State of Nebraska Department of Roads

Annual Report

2014

A Performance Based Transportation Agency

NDOR
Nebraska
Department of Roads

2014

Our Year in Review

The Department of Roads is responsible for overseeing and maintaining an infrastructure network that includes 9,902 miles of highways, 3,519 bridges, 599 buildings in 119 locations, and an equipment fleet of over 2,100 cars, pickups, trucks and graders. The sheer size of this far-flung enterprise makes it a challenge to communicate what we're doing.

As a state agency that touches the lives of nearly everyone in Nebraska—nearly every day—it is important to tell our story in a way that is easy for the average citizen to understand. Of course, the story needs to include a report on the key performance measures that drive the success of our mission.

We have developed 24 performance measures, organized into eight overarching strategic goals in order to track our progress. Having the right goals and continuously monitoring our progress toward achieving them is the best way to guide an Agency as big and effective as ours.

In this Annual Report, we share our performance results for 2014. Along with the data, we bring you some specific strategies and accomplishments to help illustrate what it takes to operate and maintain a multifaceted transportation network.

If you have suggestions or comments about this report, or about your experience traveling Nebraska, we'd love to hear from you.

District Engineers, Division Heads
Deputies and Director
Nebraska Department of Roads

NDOR's Mission Statement

We provide the best possible statewide transportation system for the movement of people and goods.

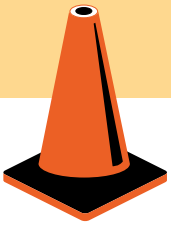
Performance Dashboard

In the next several pages you will see our informal "dashboard" indicators:

- Performance is trending in a favorable direction.
- Trend is holding.
- Performance is trending in an unfavorable direction.

Safety

Improve safety on Nebraska's transportation system



Toward Zero Deaths

"Toward Zero Deaths" are three key words in NDOR's overall safety goal to reduce deaths and injuries on Nebraska's roadways. Topping the list of performance measures, safety is integrated into every aspect of roadway construction and maintenance, as well as non-infrastructure projects. NDOR continues to focus on identifying and prioritizing projects to address safety concerns such as roadway departures, intersection safety, occupant restraint and distracted driving crashes. New technologies are being implemented such as bridge anti-icing systems, improved winter operations and the "beveled edge" to aid in vehicle re-entry onto the highway after a roadway departure. The Department is also implementing low-cost, effective countermeasures, such as centerline and edge line rumble strips and warning signs for statewide projects.

Year	Nebraska Fatalities
2004	254
2005	276
2006	269
2007	256
2008	208
2009	223
2010	190
2011	181
2012	212
2013	211
2014	225

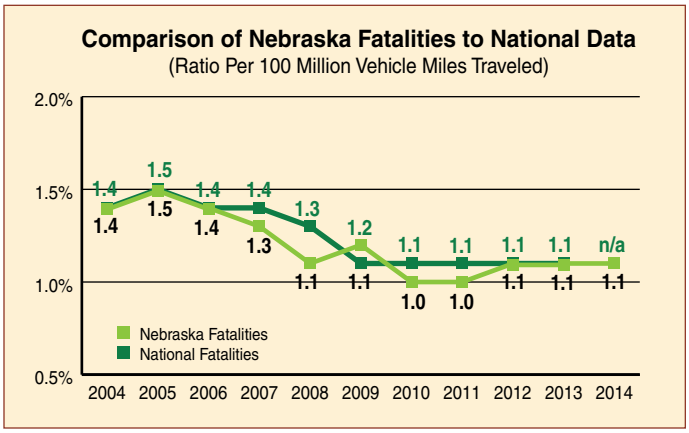
Fatalities on Nebraska Roadways

Description: Measurement of fatalities on Nebraska's roadways; the Interstate, state highways, and local roads and streets.

Purpose: To heighten the awareness of safety and driving responsibility on Nebraska roadways. A consistent decline in fatalities reflects improved safety management practices, greater public awareness of safe driving practices, and will reduce statewide societal costs.

Goal: To reduce fatalities, their number and the rate, to a ratio of 0.5 fatalities per 100 million vehicle miles traveled by 2016.

Dashboard: → Nebraska's rate of fatalities per hundred million miles traveled in 2014 was 1.1, the same as 2013. There were 225 fatalities in 2014, an increase of 14 compared to 2013.



Featured Strategy: Include roadway design elements such as the "beveled edge"

NDOR continues allocating resources to keeping vehicles in their lanes and minimizing the severity of leaving the lane or roadway. NDOR uses both edge line and, where appropriate, centerline rumble strips to notify drivers of departure from their lane. Over the past several years, statewide highway improvement projects have constructed rumble strips on most of the higher volume state highways. Recently, Nebraska began installing a beveled edge along the edge of selected roadways so, in the event drivers do leave the roadway, they experience a smoother recovery back onto the roadway. In addition, NDOR updates guardrail and other roadside safety features to current standards, as appropriate, to reduce the severity of roadway departure crashes. Some of the most severe crashes experienced in Nebraska occur at intersections. NDOR and its partners continue to implement intersection modifications such as roundabouts and medians.

Serious Injury Crashes on Nebraska Roadways

Description: Measurement of serious injury (Type A[1]) crashes on Nebraska roadways; the Interstate, state highways, and local roads and streets.

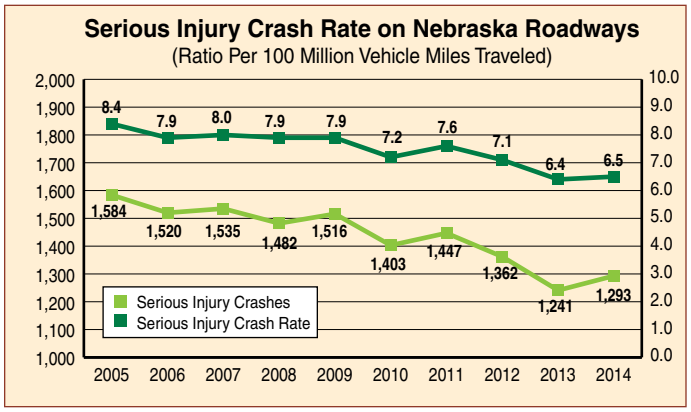
[1] *Type "A" Injury: Disabling injuries - cannot leave the scene without assistance.*

Purpose: To heighten the awareness of safety and driving responsibility on Nebraska roadways. Improved safety management practices and greater public awareness of safe driving practices contributed to a consistent decline in serious injury crashes. Continuation of these practices will reduce statewide societal costs.

Goal: To reduce serious injury crashes in Nebraska to a ratio of 6.0 per 100 million vehicle miles traveled by 2016.

Dashboard: Although the rate was up slightly from the 2013 low of 6.4, Nebraska's serious injury crash rate continues to decline over the ten-year period, from 8.4 in 2005 to 6.5 in 2014.

Year	Annual Vehicle Miles Traveled (AVMT)
2005	18,938,000,000
2006	19,222,817,000
2007	19,202,000,000
2008	18,864,000,000
2009	19,147,000,000
2010	19,520,000,000
2011	19,111,177,000
2012	19,224,041,000
2013	19,323,263,000
2014	19,795,000,000



Featured Strategy:
Countdown Pedestrian Signal Heads

Pedestrian safety is always a concern for NDOR. Although Nebraska has one of the lowest pedestrian fatality rates in the country, NDOR continues to explore and implement safety features to help prevent fatalities.

Pedestrian Countdown Signal Heads are devices that give pedestrians information about how much crossing time remains before the traffic signal turns red. Pedestrians are often confused as to the meaning of the flashing "Don't Walk" signal. The countdown signal shows the number of seconds remaining to cross the street safely. Several studies have shown that countdown signals lessen confusion and include the following benefits:

- Reducing pedestrian collisions when installed
- Reducing the number of pedestrians stranded in the crosswalk when the signal phase changes
- Improving driver yielding behavior when pedestrians are present
- Decreasing overall motorist frustration by giving dynamic feedback to the duration of the signal cycle.

NDOR has installed pedestrian countdown signal heads at signalized intersections under state jurisdiction. In addition, NDOR has awarded federal funding through the Highway Safety Improvement Program to the cities of Lincoln and Omaha for pedestrian countdown signal heads projects. The City of Omaha now has countdown pedestrian signal heads installed at most signalized intersections within the city. The City of Lincoln recently submitted a proposal to NDOR for safety funding to complete the remaining locations city-wide.

NDOR, as well as Omaha and Lincoln, will continue to implement countdown pedestrian signal heads with new traffic signal installations. NDOR will reach out to other communities to assess their interest in upgrading their existing pedestrian signal heads to the new countdown pedestrian signal heads.

