to meet expectations</li> <li>• Review status of plan quarterly</li> </ul>   |
| Q2                   | <ul style="list-style-type: none"> <li>• Evaluate use of meeting cadence</li> <li>• Identify training needs of staff to meet expectations</li> <li>• Review status of plan quarterly</li> </ul>   |
| Q3                   | <ul style="list-style-type: none"> <li>• Evaluate use of meeting cadence</li> <li>• Identify training needs of staff to meet expectations</li> <li>• Review status of plan quarterly</li> <li>• Evaluate strengths and weaknesses</li> <li>• Begin preparation of FY 18 plan</li> </ul> |
| Q4                   | <ul style="list-style-type: none"> <li>• Evaluate use of meeting cadence</li> <li>• Identify training needs of staff to meet expectations</li> <li>• Review status of plan quarterly</li> <li>• Finalize FY 18 plan</li> </ul>  |

## PERFORMANCE DRIVEN

### TACTIC 4: DEVELOP AND ADOPT NEW STRATEGIC PLAN

PTD's last Strategic Plan was conducted in the mid-1990s. This new plan will depict a picture of North Carolina and public transportation's role.

| Project Team         |  |
|----------------------|--|
| Owner                | ▶ Debbie Collins   |
| Team Members         | ▶ 2 New Planners, Monast, Myers, Davis, Bender   |
| Quarterly Milestones |  |
| Q1                   | <ul style="list-style-type: none"> <li>• Procure services of consultant to assist with plan development</li> </ul>                                 |
| Q2                   | <ul style="list-style-type: none"> <li>• Initiate the strategic planning process</li> <li>• Conduct meetings with stakeholders</li> </ul>          |
| Q3                   | <ul style="list-style-type: none"> <li>• Evaluate deliverables</li> <li>• Involve Communications on presentation deliverables</li> </ul>           |
| Q4                   | <ul style="list-style-type: none"> <li>• Prepare recommendations and financial plans</li> <li>• Present draft plan to senior management</li> </ul> |

## PERFORMANCE DRIVEN

### TACTIC 5: BUILD A STATEWIDE MEASUREMENT SYSTEM TO COMPARE PERFORMANCE BY AGENCY GROUP

Building agency scorecards and then comparing them to their group will be important in driving success.

| Project Team         |  |
|----------------------|--|
| Owner                | ▶ Kai Monast   |
| Team Members         | ▶ Scott, Aesch   |
| Quarterly Milestones |  |
| Q1                   | <ul style="list-style-type: none"> <li>• Determine all of the factors needed to build a scorecard</li> <li>• Determine how to rank / score them</li> <li>• Test on existing data and determine if data is missing</li> </ul> |
| Q2                   | <ul style="list-style-type: none"> <li>• Share scorecard results by scoring award winners</li> <li>• Run analysis on quarterly basis</li> </ul>  |
| Q3                   | <ul style="list-style-type: none"> <li>• Evaluate strengths and weaknesses</li> <li>• Run analysis on quarterly basis</li> <li>• Make recommendations for improvements within organization</li> </ul>                        |
| Q4                   | <ul style="list-style-type: none"> <li>• Implement recommendations by July 1</li> <li>• Run analysis on quarterly basis</li> </ul>   |

## PERFORMANCE DRIVEN

### TACTIC 6: BUILD A SATISFACTION SURVEY TO MEASURE AGENCY SATISFACTION WITH

Transportation Division will be accessing sub recipient satisfaction of programs, funding and staff annually.

| Project Team         |   |
|----------------------|---|
| Owner                | ▶ Tammy Montanez  |
| Team Members         | ▶ Aesch   |
| Quarterly Milestones |   |
| Q1                   | <ul style="list-style-type: none"> <li>• Develop survey instrument</li> <li>• Define survey methodology</li> </ul>                        |
| Q2                   | <ul style="list-style-type: none"> <li>• Conduct Survey</li> <li>• Total survey results</li> </ul>  |
| Q3                   | <ul style="list-style-type: none"> <li>• Evaluate results</li> <li>• Make recommendations for improvements within organization</li> </ul> |
| Q4                   | <ul style="list-style-type: none"> <li>• Set up implementation strategies for changes</li> </ul>  |

