MDOT’s Excellerator Performance Management Program

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New Expectations

- Expectations of transparency
- Personal technology (Google, Waze)
- Vehicle Technology (AV/CV)
- Transportation, Health, Environment and Economy linkages
- Uncertain environment with a range of alternative futures
- Products need to be dynamic and agile
- Expectations to help in typical non-transportation areas (economic development, etc.)
New Business Needs

- Project development process that is flexible and outcome oriented
- Practical solutions deployed now, long-term in mind
- Plan at corridors and systems levels
- Strategies connected and coherent across programs
- New skill sets (business analyst, data scientists)
National Trends

- Shifts in demographics
- Economic growth
- Big data
- Technology
Maryland Trends

- Record vehicle miles of travel in 2015
- Volume on state facilities up 600 million
- 3% of bridges structurally deficient, national leaders in bridge maintenance
- 78% of Interstates in good condition, 53% of non-Interstate NHS in good condition (mostly local)
- Fatalities are trending up
- Serious injuries are trending down
- Bike and ped crashes trending up slightly
Major Capital plus System Preservation
FY 2003 - 2022 (in millions)

In Calendar Year 2016 we resurfaced 8% of those, after 6% in 2015. 8%=1360 Lane MILES
Focus on Customers

- Customer Service is highest priority
  - Governor’s Customer Service Promise
    - Customer Satisfaction Surveys
    - Customer Service Training
    - Visual display of customer service commitment
    - Employee Recognition for good service

- MDOT - “The Maryland Department of Transportation is a customer-driven leader that delivers safe, sustainable, intelligent, and exceptional transportation solutions in order to connect our customers to life’s opportunities.”

- MDOT’s Excellerator Performance Management Program
Customer Priorities

- Maryland residents consider police, public safety, education, human services, welfare and transportation the best uses of state tax dollars.
  - 46% respondents cited Transportation
  - 41% cited education
  - 38% cited human services
  - 32% cited public safety
  - 29% cited welfare
The Excellerator

- The Excellerator is customer-focused performance management system

- Framework includes:
  - Leadership driving performance
  - Teams working across business units
    - Tangible results drivers
    - Performance measure drivers
    - Data drivers
    - Process improvement teams
    - Subject matter experts
Tangible Results

1. Provide Exceptional customer service
   - 1.1 Percent of overall Satisfaction
   - 1.3 Customer satisfaction with MDOT reps
   - 1.5 Satisfaction with websites

2. Use Resources Wisely
   - 2.7 Managing Capital Assets (MDOT-wide)
     - 2.7a - Number of MDOT Structurally Deficient Bridges
     - 2.7b - Percent of SHA and MDTA Roadway Miles with Acceptable (Smooth) Rides
     - 2.7e - Percent of Interstate Pavement in “Acceptable” Condition
   - SHA 2.1 - Average Maintenance Activity Expenditures per Lane-Mile
   - SHA 2.2 - Overall Remaining Service Life (RSL) of the SHA Pavement Network
Tangible Results - Continued

3. Provide a Safe and Secure Transportation Infrastructure

- SHA 3.1 – Annual Number of Temporary Traffic Control (TTC) Zone Traffic Fatalities on all Maryland Roads
- SHA 3.2 – Percent of SHA Roadway Lighting Functioning
- SHA 3.3 - Percent of Half-mile Segments of Roadway with Guardrail in Acceptable Condition
- SHA 3.4 – Amount of Documented Illegal Truck Parking Along Maryland State Roadways
Tangible Results - Continued

4. Deliver Transportation Solutions and Services of Great Value

- 4.4 Average Cost of common Solutions and Services (MDOT-wide)
- 4.4A Minor Road resurfacing cost
- 4.4B Major Road resurfacing cost per lane mile
- 4.4C Interstate resurfacing cost per lane mile
Tangible Results - Continued

5. Provide an Efficient, Well-Connected Transportation Experience

- SHA 5.1 – Work Zone Impacts to Traveling Public and Trucks (Total User Delay Costs in Work Zones)
- SHA 5.2 – Travel Time Impacts in Work Zones (Work Zone Delay per Vehicle Mile Traveled)
- SHA 5.3 – Percent of SHA Signs Functioning (Reflectivity)
- SHA 5.4 – Percent of Half-mile Segment of Roadway with Line Striping in Acceptable Condition
- SHA 5.5 – Percent of Half-mile Segments of Roadway with Pavement Markings in Acceptable Condition
- SHA 5.6 – Percent of the Maryland SHA Network in Overall Preferred Maintenance Condition
Tangible Results - Continued

6. Communicate Effectively with our Customers

- 6.1 A, B - Communicate Effectively Utilizing Social Media: reach; engagement
- 6.2 - Satisfaction with Public Meetings
- 6.3 A, B, C - Communicate Effectively through news releases: stories generated; purchase value; tone
- 6.4 - Communicate with Customers who have English-language barriers
- 6.5 - Proactive media stories

(all MDOT-wide)
Tangible Results - Continued

7. Be Fair and Reasonable to Our Partners
   - 7.6 Number and Percent of Invoices Properly Paid to our Partners in Compliance with State Requirements (MDOT-wide)
   - SHA 7.1 – Time to Complete Architectural and Engineering (A/E) Services Contracts

8. Be a Good Neighbor
   - SHA 8.1 - Percent of Half-mile Segments of Roadway with Acceptable Litter Levels
   - SHA 8.2 – Percent of Half-mile Segments of Roadway with Acceptable Mowing
Tangible Results - Continued

9. Be a Good Steward of the Environment
   ▶ SHA 9.1 – Percent of Impervious Restoration Completed Annually

10. Facilitate Economic Opportunity In Maryland
   ▶ 10.1 Economic Return from Transportation Investment (MDOT-wide)
   ▶ SHA 10.1 – Number of Qualifying Superload Permits Up to 200,000 Pounds Issued Within Two Business Days of Receipt of a Correct Application in the Maryland One Hauling Permit System
Excellerator Process

- Quarterly performance review meetings
- Live stream (internal to employees)
- Quarterly reports online for public

“Excellerator is MDOT’s Report Card to the Citizens of Maryland, which we serve” – Pete Rahn, Secretary
Overall Violation Percentages
(% of vehicles exceeding the enforcement speed)
The next 3-4 years are the largest highway programs in the history of the department.

We plan to repave over 1000 lane miles of our system in all the years of the program alone, not counting the major capital projects.

In 2016 we used 2 million tons of asphalt.

Safety and YOUR safety is our priority!

Since 2009, speeding violations in SafeZones construction sites have decreased by more than 90 percent. When the program began, approximately seven out of every 100 drivers in the SafeZones construction areas were exceeding the speed limit by 12 mph or more; today, fewer than one driver out of every 100 is receiving a citation.
For More Information

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