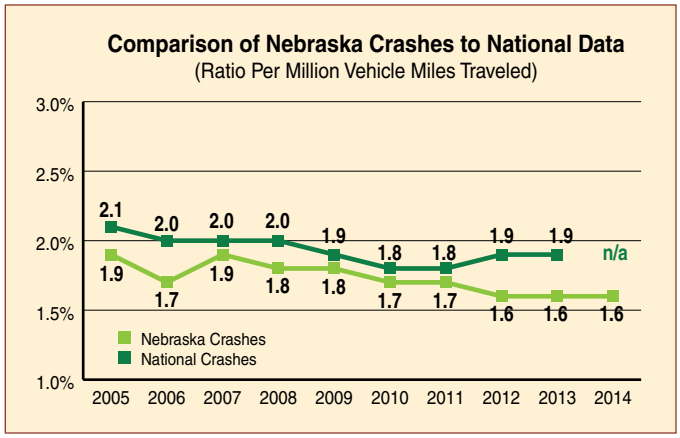
Motor Vehicle Crashes on Nebraska Roadways

Year	Nebraska Crashes
2005	35,739
2006	32,780
2007	35,847
2008	34,604
2009	34,665
2010	33,212
2011	32,302
2012	30,443
2013	31,377
2014	32,318

Description: Measurement of motor vehicle crashes on Nebraska roadways; the Interstate, state highways, and local roads and streets.

Purpose: To heighten the awareness of safety and driving responsibility on Nebraska roadways. A consistent decline in crashes reflects improved safety management practices, greater public awareness of safe driving practices, and will reduce the statewide societal costs.

Goal: To reduce motor vehicle crashes in Nebraska to a ratio of 1.3 per million vehicle miles traveled by 2016. The number of crashes is "reportable" crashes, defined as those with property damage of at least $1,000. Due to increases in repair and replacement costs, the number of reportable crashes may increase even though actual crashes do not.



Dashboard: Nebraska's crash rate has been below the national rate since 2004. In 2013 and 2014, the number of crashes increased following an annual decline every year from 2009-2012. The ratio of crashes per million miles traveled remains steady at 1.6.

Featured Strategy: Utilize rumble strips

Installation of rumble strips is a cost-effective measure recognized by Federal and state transportation agencies for alerting errant drivers of lane departure and potentially mitigating run-off-the-road crashes.

Building shoulder rumble strips has been a very successful safety initiative for the Nebraska Department of Roads. In 2004, the Department installed centerline rumble strips on 27.66 miles of highway at three locations. An evaluation of these projects showed a 64% reduction in cross-centerline accidents and a 44% reduction in fatal and injury crashes.

In 2007, over 1,100 miles of two-lane highways with surfaced shoulders had edge line rumble strips installed on them. An evaluation completed for these projects resulted in a benefit/cost ratio of 20.19. Today, at least 2,715 miles of state highways have either edge line and/or centerline rumble strips.

Safety Highlight

Non-Infrastructure Safety Projects Awarded

Highway safety at the Department of Roads is more than providing well-engineered roadways. It is also about addressing the human factor that can contribute to crashes. The Nebraska Office of Highway Safety (NOHS), a section of the Traffic Engineering Division, is responsible for developing and implementing effective strategies addressing driver behavior to reduce the state's traffic-related injury and fatality rates. These strategies may take the form of stand-alone projects, educational activities, and/or more comprehensive long-term programs. Both traditional and innovative strategies are encouraged and utilized to support the NDOR/NOHS goals.

During Fiscal Year 2014, a total of $6,386,519 of federal highway safety funding was expended. Funding was allocated from the National Highway Traffic Safety Administration, the Federal Highway Administration and U.S. Department of Justice for a total of 487 individual projects and 77 project grants. Sixty percent of the funds were awarded to or directly benefitted local cities, counties, municipal government agencies, and non-profit organizations. The remainder was awarded to state agencies for traffic safety projects.

Each year, in accordance with Nebraska's Performance-Based Strategic Traffic Safety Plan, the NOHS identifies and prioritizes Nebraska's traffic safety problems that are contributing to traffic-related injuries and fatalities. The plan establishes those priority problems and identifies the best opportunities to reduce traffic-related injuries and fatalities. The plan also includes those system support activities that are necessary to carry out those direct impact projects.

These non-infrastructure safety programs contribute to the state's downward trend of injury and fatality crashes. Traffic deaths decreased by .05 percent (212 in 2012 to 211 in 2013) and the traffic fatality rate remained the same for both years per 100 million vehicle miles traveled. Despite a increase in 2013 and 2014 fatalities, the NDOR is still focused on achieving the state's overall goal to reduce highway fatalities in Nebraska to a rate of 0.5 fatalities per 100 million vehicle miles traveled, *Toward Zero Deaths* in 2016. It is an ambitious goal toward which NDOR and safety advocates across Nebraska continue to work.

Fiscal Year 2014 Highlights

- There were 266 mini-grant contracts awarded to law enforcement agencies for selective overtime enforcement activities, logging 31,195.25 additional hours, 2,790 seat belt citations, 1,301 impaired driving arrests, 17,415 speeding citations and issuing 40,120 total citations.
- Mini-grant contracts were awarded to 116 law enforcement agencies to purchase traffic safety equipment, including 57 radar units, 88 in-car cameras, and 100 preliminary breath testers.
- The 57 radar units awarded resulted in a total of 882 speeding citations and 2,297 speeding warnings being issued.
- The 100 preliminary breath testing units resulted in 2,314 preliminary breath tests.
- The 88 in-car cameras awarded were utilized in recording 13,599 traffic stops.
- Ten agencies were provided funding to purchase 901 child safety seats for qualifying low income families.
- Forty-four sobriety checkpoints were held by law enforcement agencies during selective overtime enforcement activities.
- There were 105 mini-grants awarded for training, surveys, public information and education activities.
- A total of 65,575 alcohol testing instrument mouthpieces were provided to law enforcement, probation agencies, correctional facilities, schools, etc.
- Over 41,644 highway safety public information and educational material items were distributed.
- The Nebraska DUI conviction rate has climbed from a very successful 89.9% in 2012 to an all-time high of 93.3% in 2013.

Fiscal Responsibility

Use financial resources wisely and make financial decisions in an open and transparent way

Fiscal Responsibility is defined as (1) living within our means, (2) using financial resources wisely, and (3) making financial decisions in an open and transparent way. The goal is to optimize the use of funds available to Nebraska for the greatest benefit of the state transportation system while providing funding to meet the Department's goals.

Two measures have been established to reflect the progress toward meeting this goal. The first measure – minimize overhead costs to maximize funding for transportation purposes. The second measure – accurately estimate project costs when the annual program is established in order to maximize program delivery.

Overhead as a Percentage of Annual Expenditures

Description: Measurement of NDOR's costs for construction, maintenance and overhead.

Purpose: To maximize funding for transportation purposes by minimizing overhead costs.

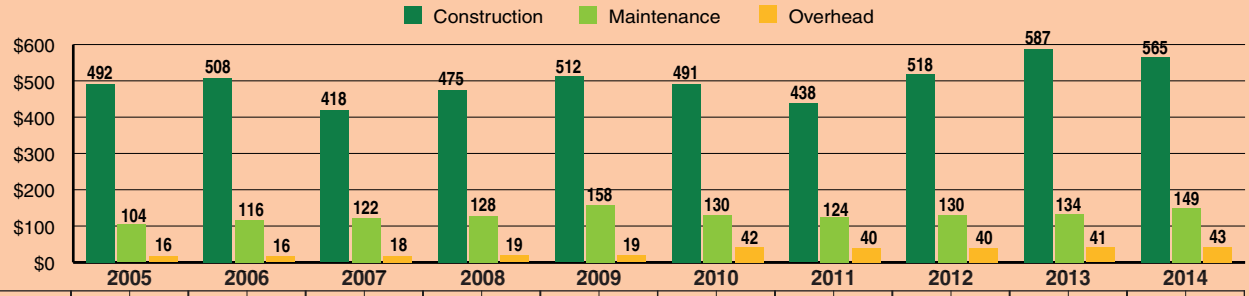
Goal: To have overhead costs less than 10% of annual expenditures.

Dashboard: NDOR has maintained overhead at less than 10% of annual expenditures over the ten-year period. The overhead for 2014 was 6%.

Featured Strategy:
Upgrade Financial System Software

Using our financial resources wisely, NDOR commits to upgrade the financial system software to improve efficiency and functionality, reduce risk, and strengthen the financial networks to ensure the integrity of the financial data.

Transportation & Administrative
(dollar amounts represented in millions)



	2005		2006		2007		2008		2009		2010		2011		2012		2013		2014	
Construction	492	81%	508	79%	418	75%	475	76%	512	74%	491	74%	438	73%	518	75%	587	77%	565	75%
Maintenance	104	17%	116	18%	122	22%	128	21%	158	23%	130	20%	124	21%	130	19%	134	18%	149	20%
Subtotal	$596	97%	$624	98%	$540	97%	$602	97%	$670	97%	$621	94%	$562	93%	$648	94%	$720	95%	$714	94%
Overhead	16	3%	16	3%	18	3%	19	3%	19	3%	42	6%	40	7%	40	6%	41	5%	43	6%
Total System Costs	$612		$640		$558		$621		$689		$663		$602		$688		$762		$757	

Accuracy of Project Estimates Contained in the 1-Year Program

Description: Measurement of the ability to accurately estimate the dollar amount of projects contained in NDOR's one-year schedule of highway improvement projects (1-Year Program).

Purpose: Accurate estimates are necessary for the budgeting and funding of the projects identified in the 1-Year Program.

Goal: To be within 5% of the total estimated cost of the published program as reported in the 1-Year Program.