## Employee Success

### TACTIC 1: DEVELOP A PERFORMANCE BASED EMPLOYEE EVALUATION PROGRAM. COMMUNICATE ACCOUNTABILITY, EXPECTATIONS, AND OWNERSHIP

NCVIP is the evaluation system for PTD employees. The tasks within each goal need to mirror PTD's Success Plan.

| Project Team         |   |
|----------------------|---|
| Owner                | ▶ Tammy Montanez  |
| Team Members         | ▶ Brittane Myers, Faye McCullen, Donnie Tim, Cheryl Leonard   |
| Quarterly Milestones |   |
| Q1                   | <ul style="list-style-type: none"> <li>• Using the Success Plan, develop goals across the organization</li> <li>• Create tasks for each subset of the organization</li> <li>• Conduct quarterly meeting on goal attainment</li> </ul> |
| Q2                   | <ul style="list-style-type: none"> <li>• Conduct quarterly meeting on goal attainment</li> <li>• Identify training needs</li> </ul>   |
| Q3                   | <ul style="list-style-type: none"> <li>• Conduct quarterly meeting on goal attainment</li> <li>• Conduct training</li> <li>• Conduct six-month evaluations</li> <li>• Produce goal attainment report</li> </ul>                       |
| Q4                   | <ul style="list-style-type: none"> <li>• Conduct quarterly meeting on goal attainment</li> <li>• Assess strengths and weakness of the process for next fiscal year</li> <li>• Conduct annual evaluations</li> </ul>                   |



## Employee Success

### TACTIC 2: EVOLVE SPECIAL KNOWLEDGE GROUPS TO TRAIN PEERS THAT IDENTIFY ROLES, RESPONSIBILITIES RELATED TO EACH PROGRAM THAT PTD DELIVERS

Special Knowledge Groups are set up to mirror the federal and state funding programs. These groups need to evolve into support and education arms of the call for projects and oversight activities.

| Project Team         |   |
|----------------------|---|
| Owner                | ▶ 2 New Planners  |
| Team Members         | ▶ MDS staff based on their Urban and Rural Assignments  |
| Quarterly Milestones |   |
| Q1                   | <ul style="list-style-type: none"> <li>• Review state management plan; internal and external procedures; any new federal guidance</li> <li>• Prepare call for projects</li> <li>• Educate employees on the call</li> <li>• Set up fund ids with a date the applications are locked</li> </ul> |
| Q2                   | <ul style="list-style-type: none"> <li>• Summarize questions received and make sure deadlines are met</li> <li>• Analyze applications and whether they meet the call for project guidance</li> </ul>  |
| Q3                   | <ul style="list-style-type: none"> <li>• Create program of projects</li> <li>• Conduct needs evaluation</li> </ul>  |
| Q4                   | <ul style="list-style-type: none"> <li>• Evaluate successes and weaknesses of call for projects by funding program</li> <li>• Propose changes in procedures and funding</li> <li>• Begin preparation application for next call</li> </ul>   |

## Employee Success

### TACTIC 3: CONDUCT ANNUAL EMPLOYEE ENGAGEMENT SURVEY

NCDOT conducts a bi-annual employee engagement survey on the odd years. PTD will use the same tool and conduct the survey for its employees on the even years.

| Project Team         |   |
|----------------------|---|
| Owner                | ▶ Tammy Montanez  |
| Team Members         | ▶ Governance, Doug Cox, Barry Bridges, Communications   |
| Quarterly Milestones |   |
| Q1                   | <ul style="list-style-type: none"> <li>• Work with NCDOT Performance Measures group to set up questions that mirror the odd year survey</li> <li>• Set up means to capture the information</li> <li>• Determine how the results will be scored</li> </ul> |
| Q2                   | <ul style="list-style-type: none"> <li>• Issue survey</li> </ul>  |
| Q3                   | <ul style="list-style-type: none"> <li>• Evaluate and report survey results</li> <li>• Identify areas for improvement</li> <li>• Create plan for improvement</li> </ul>   |
| Q4                   | <ul style="list-style-type: none"> <li>• Implement improvement plan</li> </ul>  |

