A Blueprint for Sustainability

One Department of Transportation’s Pursuit of Performance-Based Accountability

Presented by Lindsay Maurer
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Theoretical Foundations

- Sustainability as a policy framing device
  - Understand tradeoffs
  - Engage diverse perspectives
  - Initiate organizational change
- Increasing emphasis on performance measurement
Background and Timeline

- North Carolina mandate for transportation reform (2009)
- AASHTO Sustainability Peer Exchange (2009)

- Management structure
  - Advisory Group
  - Working Group

- Development of the “Sustainability Blueprint” (2010 - present)

- Opportunities for integration
Process

Establishing the state of the practice

Determining what sustainability means for NCDOT

Developing the framework

Implementation and monitoring
Establishing the State of the Practice

- **Key questions**
  - What can be learned from other state DOTs?
  - What is NCDOT already doing?

- **Approaches**
  - Sustainability plan review
  - Staff survey
  - High-level initiatives review
Determining what Sustainability Means for NCDOT

- Sustainability focus areas and video
- Internal and external outreach
  - Revise focus areas
  - Expand inventory of practices
  - Explore new ideas
  - Identify collaborative partnerships

- Mobility, Accessibility, and Transportation-Land Use Integration
- Financial and Economic Investment
- Environmental Stewardship
- Social Investment
The Blueprint Framework

WHAT
Principles and Objectives

EVALUATION
Performance Measures

HOW
Strategies
Principles

- Moving People and Goods
- Choices
- Connectivity
- Resource Protection
- Prosperity
- Accountability
- Healthy Communities
- Organizational Responsibility
Performance Measures

- Inventory of existing NCDOT metrics
- Research to fill gaps
- Evaluation through defined criteria
  - Specific
  - Measurable
  - Attainable
Strategies

- Ways to “move the gauge” on selected measures
- Drawn from inventory of existing NCDOT practices
- Emphasis on high-level initiatives
## Results

<table>
<thead>
<tr>
<th>Principle</th>
<th>Objectives</th>
<th>Sample Metrics</th>
<th>Sample Strategies</th>
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</thead>
<tbody>
<tr>
<td><strong>Choices</strong></td>
<td><strong>Options in how to travel</strong></td>
<td><strong>Sample Metrics</strong></td>
<td><strong>Sample Strategies</strong></td>
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<tr>
<td></td>
<td>• Expand and enhance alternatives to automobile travel</td>
<td>• % change in transit ridership</td>
<td>• Complete Streets</td>
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<td></td>
<td>• Improve intermodal connectivity</td>
<td>• VMT per capita</td>
<td>• TDM Program</td>
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<td></td>
<td>• Reduce growth rate of single-occupancy vehicle (SOV) travel</td>
<td>• Transit route miles</td>
<td>• Passenger Rail</td>
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<td></td>
<td></td>
<td>• Miles of greenways, bike lanes, sidewalks</td>
<td>• Statewide</td>
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<td></td>
<td></td>
<td>• % of buses/trains with bike racks</td>
<td>Bicycle and Pedestrian Plan</td>
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<td>• Miles of non-general-purpose lanes</td>
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Implementation and Monitoring

- Branding – *Accountability Framework*
- Integration
  - Expanded mission
  - Policy to Projects
  - 2040 STIP
- Communications
- Maintenance and monitoring
Lessons Learned

- Advocate for support from senior leadership
- Maintain flexibility regarding the final product
- Don’t let the perfect get in the way of the good
- Give employees a chance to find themselves in the framework
- Be opportunistic about policy windows
- Embed the framework
- Align performance measures with objectives
Questions?

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