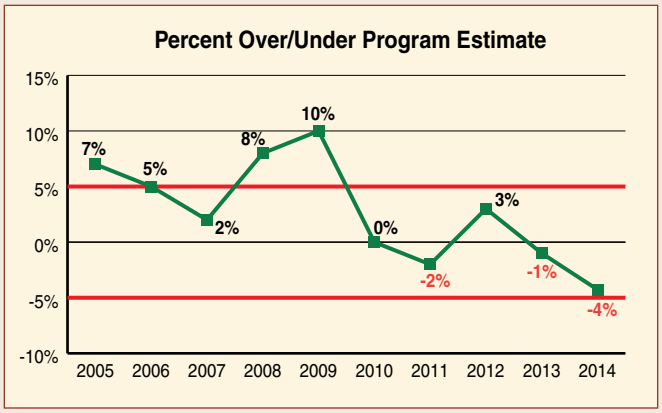
Dashboard: The goal has been met seven out of the last ten years.

Featured Strategy:

Emphasize strategic timing of each project's letting, in order to coincide with the time of year when the Industry can provide the best bids, and facilitate more competitive bidding.

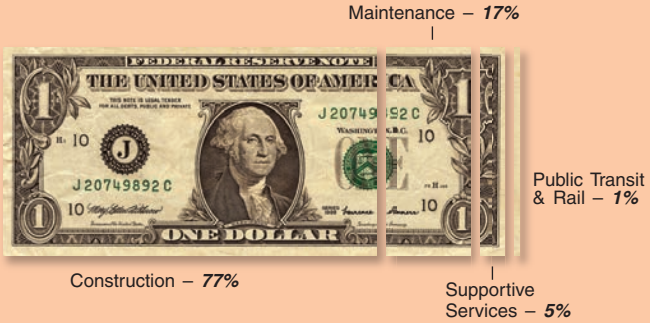
Actual and Estimated 1-Year Program Project Cost

Fiscal Year	Projects in 1-Year Program	1-Year Program Estimate	Fiscal Year-End Total Project Cost	Over/Under Program Estimate
2005	109	$346,826,000	$371,910,000	$25,084,000
2006	129	$361,918,000	$381,551,000	$19,633,000
2007	124	$335,499,000	$342,443,000	$6,944,000
2008	113	$220,467,000	$237,456,000	$16,989,000
2009	142	$319,044,000	$350,672,000	$31,628,000
2010	160	$387,770,000	$389,302,000	$1,532,000
2011	144	$407,556,000	$400,925,000	-$6,631,000
2012	142	$333,466,000	$342,528,000	$9,062,000
2013	135	$380,732,000	$376,220,000	-$4,512,000
2014	152	$466,460,000	$446,529,000	-$19,931,000



Fiscal Responsibility Highlight

Where are highway user revenues spent? On an average, 77% is spent on surface transportation construction to preserve, maintain and improve the existing $7.5 billion infrastructure. Approximately 17% is spent on routine maintenance of the highways for such activities as snow removal, mowing, ditch cleaning, litter pickup, sign and signal repairs, striping, guardrail repair, pothole patching and other such activities. About 5% is spent on supportive services (supplies, equipment, buildings, and administrative expenses). Almost 1% is spent for public transit and rail functions administered by the Department of Roads.



Department of Roads Expenditures

Environmental Stewardship

Integrate environmental considerations into planning/design, construction, and operational activities of Nebraska's transportation system

Environmental Stewardship is the integration of environmental considerations into the planning, design, construction and operational activities associated with the Nebraska transportation system. These environmental considerations include cultural, natural and human elements. The Department is committed to its role as an environmental steward and to preserving and protecting the environmental features and resources of the state. This goal emphasizes that transportation decisions and investments must be balanced with environmental considerations. The performance measures linked to this strategic goal illustrate our promise to carry environmental commitments forward into construction, take swift corrective action to benefit the environment, when necessary, and to encourage an environmentally sustainable transportation system.

Environmental Commitments in Compliance

Description: A key component of NDOR's environmental stewardship goal is to ensure that environmental commitments for construction projects, documented through the National Environmental Policy Act (NEPA) and permitting processes, are being managed. This entails periodic site inspections to ensure that these commitments are being upheld during construction.

Purpose: To ensure that the Department is following through with our promises made to the public and to the environmental agencies, NDOR is tracking compliance with commitments and has the information necessary to deliver appropriate environmental training to staff and contractors.

Goal: 100% of the environmental commitments are in compliance.

Dashboard: → This new performance measure reports data for projects from January through December.

> In 2014, the measurement of environmental commitments in compliance reveals that 99% were in compliance.

Featured Strategy: Clarify environmental commitments on NDOR construction plans

During periodic environmental inspections NDOR staff review assigned questions and document responses to ensure that commitments are being managed during construction.

Post-Consumer Recycle Content

Description: Measurement of material removed during highway construction or maintenance work that is available for reuse.

Purpose: To ensure that NDOR is striving to maximize the use of removed or salvaged material. This minimizes the use of virgin materials and keeps reclaimed material out of landfills.

Goal: A minimum of 33% overall replacement content.

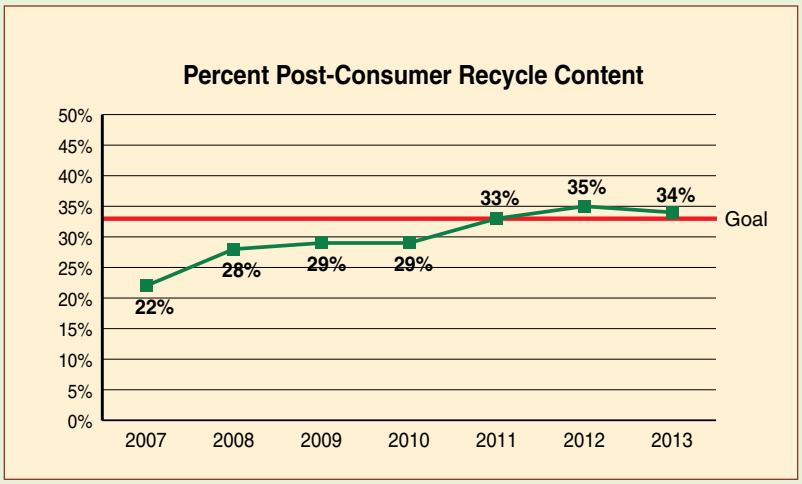
Dashboard: Post-consumer recycle content has trended upward, from 22% in 2007 to 34% in 2013, down from 35% in 2012. Post-consumer recycle content comprised 27% of concrete projects and 37% of asphalt projects in 2013.

Post-Consumer Recycle Content

	Overall Replacement Content		
Year	Raw Materials (tons)	Recycle Content Raw Materials (tons)	Est. Value Recycled
2007	2,331,429	505,475	$14,080,652
2008	1,883,551	520,559	$22,162,766
2009	3,126,047	899,990	$31,994,060
2010	3,270,654	942,679	$34,563,117
2011	3,180,801	1,055,865	$49,834,191
2012	3,477,232	1,210,614	$53,066,480
2013	3,714,339	1,250,167	$53,215,809

Featured Strategy:
Continue NDOR recycling activities and get the word out

The Department is bringing awareness to the amount of recycled material used in our highway construction projects with the post-consumer recycle content performance measure. A recycle title block will be placed on the cover sheet of every project plan showing the amount of recycled materials used in that project, as well as the value of the recycled material. The quantity shown is a direct savings of natural resources that don't have to be used, and/or existing materials that are reused and kept out of landfills. The value is a direct savings to the State of Nebraska and allows for more projects to be constructed each year.



Corrective Actions Completed

Description: This important component of NDOR's environmental stewardship goal is to ensure that corrective actions related to environmental commitments for construction projects are resolved within a seven-day window. Speed of resolution is key to maintaining compliance.

Purpose: To ensure that NDOR is performing timely corrective actions and tracking the compliance information necessary to deliver appropriate environmental training to NDOR staff and contractors.

Goal: 100% of corrective actions completed within seven days.

Dashboard: → This performance measure reports data for projects from January through December and establishes a baseline from which to measure progress.

Featured Strategy:
Make enforcement more uniform

NDOR conducts periodic inspections throughout the construction process and strives to complete any identified corrective actions within seven days. This prevents corrective actions from becoming official noncompliances or violations, keeps our environmental commitments, and helps NDOR's project delivery to proceed smoothly.

In 2014, almost six out of ten (59%) corrective actions were completed within seven days and nine out of ten (91%) were completed within 30 days.

Environmental Stewardship Highlight

Roadside Fossils
Highway Paleontology

The University of Nebraska State Museum has had a long fossil-finding collaboration with the Department of Roads, one that continues to open roads to our ancient history.

Full-time highway paleontological programs are incredibly uncommon, but Nebraska is fossil rich and the Nebraska Department of Roads has a long-standing culture of preserving our natural history. Established by law in 1959, it was the first program of this type in the nation and is supported by a mixture of state and federal funds. Fossils collected from state right-of-ways belong to Nebraska's citizens and are cared for by the University of Nebraska State Museum. Studied by students and researchers from around the world, these remnants shed light on projects focusing on evolution, climate change and Nebraska's prehistoric past.