## Employee Success

### TACTIC 4: BUILD INTERNAL AND EXTERNAL MANAGEMENT PROCEDURES

PTD is redoing its State Management Plan to include requirements of urban and rural funding programs. In order to simplify the process, internal and external management procedures are needed that accurately describe expectations. These will serve as tools for employees to share accurate information with subrecipients and to train new employees.

| Project Team         |  |
|----------------------|--|
| Owner                | ▶ Debbie Collins   |
| Team Members         | ▶ 2 New Planners, part time support, staff sections as apply   |
| Quarterly Milestones |  |
| Q1                   | <ul style="list-style-type: none"> <li>• Hire knowledgeable staff</li> <li>• Outline expectations</li> <li>• Create teams in areas needing expertise</li> </ul>  |
| Q2                   | <ul style="list-style-type: none"> <li>• Identify areas of focus for new employees, new managers</li> <li>• Make sure areas are included in procedures</li> <li>• Review FTA Triennial and SMR training documents and update procedures</li> </ul> |
| Q3                   | <ul style="list-style-type: none"> <li>• Evaluate how they are being used</li> <li>• Identify areas for improvement</li> </ul>   |
| Q4                   | <ul style="list-style-type: none"> <li>• Update procedures for next fiscal year</li> </ul>   |



## Employee Success

### TACTIC 5: OFFER EMPLOYEE TRAINING IN AREAS TO SUPPORT BUDGETING, PLANNING AND SUCCESS PLANNING

Employee training will be delivered and performance monitored on what they learned in the areas needed in building PTD's planning program initiatives.

| Project Team         |   |
|----------------------|---|
| Owner                | ▶ Cheryl Leonard, Phillip Vereen  |
| Team Members         | ▶ David Bender, 2 New Planners, Consultants   |
| Quarterly Milestones |   |
| Q1                   | <ul style="list-style-type: none"> <li>• Ensure staff were trained in FY 16 Quarter 4 on budgeting and new planning process                             <ul style="list-style-type: none"> <li>◦ Consider skill tests as necessary</li> </ul> </li> <li>• Set up a goal in NCVIP to measure results of this tactic</li> <li>• Ensure staff understands new State Management Plan changes</li> <li>• Understand roles and opportunity expectations</li> <li>• Conduct quarterly meeting to discuss progress</li> </ul> |
| Q2                   | <ul style="list-style-type: none"> <li>• Conduct quarterly meeting to discuss progress in completion of plans                             <ul style="list-style-type: none"> <li>◦ Monitor progress on meeting goals and timelines</li> </ul> </li> <li>• Listen and understand staff needs for additional training</li> <li>• Complete NCVIP 6 month evaluation</li> </ul>   |
| Q3                   | <ul style="list-style-type: none"> <li>• Conduct quarterly meeting to discuss progress in completion of plans                             <ul style="list-style-type: none"> <li>◦ Monitor progress on meeting goals and timelines</li> </ul> </li> </ul>   |
| Q4                   | <ul style="list-style-type: none"> <li>• Conduct quarterly meeting to discuss progress in completion of plans                             <ul style="list-style-type: none"> <li>◦ Monitor progress on meeting goals and timelines</li> </ul> </li> <li>• Create and implement an action plan to address weaknesses encountered in creating of the local plans</li> <li>• Conduct additional training as identified</li> </ul>  |



# PERFORMANCE SCORECARD

PTD



2016-2017

## PERFORMANCE SCORECARD

Weighting

### Thriving Agencies

- Average agency scorecard score
- Average agency Net Promoter Score
- % of agencies with increased ridership

30

### Financial Management

- % of grant funds spent (12-month average)
- % of sub-recipient active accounts
- % of agency claims accurate and valid on first submission
- % of program claims forwarded for payment within 5 working days
- % of claims paid by fiscal staff within 3 working days

30

### Performance Driven

- % of agencies completing quarterly Success Plan scorecards
- % of MDS/agency scorecard review coaching calls completed
- % of agency Success Moments achieved
- % of agency Success Plans completed
- % agencies with five year budgets and capital plans
- % of agencies with vehicle replacement plans
- Agency satisfaction with PTD

25

### Employee Success

- Employee engagement
- % of employee performance goals achieved
- Employee satisfaction

15

30

TOTAL

100



### PERFORMANCE SCORECARD

| Key Strategy         | Performance Metric  | PERFORMANCE |    |    |    |    | Points     |           |           |           |           |
|----------------------|---|-------------|----|----|----|----|------------|-----------|-----------|-----------|-----------|
|                      |   | Goal        | Q1 | Q2 | Q3 | Q4 | Goal       | Actual Q1 | Actual Q2 | Actual Q3 | Actual Q4 |
| Thriving Agencies    | Average agency scorecard score                                  | 85          |    |    |    |    | 15         |           |           |           |           |
|                      | Average agency Net Promoter Score                               | 10          |    |    |    |    | 10         |           |           |           |           |
|                      | % of agencies with increased ridership                          | 25%         |    |    |    |    | 5          |           |           |           |           |
| <b>TOTAL</b>         |   |             |    |    |    |    | <b>30</b>  |           |           |           |           |
| Financial Management | % of grant funds spent (12-month average)                       | 90%         |    |    |    |    | 10         |           |           |           |           |
|                      | % of sub-recipient active accounts                              | 98%         |    |    |    |    | 8          |           |           |           |           |
|                      | % of agency claims accurate and valid on first submission       | 90%         |    |    |    |    | 7          |           |           |           |           |
|                      | % of program claims forwarded for payment within 5 working days | 85%         |    |    |    |    | 3          |           |           |           |           |
|                      | % of claims paid by fiscal staff within 3 working days          | 85%         |    |    |    |    | 2          |           |           |           |           |
| <b>TOTAL</b>         |   |             |    |    |    |    | <b>30</b>  |           |           |           |           |
| Performance Driven   | % of agencies completing quarterly Success Plan scorecards      | 85%         |    |    |    |    | 7          |           |           |           |           |
|                      | % of MDS/agency scorecard review coaching calls completed       | 85%         |    |    |    |    | 5          |           |           |           |           |
|                      | % of agency Success Moments achieved                            | 85%         |    |    |    |    | 4          |           |           |           |           |
|                      | % of agency Success Plans completed                             | 90%         |    |    |    |    | 3          |           |           |           |           |
|                      | % agencies with five year budgets and capital plans             | 90%         |    |    |    |    | 2          |           |           |           |           |
|                      | % of agencies with vehicle replacement plans                    | 90%         |    |    |    |    | 2          |           |           |           |           |
|                      | Agency satisfaction with PTD                                    | 80%         |    |    |    |    | 2          |           |           |           |           |
| <b>TOTAL</b>         |   |             |    |    |    |    | <b>25</b>  |           |           |           |           |
| Employee Success     | Employee engagement   | 5.25        |    |    |    |    | 7          |           |           |           |           |
|                      | % of employee performance goals achieved                        | 85%         |    |    |    |    | 5          |           |           |           |           |
|                      | Employee satisfaction   | 85%         |    |    |    |    | 3          |           |           |           |           |
| <b>TOTAL</b>         |   |             |    |    |    |    | <b>15</b>  |           |           |           |           |
| <b>OVERALL TOTAL</b> |   |             |    |    |    |    | <b>100</b> |           |           |           |           |

## PERFORMANCE SCORECARD DEFINITIONS

**Thriving Agencies****Average agency scorecard score****OWNER:** Planning**DEFINITION:** The average Success Plan Scorecard score of all PTD-funded transit agencies, weighted by a performance score that will be developed and refined in the first two years of Success Planning**Average agency Net Promoter Score****OWNER:** ITRE**DEFINITION:** The average Net Promoter Score of all PTD-funded transit agencies, weighted by prior fiscal year agency ridership**% of agencies with increased ridership****OWNER:** Assistant Directors**DEFINITION:** The percent of all PTD-funded transit agencies whose ridership increased compared to the corresponding reporting period of the prior year**Financial Management****% of grant funds spent (12-month average)****OWNER:** Fiscal Manager**DEFINITION:** The percent of grant funds available to PTD-funded agencies that has been spent in the most recently completed 12 month span**% of sub-recipient active accounts****OWNER:** Fiscal Manager**DEFINITION:** The percent of all sub-recipient grant accounts for which there has been a request for reimbursement in the most recently completed quarter**% of agency claims accurate and valid on first submission****OWNER:** Deputy Director**DEFINITION:** The percent of claims submitted by PTD-funded agencies that are accurate and valid upon initial submission**% of program claims forwarded for payment within 5 working days****OWNER:** Assistant Directors**DEFINITION:** The percent of program claims that have been forwarded for payment within five business days of the date of claim submission**% of claims paid by fiscal staff within 3 working days****OWNER:** Fiscal Manager**DEFINITION:** The percent of claims that have been paid by fiscal staff within three business days from of date of claim submission