Shane Tucker, paleontologist for the University of Nebraska State Museum's Highway Paleontology Program, knows which regions will more likely yield fossils, but finding them is a combination of pure chance and grinding dawn-to-dusk work. Checking 150 to 200 highway projects per year, Tucker and his student assistant may juggle several excavations at once, all hundreds of miles apart. Discoveries are prioritized and some won't be revisited until years later. Extraordinary localities need safeguarding, some requiring camping expeditions in remote areas for weeks at a time.

(continued on page 10)

Fossils *(continued from page 9)*

At it for 15 years, Tucker has stories to tell of snakes, bobcats and other Nebraska wildlife quietly conducting their business around him. Mother Nature shrugs at Tucker during stifling heat, fist-sized hail, blizzards, demoralizing wind and mud-stuck trucks. Busier roads add traffic stress. The vast majority of travelers zip past, never to know what's being dug, but a curious few stop with thoughtful questions springing from true interest. Tucker likes sharing what's known about the find and digging in the dirt can be lonely work, so they are welcome.

Some sites are legendary, such as when huge metal blades revealed a 23-million-year-old riverbed near Gering. Flush with fossils—60 species in all—it included camels, tapirs, bear dogs and three-toed horses. Without Shane's trained eyes following loud dusty machines, most sites would remain anonymous. Equipment operators have their mind on where the dirt goes, but when Shane spots something, work comes to a brief halt and sometimes things get tense. Contracted operators think their project might be shut down, but he explains that they can keep working just up the road while he works that small area.

Moods shift as Shane explains what they're looking at and operators' concern turns to fascination. Discoveries have never stopped a highway project as it is a cooperative effort and road crews find a way to work around the fossil excavation.

After transport to the lab, Shane and his students remove soil and stabilize fragile fossil material to become part of the vast, internationally-recognized collections in the University of Nebraska State Museum. Many are on exhibit in Lincoln's Morrill Hall on UNL's city campus.

Bumped into by road crews near Kimball, this 7-million-year-old giant tortoise shell receives final excavation by Shane Tucker, paleontologist for University of Nebraska State Museum's Highway Paleontology Program.

Text and photos by Mark Harris
NEBRASKAland Magazine

Project Delivery

Use known state and industry best practices, new technologies, and creativity to continually improve and deliver well designed, high quality projects, products and services

NDOR's goal is to continuously improve project delivery. Project delivery refers to the steps taken to progressively develop plans that define how each highway project will be built. Project delivery teams are responsible for developing these plans and must predict, minimize or prevent negative impacts to the environment, project costs, construction schedules and to stakeholders.

NDOR strives to:

- Continuously enhance our expertise in laws and regulations that affect highway projects
- Lead efforts to streamline complex processes
- Implement creative, efficient and flexible solutions to expedite project delivery and construction

The Nebraska Surface Transportation Program is published annually on July 1st, and its contents are used for the first two performance measures. It lists projects in both the 1-Year and 5-Year Programs. The 1-year projects are those to which NDOR has committed funding and resources for delivery in the next year. The 5-year projects are intended for delivery in the following five years.

Aerial view of US-75 and Bay Road near Plattsmouth, looking north toward the Platte River. The $64 million project was completed one year ahead of schedule.

Projects in the 1-Year Program Delivered to Letting

Description: Measurement of the ability to let projects which are identified in NDOR's one-year schedule of highway improvement projects (1-Year Program).

Purpose: This measurement monitors the delivery of projects to the public. Our performance reflects how well we keep our promises to the public.

Goal: To deliver 100% of projects.

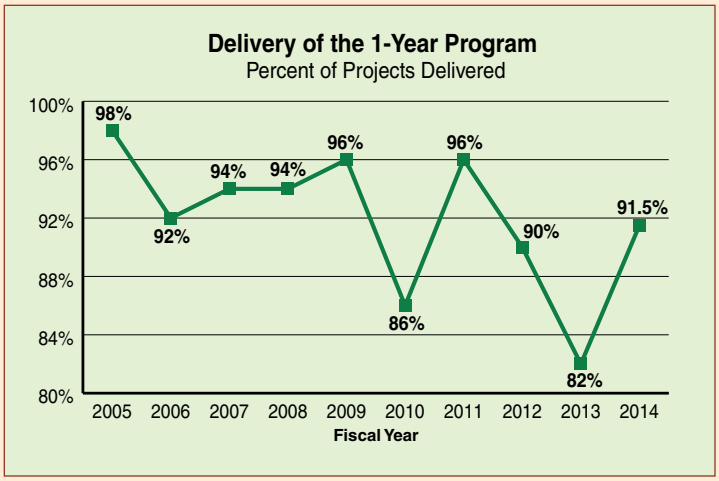
Dashboard: The percentage of projects in the 1-Year Program delivered to letting has significantly improved to 91.5%, after a ten-year low of 82% experienced in 2013.

Fiscal Year	1-Year Projects[1]	Projects Delivered
2005	109	107
2006	129	119
2007	124	117
2008	113	106
2009	142	136
2010	160	138
2011	144	138
2012	142	128
2013	135	111
2014	152	139

[1] *Projects from the Nebraska Surface Transportation Program not included are those counted in the previous fiscal year, projects withdrawn, and projects built by entities other than the State of Nebraska.*

Featured Strategy:
Environmental program and process enhancements

Over the past year, the Federal Highway Administration and the Nebraska Department of Roads jointly initiated a process to build consensus agreements to improve project delivery. As a result, a Project Delivery Efficiency Team was established in the summer of 2014. This team is comprised of representatives from NDOR, FHWA, the U.S. Institute for Environmental Conflict Resolution, Ohio DOT, and the Transportation Research Board Director (formerly of Maryland DOT). The team is engaged in a facilitated dialog concerning environmental regulations, processes and procedures. The focus has centered on the level of environmental review and documentation required for Nebraska transportation projects. More specifically, a major focus is on actions classified as Categorical Exclusions (CEs) under the National Environmental Policy Act (NEPA). Based on past experiences with similar actions, CE level projects do not involve significant natural or human environmental impacts. These projects are excluded from the need to prepare an Environmental Assessment (EA) or Environmental Impact Statement (EIS) level of review or documentation.



Dismal Bridge Highway 83

Program Period	5-Year Projects	Projects Delivered
2001-2005	408	345
2002-2006	412	337
2003-2007	363	277
2004-2008	346	252
2005-2009	312	214
2006-2010	347	197*
2007-2011	342	215
2008-2012	319	221
2009-2013	270	200
2010-2014	376	283

*A significant change in programming strategy resulted in a decision to defer capital improvement projects in favor of asset preservation projects.

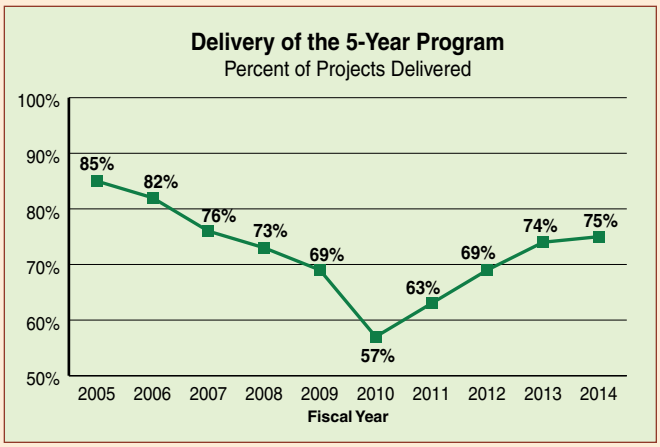
Projects in the 5-Year Program Delivered to Letting

Description: Measurement of the ability to let projects which are identified in NDOR's five-year highway improvement planning program (5-Year Program).

Purpose: This measurement monitors the delivery of projects to the public. Our performance reflects how well we keep our promises to the public, by delivering the majority of the 5-Year Program within five years.

Goal: To deliver 80% of projects in the 5-Year Program.

Dashboard: ↗ The percentage of projects in the 5-Year Program delivered to letting continues to increase from a low of 57% in 2010 to 75.3% in 2014.



Featured Strategy: Implement New Stewardship and Oversight Agreement

FHWA and NDOR are working together to sign and implement a new Stewardship and Oversight Agreement to replace the most recent agreement signed in October 2006. This agreement clarifies the roles and responsibilities for both the Federal Highway Administration Nebraska Division (FHWA-NE) and the Nebraska Department of Roads in administering the Federal Aid Highway Program. Efficiently managing the Federal Aid program has become increasingly important as NDOR absorbs the responsibility to use Federal Aid funds previously allocated to Counties and First Class Cities. The Federal Aid Buy Out Program supplies the First Class Cities and Counties with State funds in exchange for the use of Federal Aid at 80 cents on the dollar.

Construction Projects Completed Within Days Allowed

Description: Measurement of estimated time to complete a project (projects with 50 or more estimated workdays, including "calendar day" projects).

Purpose: This is a measure of our ability to accurately estimate the amount of time necessary to complete a construction project (contract time allowance).

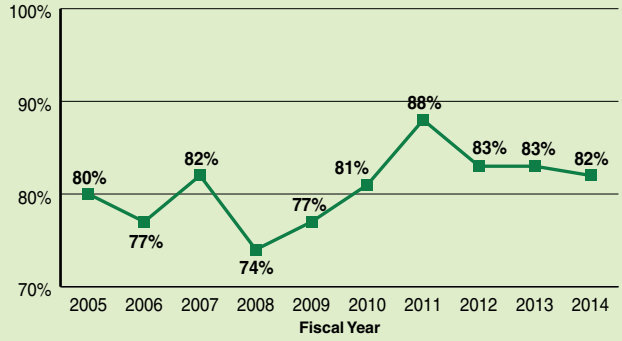
Goal: 80% of fiscal year projects (over 50 workdays) completed within the estimated "latest days allowed."

Dashboard: The overall Department goal was exceeded with 82% of projects complete within the days allowed.

Projects with ≥50 Days Allowed

Fiscal Year	Projects	Projects Completed
2005	128	103
2006	103	79
2007	84	69
2008	91	67
2009	99	76
2010	91	74
2011	105	92
2012	112	93
2013	108	90
2014	125	102

Percent of Projects Completed Within the Number of Days Allowed



Featured Strategy: Conduct constructibility reviews

Conduct constructibility meetings with the construction industry to review plans early in the design stage in order to define the best practices to complete the project efficiently. Allow contractors to use various innovative methods that save time, while still providing a quality project that meets the objective of the project.

Allow contractors to vary construction phasing and details that can potentially save time while still providing the needs required for the project.

Wahoo Bypass

Project Delivery Highlight

US-75, looking north, after completion of major construction work between Union and Nebraska City, including a new 30-foot concrete roadway with 5-foot concrete shoulders.

US-75 Improvements from Union to Nebraska City Welcomed

U.S. Highway 75 from north of Nebraska City to Union in Otoe County was opened to traffic in September 2014. Cedar Valley Paving of Waterloo, Iowa, performed the work for the $11.1 million highway improvement project. The project started just north of County Road F, north of Nebraska City, and ended just south of the US-34/US-75 junction at Union, a total distance of 6.2 miles.

Work included removing the old 24-foot composite roadway and 8-foot asphalt shoulders, doing minor grading to improve sight distance, and constructing a new 30-foot concrete roadway with 5-foot concrete shoulders. Four bridges were updated and an asphalt overlay was placed on them. New guardrail was installed at all bridge locations. All driveways and intersections were replaced with concrete pavement.

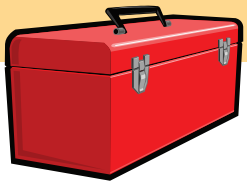
Prior to the improvement, the road was in bad shape after taking a beating due to detoured traffic in 2011, when the Missouri River flooded most of the I-29 corridor in Iowa.

The roadway was required to open to two-way traffic prior to the AppleJack Festival in Nebraska City, September 19-21. The contract included an incentive/disincentive clause which provided payments of $8,000 per day if the roadway was opened prior to September 13, 2014. The contractor was able to receive payments for having the roadway open two days prior to the deadline.

Weekly progress meetings were held with the prime contractor and subcontractors to get updates and schedules for upcoming work. Project progress and any access changes were provided to local residents, Nebraska City, Cass and Otoe county officials.

Local access was maintained for residents and businesses along the closed roadway throughout the major work on the project.

Asset Management



Operate, maintain, upgrade and expand physical assets effectively throughout their life cycle

Performance measures have been developed to monitor the condition of Nebraska's roadways, bridges and fleet. Various strategies are used to meet goals and objectives to preserve, rehabilitate and replace major assets managed by the Department of Roads.

Nebraska Serviceability Index (NSI)	
Very Good Rating	≥ 90
Good Rating	70 to 89.99
Fair Rating	50 to 69.99
Poor Rating	30 to 49.99
Very Poor Rating	≤ 29.99

Pavement Condition of Nebraska Highways

Description: Measurement of the pavement quality of the state highway surface.

Purpose: This is a measure of the pavement condition of the state's highways. Pavement condition ratings are based upon annual visual inspections and are rated according to the Nebraska Serviceability Index (NSI).[1] This information is used to help determine appropriate strategies for maintenance, rehabilitation or reconstruction.

[1] *The 2013 weighted average NSI for the state highway system was 80.8 and 80.9 in 2014. This weighted average is based on the condition of roadway at the time of rating. No rating improvements were given to highway segments in the one-year program or for segments under construction.*

Goal: 84% of the highway system miles shall be rated at least good or very good (NSI ratings > = 70).

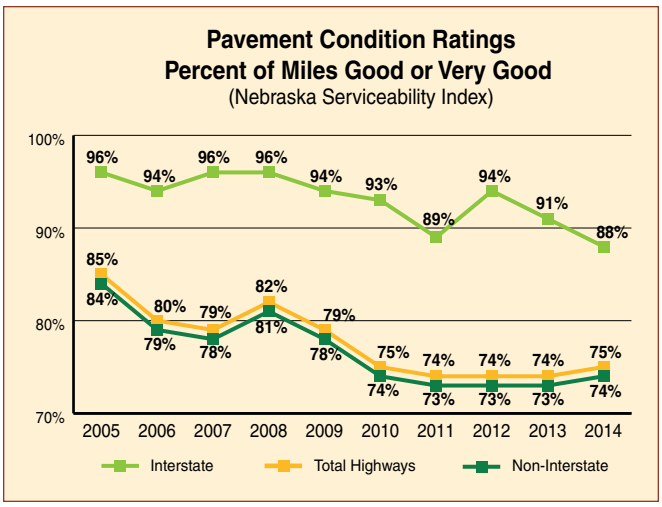
Dashboard: ↗ Preservation is the main focus of NDOR in the current economy. Overall pavement condition has remained at 74% good or very good for the previous three years, rising to 75% in 2014.

Featured Strategy:
Increase asset preservation funding

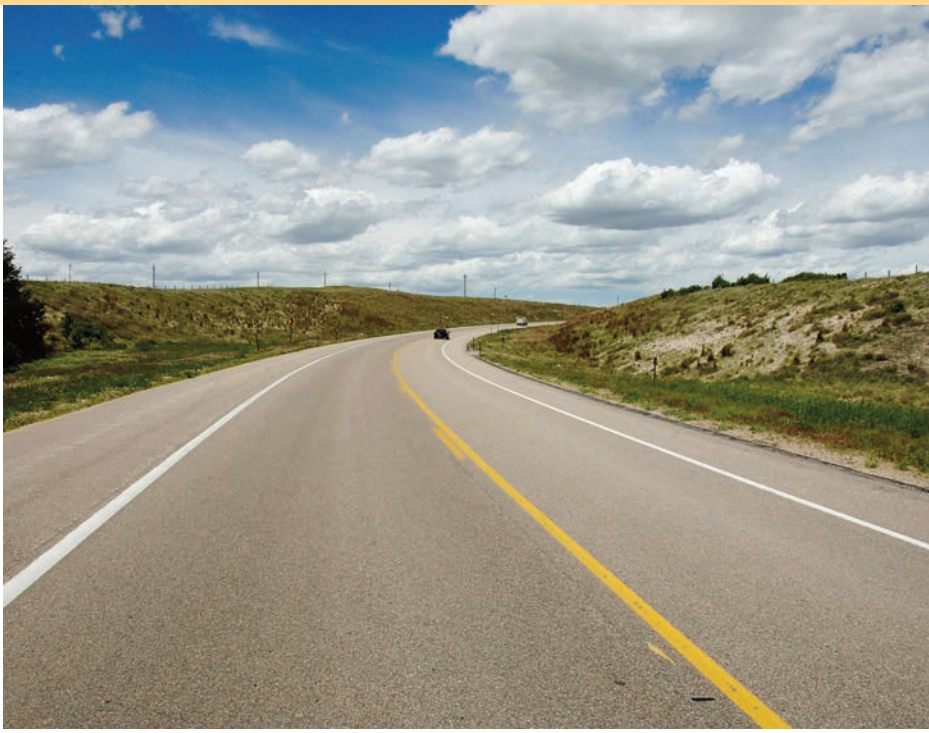
Last year, approximately $358 million of asset preservation work improved the condition of 544 miles of highway and 79 miles of interstate. Despite this accomplishment, NDOR fell short of achieving our goal to maintain 84% of highways with a "good" or "very good" condition rating. In order to make progress towards this goal, NDOR will continue to invest heavily in asset preservation. This investment is expected to improve the condition of the highway system. In addition, NDOR state forces will continue to perform more preventive maintenance across the state.