## Performance Driven

### **% of agencies completing quarterly Success Plan scorecards**

**OWNER:** Assistant Directors

**DEFINITION:** The percent of all PTD-funded transit agencies completing their quarterly Success Plan scorecards

### **% of MDS/agency scorecard review coaching calls completed**

**OWNER:** Assistant Directors

**DEFINITION:** The percent of all PTD-funded agencies with whom MDS staff has engaged in a quarterly scorecard review coaching conversation

### **% of agency Success Moments achieved**

**OWNER:** Assistant Directors

**DEFINITION:** % of Success Moments defined in the success Plans of PTD-funded agencies that have been achieved

### **% of agency Success Plans completed**

**OWNER:** Assistant Directors

**DEFINITION:** The % of all PTD-funded transit agencies that have fully completed agency Success Plans

### **% agencies with five year budgets and capital plans**

**OWNER:** Planning

**DEFINITION:** The percent of all PTD-funded transit agencies that have up-to-date five year budgets and capital plans

### **% of agencies with vehicle replacement plans**

**OWNER:** Procurement

**DEFINITION:** The percent of all PTD-funded transit agencies that have up-to-date vehicle replacement plans

### **Agency Satisfaction with PTD**

**OWNER:** Deputy Director

**DEFINITION:** The percent of all PTD-funded transit agencies that indicate overall satisfaction with PTD

## Employee Success

### **Employee engagement**

**OWNER:** Deputy Director

**DEFINITION:** The level of engagement of PTD employees, as indicated in the NCDOT employee engagement survey

### **% of employee performance goals achieved**

**OWNER:** Deputy Director

**DEFINITION:** The percent of all PTD employee goals defined in individual employee performance plans that have been achieved