Pavement Condition Ratings

	Interstate System	Non-Interstate System	Total State Highway System
Very Good Miles	306	3,437	3,743
Good Miles	119	3,536	3,655
Fair Miles	57	2,177	2,234
Poor Miles	0	247	247
Very Poor Miles	0	23	23
Total	482	9,420	9,902



Smoother Roads



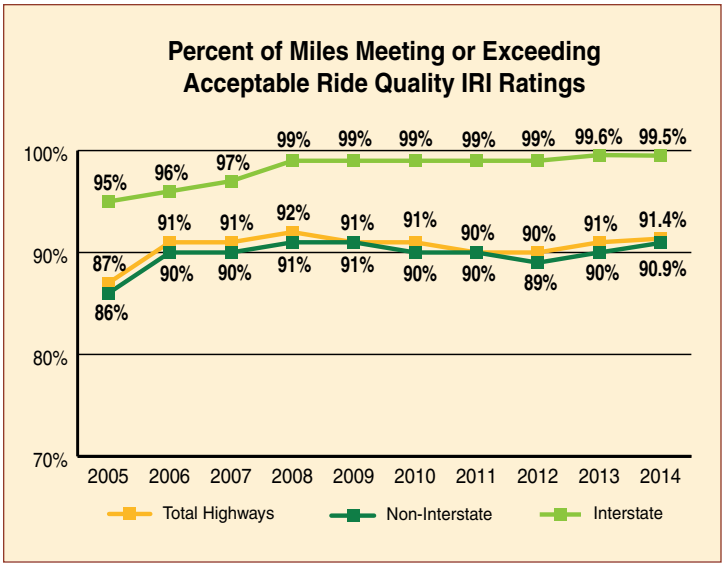
Description: Measurement of the smoothness of the roads on the state highway system (9,902 miles).

Purpose: One measure of the smoothness of roads is the International Roughness Index (IRI). This index measures pavement roughness in terms of the number of inches per mile, or millimeters per meter. The lower the IRI number, the better the ride. A smoother roadway is safer and more satisfying to the users of our highway system.

Goal: 84% of all miles of the highway system shall be maintained at an acceptable ride quality of at least "good" or "very good" IRI ratings.

Dashboard: ↗ 91% of Nebraska's highway miles had an IRI rating of good or very good, while 99.5% of the interstate system had an IRI rating of good or very good.

International Roughness Index (IRI) Rating Scale *(Millimeters per Meter)*	
Very Good	< .86
Good	.86 to 2.48
Fair	2.49 to 3.33
Poor	3.34 to 4.21
Very Poor	> 4.22



Featured Strategy:
Continue to use thin lift resurfacing strategies and pavement repair introduced in 2013

Smoothness lengthens the life of the roadway, reduces wear and tear on vehicles and provides a much improved driving experience. In an effort to continue our goal of smoother roads, the Department will use in-place repair and thin asphalt overlay strategies on our existing highways. Although these strategies will appear similar to larger reconstruction projects, they will only be a thin surface type treatment. These strategies have a faster project delivery schedule and a faster construction schedule than traditional rehabilitation or reconstruction strategies, but still offer a noticeable improvement in smoothness along with extending the life of the pavement structure.

Newcastle Bridge

Year	Nebraska Bridges
2005	3,492
2006	3,493
2007	3,533
2008	3,520
2009	3,509
2010	3,517
2011	3,516
2012	3,514
2013	3,520
2014	3,519

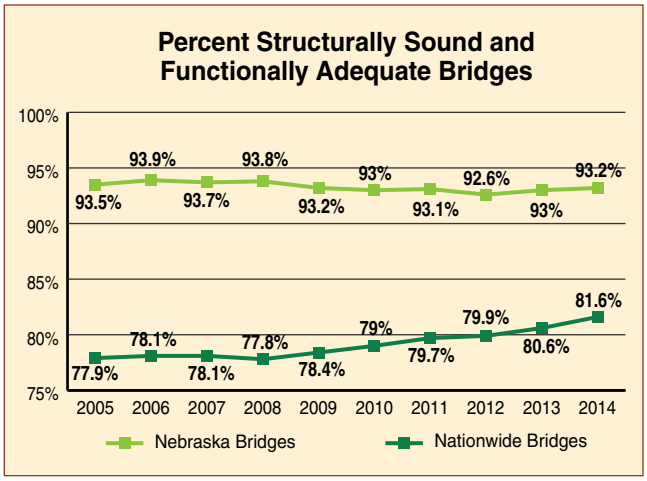
Structurally Sound and Functionally Adequate Bridges

Description: Measurement of the progress towards having all state-owned bridges structurally sound and functionally adequate.

Purpose: All bridges in Nebraska are safety inspected every two years and the condition information is stored in the Nebraska Bridge Inventory. This condition information is used by NDOR Bridge Management Section to determine necessary work to keep the bridges structurally sound and functionally adequate. The necessary work may include preservation, repair, maintenance, re-decking, rehabilitation, or replacement.

Goal: To have 95% of Nebraska state-owned bridges structurally sound and functionally adequate.

Dashboard: → Nebraska's 93.2% of bridges structurally sound and functionally adequate remains well above the 2014 national average of 81.6%.



Featured Strategy: Replacements, Rehabilitations and Re-decks of Bridges

NDOR continues to employ strategies for preserving, repairing and maintaining the state's bridges to keep our good bridges in good condition longer. In addition, the Department has identified bridges that will be funded next year to include major work such as replacing, rehabilitating and re-decking. Using strategies applied at the right time (from preservation to replacement) will contribute to improving bridge conditions and keep Nebraska's bridges structurally sound and functionally adequate.

Deck Area of Structurally Deficient Bridges on the National Highway System

Description: To detail the condition of Nebraska bridges on the National Highway System (NHS), both at the state and local levels. It is important that the bridges in Nebraska are safe and able to carry the loads necessary to keep our economy moving forward. Because funding is not always available to maintain these structures in excellent condition, we must determine the deficiencies to measure our progress.

Purpose: To report on the overall condition of our bridges and compare that condition to the goals we have set.

Goal: Less than 10% of the total deck area of bridges on the NHS classified as structurally deficient.

Dashboard: Nebraska has met the goal.

Featured Strategy:
Element Level Bridge Inspections

The most recent Federal Transportation Act (MAP-21) required that all bridges on the National Highway System be inspected using Element Level Inspection starting October 2014. This method of inspection takes a bridge's larger components and breaks them into smaller elements for condition assessment and reporting. This allows for a more refined method of bridge management and another tool to help keep Nebraska's bridges in good condition for a longer period of time. NDOR put together an aggressive timeline to accomplish this task and in April 2014 began inspecting all state bridges and all bridges on the National Highway System by using Element Level Inspection.

This measure reveals that 98.2% of the deck area of Nebraska's bridges on the NHS is classified as structurally sound, with only 1.8% of the deck area on structurally deficient bridges.

Fleet Condition Index

Description: Measurement of the current condition of the NDOR fleet.

Purpose: This measure is used to determine appropriate strategies for proper maintenance, repair and replacement of fleet equipment.

Goal: Achieve and maintain an overall fleet condition index of good.

Dashboard: The 2014 fleet condition index decreased .01 points from 2013.

Featured Strategy:
Improve quality of specifications through unambiguous, precise elements

By promoting consistent practices of research, identifying minimum requirements, utilizing new technology, allowing for competitive bidding and providing an equitable award at the lowest possible cost, NDOR will achieve a functional quality fleet that meets the needs.

At 5.973, the overall fleet condition index remains in the "fair" range.

Asset Management Highlight

Stakeholders Work Together to Purchase NDOR's New Inertial Profilers

The process of purchasing NDOR's two inertial profilers was a long and deliberate journey. The inertial profilers are vehicles that use multiple laser sensors to measure the condition of the roadway pavement surface and to "video log" the highway system. From the outset, the key stakeholders – fleet management, pavement data users, and Materials & Research (M&R) Division management – were involved with the evaluation of technology and development of the request for information (RFI).

In the fall of 2012, three vendors presented and demonstrated their profilers – Fugro, Pathway Services Inc., and Mandli Communications. Many NDOR divisions, as well as District Maintenance and Operations staff, were invited to the presentations. The goal was to identify common needs at NDOR to ensure the profilers would serve as many people as possible. All vendors delivered very impressive products which gave NDOR staff the opportunity to learn and experience the new technology.

Beneficial Technology

Although the new technologies offered limitless opportunities, it was apparent that some might be outside the needs of NDOR. For this reason, personnel from Operations, Planning & Project Development, Materials & Research and Roadway Design identified the technology most beneficial to NDOR. LIDAR, 3D imaging systems, 360-degree mobile survey cameras, real-time kinematic GPS and many other technologies were considered. In the end, the minimum requirements were specified, allowing the vendors to respond with the most cost-effective solution for the needs. M&R also initiated a research project with UNL to evaluate this technology and to show NDOR how to use the profiler data to its fullest extent.

Data Management

As the lowest bidder, Pathway was awarded the contract in the spring of 2014. Pathway worked closely with NDOR staff in multiple in-person trainings and monthly web meetings to build the profilers. In July of 2014, a new work station with a capacity of 74 terabytes of storage was delivered to BTSD. The work station holds three years of historic pavement data. BTSD's Information Technology (IT) staff worked alongside Pathway to install the server into the NDOR network. With fleet maintenance's assistance, two new vans with laser profilers, 3D imaging and three video cameras were delivered in September 2014.

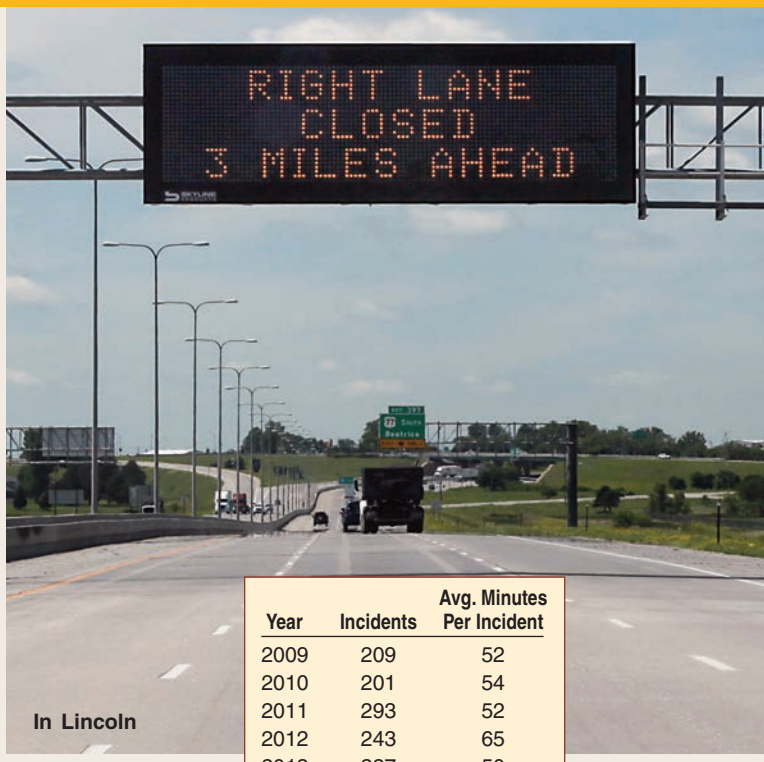
NDOR and Pathway staff collected data for the compliance testing. After passing the tests, NDOR staff received training and support on the operation of the profilers and the processing of data. Pathway customized their software to meet the specific needs of NDOR. By the end of the year, 2,200 centerline miles of roughness, rutting, faulting and 3D automated distress data on the national highway system and interstate had been collected.

UNL assisted in developing the transition from NDOR's existing pavement data to an automated data collection system. This automated process of data collection will be safer and more economical than human visual ratings in the field. With the experts from UNL and in-house NDOR operators, engineers and IT staff, there is much anticipation that there will be many opportunities to provide better information and services to our customers.

Mobility

Improve mobility on Nebraska's transportation system through increased reliability, capacity and efficiency

The purpose of the goal is to improve mobility on Nebraska's transportation system through increased reliability, capacity and efficiency. Goal objectives include reducing the duration of incident response and clearance times as well as improving the system's operating efficiency. Responding to and clearing an incident on the roadway as quickly as possible will allow traffic to return to normal conditions, thereby improving the system mobility.



In Lincoln

Year	Incidents	Avg. Minutes Per Incident
2009	209	52
2010	201	54
2011	293	52
2012	243	65
2013	227	50
2014	208	49

Omaha Urban Freeway Incident Clearance Time

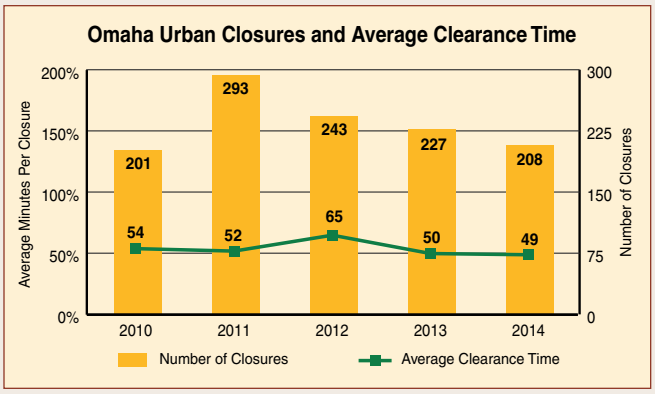
Description: Measurement of the number of and average response time for unplanned, temporary incidents/accidents that impede traffic on one or more lanes of the Omaha freeway system (i.e. debris on the roadway, vehicle fire on the shoulder, crashes, etc.).

Omaha Urban Freeway System	
Hwy.	Ref. Post
US-6	356 - 365
US-75	76 - 93
I-80	439 - 455
I-480	0 - 4
I-680	0 - 13

Purpose: To increase awareness of the length of incident clearance times in the responder community. Through awareness and incident response traffic control training, responders can shorten certain incident response activities such as towing, quick clearance and moving accidents to the shoulder. Quick response time can help to avoid secondary incidents and return traffic to free-flow speed as soon as possible.

Goal: A 5% reduction in the 5-year rolling average of the number of minutes clearance time per incident per year.

Dashboard: The 5-year rolling average of minutes per closure for 2010 to 2014 is 54.0, a 1% reduction from the previous 5-year rolling average.



Featured Strategy:
Expand the motorist assist program

The measurement of the number of and average response time for unplanned, temporary incident/accidents that impede traffic on one or more lanes of the Omaha freeway system is being tracked.

The current motorist assist program is operated by the Nebraska State Patrol using volunteer staff. Expansion of the program would ensure that enough vehicles and staff are covering the routes to provide quick response times and help return traffic to free-flow speed as soon as possible.

I-80 Complete Closures

Year	Incidents	Avg. Minutes Per Closure
Closures Due to Accidents		
2009	21	126
2010	11	121
2011	16	217
2012	24	144
2013	9	227
2014	29	147
Closures Due to Weather		
2009	5	774
2010	2	300
2011	1	57
2012	3	516
2013	6	702
2014	2*	599

** One of these closures "due to weather" was due to conditions in Wyoming which had westbound I-80 shut down from Big Springs west for over 18 hours.*

Rural Interstate 80 Reliability

Description: Measurement of the number of complete closures[1] and the average minutes per closure on Interstate 80.

[1] *Closures are defined as complete closure of all lanes eastbound or all lanes westbound, closures due to construction (planned closures) are not included. The average number of minutes per closure is measured from the time NDOR is aware of the closure to the time the Interstate is open to traffic.*

Purpose: To track the incident response and mitigation of one of Nebraska's main arteries in an effort to improve and enhance the reliability of the highway system. This purpose helps achieve NDOR's long-range transportation plan objective to improve and expand the transportation system to increase capacity and reliability and enhance operations.

Goal: A 5% reduction in the 5-year rolling average of the number of minutes per closure per year.

Dashboard: ↘ From 2010 through 2014, the 5-year rolling average of ***minutes per closure due to accidents*** was 171.2 minutes, a 2.5% increase from the previous 5-year rolling average.

↗ From 2010 through 2014, the 5-year rolling average of ***minutes per closure due to weather*** was 434.8 minutes, a 7.4% reduction from the previous 5-year rolling average.

Featured Strategy:
Effective, timely statewide operation center

NDOR has begun the process of establishing a statewide operations center (SOC) in Lincoln. The center's functions will include:

- Coordinating with the districts to provide consistent, statewide traffic management and operation of the system
- Monitoring traffic using cameras located throughout the state
- Using traffic data to get a real-time picture of traffic conditions
- Assisting the districts when responding to crashes and weather events
- Providing near real-time information to travelers about what is happening on the roadway, including road conditions, incidents and construction via dynamic message signs, and the 511 system via the internet, mobile devices and telephone

The information provided to the traveling public, including commercial vehicle operators, will allow them to make more informed decisions regarding how and when to travel.

Mobility Highlight

Nebraska 511 Traveler Information Project

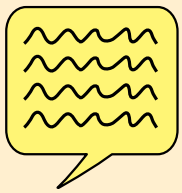
On October 1, 2014, NDOR transitioned its traveler information reporting system to a new product called CARS. The system includes a new look and feel to NDOR traveler information, as well as some exciting new features including a mobile app.

For 24-hour-a-day, year-round Nebraska traveler information, the following options are available:

- **Phone:** Dial 511 from a cell phone or landline; if outside Nebraska, dial 800-906-9069
- **Web:** www.roads.nebraska.gov or www.511.nebraska.gov
  - Full featured site with all of the bells and whistles; a user account can be set up to create and save routes
  - Streamlined site
  - Mobile-friendly site
- **Mobile App:** Download at the Apple or Google Play stores; search for "Nebraska 511"

Communication, Coordination, Collaboration & Cooperation (4Cs)

Collaborate with stakeholders to maximize the value of Nebraska's transportation investments



The purpose of this goal is to enhance NDOR's performance and accountability through continuous improvement in communication, coordination and whenever possible, collaboration and cooperation – with Nebraska's driving public, other highway users and stakeholders.

Maximize Effectiveness of Electronic Interaction with Stakeholders

Description: Redesign the Department's website.

Purpose: Maximize the effectiveness of electronic interaction among NDOR and its external stakeholders.

Goal: Rating of at least 90% approval on 4Cs stakeholder survey on question regarding effectiveness of NDOR website use.

Dashboard: 2014 4Cs Effectiveness Survey yielded an approval score of 92.5% for the statement "I am able to find the information I need on NDOR's website."

Featured Strategy:
Redesign website

NDOR continues to pursue its strategy of redesigning the agency's website. *Interchange,* the new employee-only website, was launched in January 2015. The new public website is scheduled to debut in July 2015.