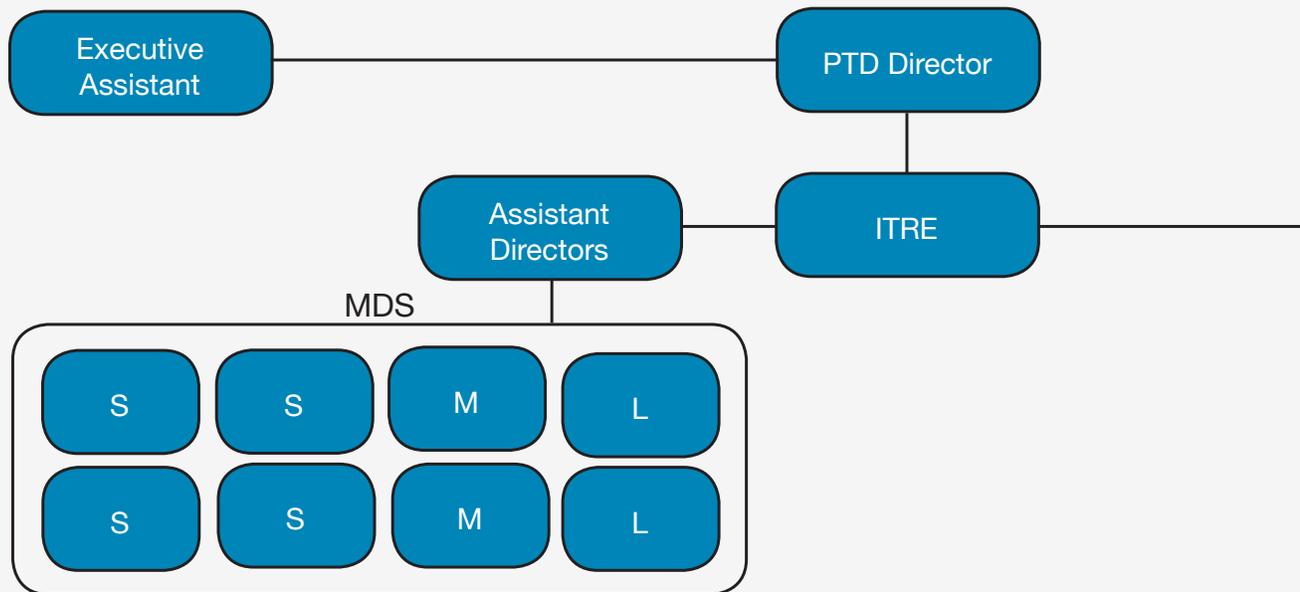
### **Employee satisfaction**

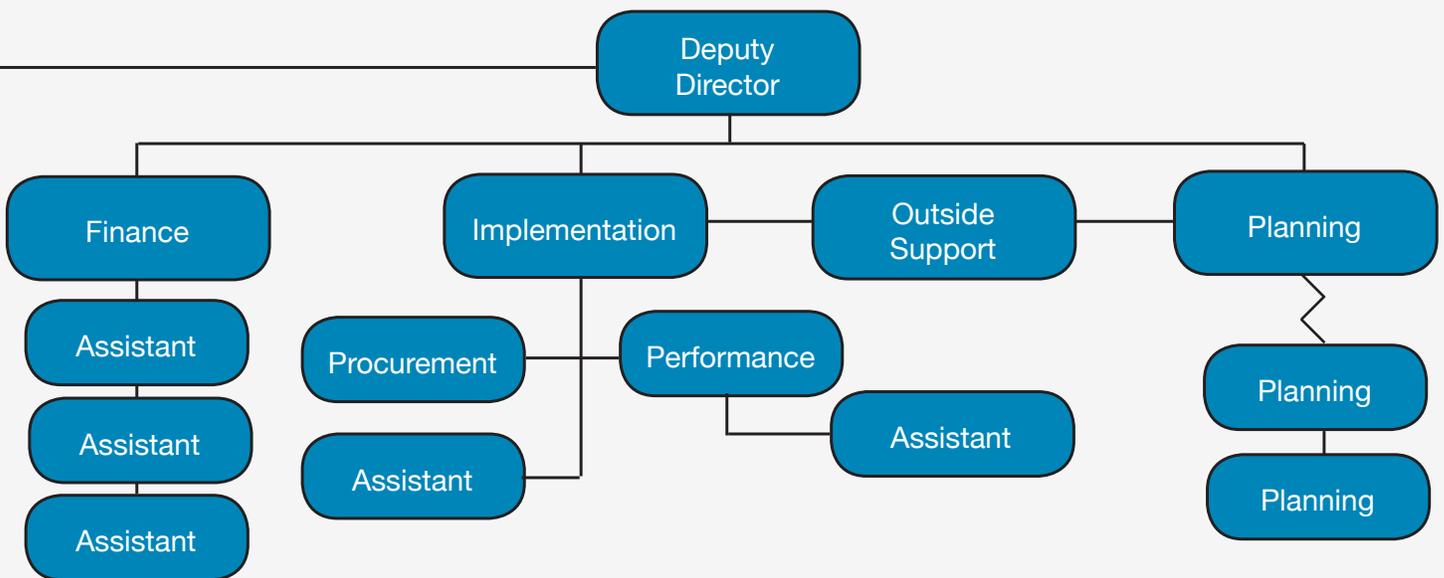
**OWNER:** Deputy Director

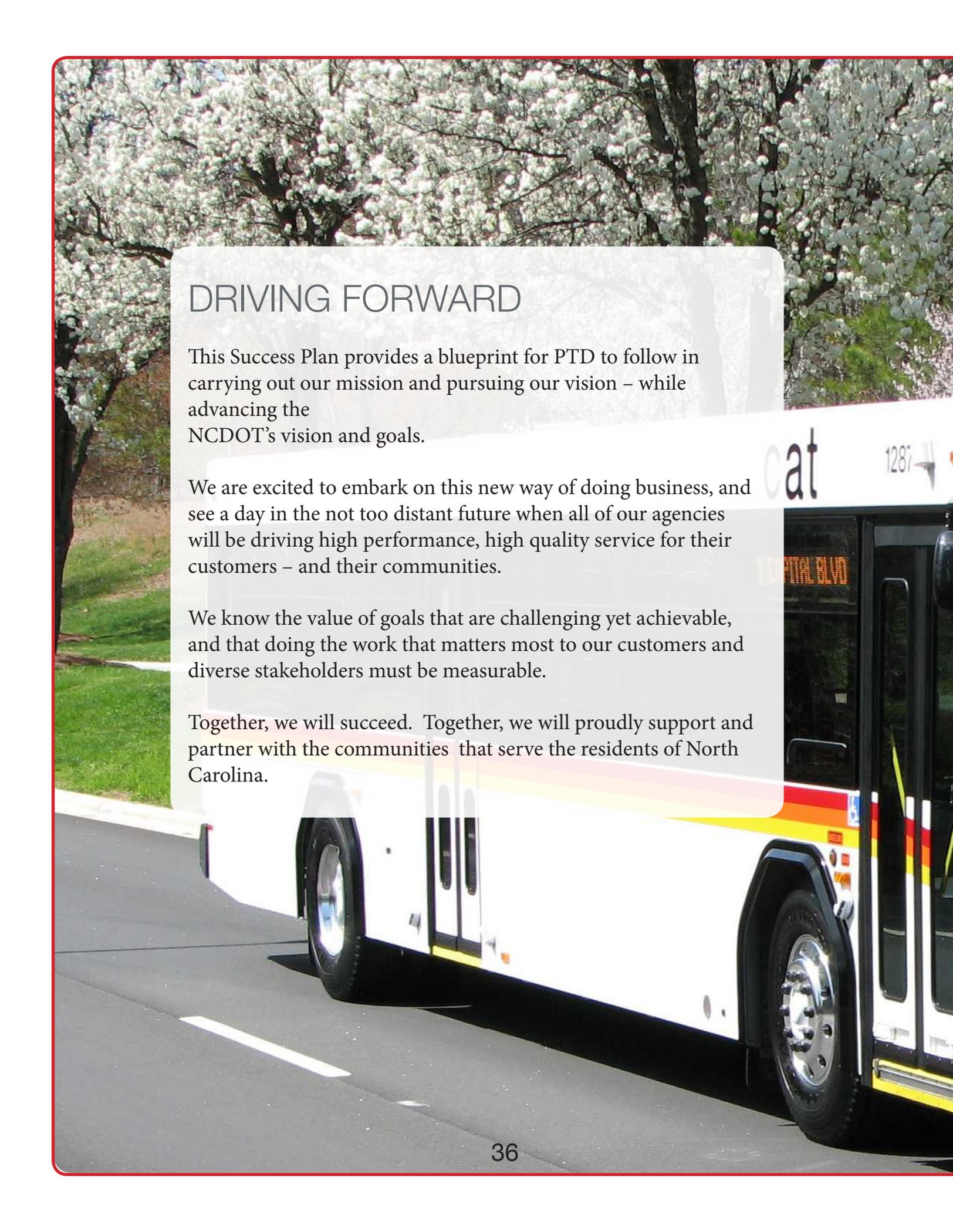
**DEFINITION:** The percentage of PTD employees indicating satisfaction with their employment experience, as expressed in the PTD employee satisfaction survey

# PTD ORGANIZATIONAL STRUCTURE

In conjunction with the development of the Success Plan, PTD worked with a team of public sector management specialists to review PTD organizational structure. As a result of that assessment, the following organizational structure has been created. This alignment of PTD talent will best suit the Division as it works toward achieving success as put forth in this Success Plan.







## DRIVING FORWARD

This Success Plan provides a blueprint for PTD to follow in carrying out our mission and pursuing our vision – while advancing the NCDOT’s vision and goals.

We are excited to embark on this new way of doing business, and see a day in the not too distant future when all of our agencies will be driving high performance, high quality service for their customers – and their communities.

We know the value of goals that are challenging yet achievable, and that doing the work that matters most to our customers and diverse stakeholders must be measurable.

Together, we will succeed. Together, we will proudly support and partner with the communities that serve the residents of North Carolina.





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