The 4Cs survey conducted during the fall of 2014 produced an overall satisfaction index of 86%. The sample size was 1,102 external stakeholders. The survey yielded 224 responses, providing results with a confidence level of 95% and a margin of error of ±6.44%.

Responses of Stakeholders to 2014 Survey Statements

	Agree	Disagree
Statement 1: NDOR is helpful when I have a question.	93.8%	6.3%
Statement 2: I am able to find the information I need on NDOR's website.	92.5%	7.5%
Statement 3: I am satisfied with how NDOR collaborates with my organization on project/processes we have in common.	85.4%	14.5%
Statement 4: NDOR does a good job of involving my organization while planning future highway improvement projects.	77.8%	22.2%
Statement 5: NDOR does a good job of coordinating with my organization on current highways improvement projects.	76.7%	23.3%

Effectiveness of NDOR 4Cs with External Stakeholders

Description: Survey of key stakeholders evaluating NDOR business practices in order to improve both internal and external communication, coordination, collaboration and cooperation.

Purpose: Measure the effectiveness of NDOR's "4Cs" with stakeholders.

Goal: At least 90% of our customers and partners expressing positive scores.
A positive score is the proportion of total "agree" and "disagree" responses to all attitude statements in the survey that are "strongly agree" or "somewhat agree".

Dashboard: → This was the second year the survey was performed. The survey instrument and sample population were substantially changed from year one, so the 2014 survey will now serve as the baseline for future surveys. The percentage of customers and partners expressing positive scores was 86%.

Featured Strategy: Consider Stakeholder Suggestions

The 2014 Effectiveness of NDOR 4Cs with External Stakeholders survey included an open-ended question which asked respondents to suggest one thing NDOR could do "to improve communication with your organization." Eighty-eight respondents provided suggestions. The suggestions were divided into 11 categories. Among these categories, the most frequently mentioned were:

- Provide for earlier, more complete communication on upcoming projects, policies, processes and design
- Increase face-to-face communication between NDOR and local government
- Provide timely decision-making
- Provide timely, informative emails

During the coming months, meetings of NDOR division heads will be convened to review these suggestions and to consider changes that will address the suggestions. Subsequent surveys will attempt to measure improvement in stakeholder satisfaction in these areas.

Communication, Coordination, Collaboration & Cooperation Highlight

Trash-Off Volunteers Brave the Elements to Clean Roadsides

Hold on to your hats! Mother Nature delivered harsh winds and cold temperatures on most days of 2014's Trash-Off, held April 1-30. Despite adverse conditions, 4,636 volunteers braved the elements and picked up litter on their adopted highway. They cleaned over 788 roadside lane miles and filled 2,359 orange trash bags with all sorts of stuff. Whether it's big and bulky or small and smelly, all kinds of items seem to find their way into the ditches. One volunteer found a marriage certificate, another group picked up 25 empty cigarette packages in a one-mile stretch, one group filled three trash bags with the aluminum cans they found and donated the money from selling them to the American Cancer Society.

In its 24th year, the Adopt-a-Highway litter pickup program is successfully sponsored and coordinated by the Nebraska Department of Roads. As of 2014, there are 920 groups within the state that have made a commitment to keep Nebraska roadsides clean and litter-free.

Photo provided by the Adopt-a-Highway group

Volunteers collaborate to keep our state's rights-of-way "beautiful." Some items found can't be stuffed into a litter bag.

Workforce Development

Support and facilitate the development of a skilled workforce that enhances workplace productivity and increases opportunities for employees to learn new skills

To demonstrate the overall priority of a trained and informed workforce, the Department of Roads has developed goals and measurements for individuals, as well as teams to gauge effectiveness, satisfaction and work place productivity.

Employee Training Opportunity Index

Description: Measurement of employee satisfaction with NDOR work-related training opportunities.

Purpose: To determine if employees are satisfied with the opportunities they are provided to receive training and improve existing skills (i.e. on-the-job training; formal training: classroom, web-based, vendor-provided; all other training).

Goal: To maintain a 90% index of employee satisfaction with training opportunities to increase job skills.

Dashboard: → The 2014 Employee Training Opportunity Index is 77%. This index experienced a 10 percentage point increase between 1999 and 2008, and remained steady in recent years.

Featured Strategy:
The Human Resources Division will conduct marketing for existing training

This index is measured through the Employee Satisfaction Survey (statistics found on page 29). To strengthen the result of this measure, the HR Workforce Development Team will conduct activities to market our current training program to the NDOR employees. This marketing strategy may include email advertising to employees, videos promoting the program, posters, etc.

Training Program Impact Index

Description: Measurement to determine the overall impact of formal training for the current job or for career development.

Purpose: This measure demonstrates the relevance of the training content, and the employee's ability to apply and utilize the training on the job or for career development. This ensures NDOR is providing the right training to employees for either their current job or career development.

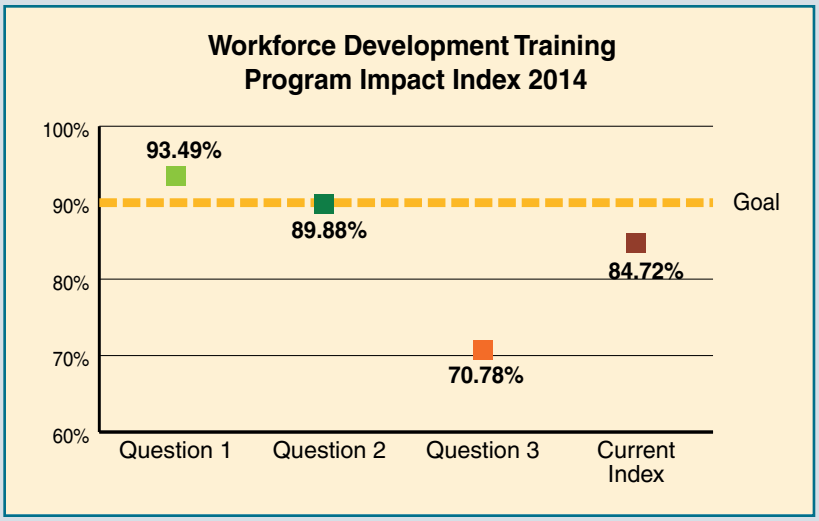
Goal: Maintain a 90% index rating of training topics to the job and/or career development.

Dashboard: → 2014 will be the first year for this measure, which will serve as a baseline to measure improvement.

Featured Strategy: Encourage supervisor and employee to discuss training

This index is reported on an annual basis to determine the effectiveness of the training. To support this index, upon completion of the training, supervisors and course attendees will be asked to meet to discuss the training and the best ways to incorporate the information into the daily work. By conducting these follow-up meetings, the supervisors and attendees are more focused on ways to apply the lessons learned to the daily job. Supervisors may assign a specific task, model behavior, or practice providing developmental feedback as just a few examples.

To assist the supervisors and attendees during these meetings, HR Workforce Development will provide these individuals with a conversation tool guide. This guide will outline discussion points of key objectives of the training, relevance to the employee's job, and will outline specific actions that can be taken to apply the learned behaviors.



First year of measure, to determine the overall impact of formal training for the current job or for career development.

The Training Program Index is the average of positive responses for the three survey questions.

Index = % agree + % strongly agree in each question, averaged by 3.

Question 1 - *Participant Only:*
The training I have completed was relevant to the work done at NDOR. ***93.49%***

Question 2 - *Participant Only:*
The training I have completed has made a positive impact on the work I currently do, |or will have a positive impact on my future performance. ***89.88%***

Question 3 - *Participant's Supervisor Only:*
The training completed by a member of my team has made a positive impact on the job. ***70.78%***

Employee Satisfaction Index

Description: Measurement of the satisfaction of NDOR employees.

Purpose: Satisfied employees are a precondition for increasing productivity, responsiveness, quality and customer service. Measurement provides an indication of the success of leadership in providing an environment where employees can achieve their best.

Goal: To achieve a positive trend of satisfaction.

Dashboard: The satisfaction index is at an all time high since 1997.

Employee satisfaction continues to rise, with the Index at an all-time high of 78%. This is an 11 percentage point increase from 67% when the first survey was conducted in 1997.

Featured Strategy:
Task each division head and district engineer to identify best practices and share with each other

The Employee Satisfaction Survey is conducted every three years to measure the satisfaction of employees. In an effort to share best practices, a survey will be created to collect these best practices by district engineers and division heads (DE/DH). Each DE/DH will be asked to complete the survey, and provide explanation regarding helpful practices they use which have proven to increase the satisfaction level of employees. These results will then be shared with the entire Leadership Team so that these practices may be incorporated agency-wide.

Employee Satisfaction Survey

All 2,148 employees of NDOR were given the opportunity to respond to the Employee Satisfaction Survey in January of 2014. Six out of ten (60%) employees responded, resulting in a margin of error of ±1.7 at a 95% confidence level.

Workforce Development Highlight

- Implementation of the Leadership Development Training Program for agency employees.
- Successful implementation of the Training Program Impact Index.
- Consolidation of all employee training records into one statewide system.

NDOR
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8 NDOR Goals

- Safety
- Fiscal Responsibility
- Environmental Stewardship
- Project Delivery
- Asset Management
- Mobility
- Communication, Coordination, Collaboration & Cooperation
- Workforce Development

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