



# **EXCELLERATOR**

**Performance Management System**

Quarterly Report  
April 2018





# A Message From the Governor



“Our administration is committed to developing innovative solutions that deliver what Marylanders want – an affordable and reliable transportation system. By implementing a comprehensive program of accountability and continual improvements, we will deliver a better transportation system for the citizens of Maryland.”

“This is another step our administration is taking to Change Maryland for the Better!”

– **Larry Hogan**, *Governor*



The Maryland Department of Transportation and its Transportation Business Units proudly present the official mission statement.



## MISSION STATEMENT

**“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.”**

# A Message From the Secretary

My Fellow Marylanders,

I am proud that the Maryland Department of Transportation Excellerator Performance Management System is in its third year. We have made great strides in developing and implementing performance measures, refining strategies and focusing on delivering results for our customers.

We have created more than 150 individual performance measures that touch every aspect of our business throughout the organization. Whether we are building and maintaining our roads and bridges, running safe and efficient bus and rail systems, operating an international port and airport or improving the vehicle and driver registration process for Marylanders, we stand strong in our commitment and responsibility to deliver the best transportation products and services for our customers.

Every quarter we review our progress and share our results online for public inspection and within the organization through a live stream of our quarterly review meeting.

This allows all 10,271 MDOT employees the opportunity to see the impact of the work they do each day and how they contribute to running a safe and secure transportation system.

Most importantly, we are delivering results. As we respond faster to customer inquiries, become increasingly efficient in using our resources wisely and providing a stronger foundation for economic development for the State, we will continue to deliver exceptional customer service and create more value for those who live and travel throughout Maryland.

I invite you to continue to review our MDOT Excellerator program as we continue down the path of constant progress towards outstanding results.



**Pete K. Rahn**  
*Secretary*

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## Tangible Results

## Frequency Driver

Tangible Result # 1: Provide Exceptional Customer Service			Leslie Dews, MVA
1.1	Percent of Overall Customer Satisfaction	Annually (Oct.)	Sean Adgerson, MTA
1.2	Responsiveness to MDOT Customer Correspondence:		
	1.2a - Average Number of Days for Correspondence in the MDOT IQ System	Quarterly	Trey Hanna, MAA
	1.2b - Percent of Customer Contact Responded to within 24 hours (One Business Day)	Quarterly	Richard Powers, MPA
1.3	Customer Satisfaction with Receiving Goods and Services		
	1.3a - Percent of Abandoned Calls at Call Centers	Quarterly	Darol Smith, MDTA
	1.3b - Average Call Wait Times at Call Centers	Quarterly	Darol Smith, MDTA
	1.3c - Level of Satisfaction with Resolving Call Inquiries at Call Centers	Quarterly	Darol Smith, MDTA
1.4	Customer Satisfaction with Interactions with MDOT Representatives	Annually (Oct.)	Sabrina Bass, TSO
1.5	Customer Satisfaction with Website Information and Navigation of the MDOT Websites		
	1.5a - Percent of Customers Who Felt MDOT Websites Met Their Needs	Annually (April)	Lindsey Franey, SHA
	1.5b - Percent of Customers Who Felt that it was Easy to Find Desired Information on MDOT Websites	Annually (April)	Lindsey Franey, SHA
Tangible Result # 2: Use Resources Wisely			Corey Stottlemeyer, TSO
2.1	Percent Capital Dollars Spent as Programmed	Quarterly	Laurie Brown, MTA
2.2	Percent of Projects Leveraging Other Funding Sources	Annually (July)	Tony Moore, MPA
2.3	Employee Engagement	Annually	Ellery Loomis, MVA
2.4	Employee Turnover Rate	Quarterly	Bret A. Dousharm, MDTA
2.5	Time to Fill Vacancies	Quarterly	Krystel Wilson, MAA
2.6	Percentage of Fixed Asset Units Identified or Accounted for During the Annual Physical Inventory of Fixed Assets	Annually (Oct.)	Dan Ruth, SHA
2.7	Managing Capital Assets		
	2.7a - Number of MDOT Structurally Deficient Bridges	Annually (Oct.)	Dan Favarulo, TSO
	2.7b - Percent of SHA and MDTA Roadway Miles with Acceptable (Smooth) Rides	Annually (Oct.)	Sejal Barot, SHA
	2.7c - Rating of Rail in "Good" Condition	Annually (Oct.)	Dan Favarulo, TSO
	2.7d - Percent of Channel Segments with U.S. Army Corps of Engineers Inspection Surveys Less Than or Equal to 1 Year Old	Annually (Oct.)	Dan Favarulo, TSO
	2.7e - Percent of Interstate Pavement in "Acceptable" Condition	Annually (July)	Sejal Barot, SHA
	2.7f - Percent of Non-Interstate NHS Pavement in "Acceptable" Condition	Annually (July)	Sejal Barot, SHA
2.8	Percent of Procurements on Time and on Budget	Annually (Oct.)	Jessica Mettle, MDTA

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2.9	Percent and Value of Unanticipated Contract Modifications	Annually (Oct.)	Pretam Harry, MVA
2.10	Relationship Between Procurement Competition and Cost	Quarterly	Scott Schell, MTA
2.11	Number of Internal Audit Findings and Number of Repeat Internal Audit Findings	Annually (Oct.)	Patrick Bradley, MAA
2.12	Number of Legislative Repeat Audit Findings	Annually (Jan.)	Patrick Bradley, MAA
2.13	MDOT Fleet Vehicle On-Time Preventive Maintenance	Quarterly	Larry Kimble, MDTA
<b>Tangible Result # 3: Provide a Safe and Secure Transportation Infrastructure</b>			<b>Sarah Clifford, MDTA</b>
3.1	Number of Crimes Against Persons and Property Committed at MDOT Facilities	Quarterly	Bud Frank, TSO
3.2	Number of Traffic-Related Fatalities on All Roads	Quarterly	Kelly Melhem, MVA
3.3	Maryland Traffic-Related Fatality Rate (Highways)	Annually (April)	Kelly Melhem, MVA
3.4	Number of Traffic-Related Serious Injuries on all Roads	Quarterly	Kelly Melhem, MVA
3.5	Maryland Traffic-Related Serious Injury Rate (Highways)	Annually (April)	Kelly Melhem, MVA
3.6	Maryland Seat Belt Usage Rate	Annually (Jan.)	Gina Watson, MPA
3.7	Travelers Assisted by MDOT	Quarterly	Cedric Ward, SHA
3.8	Number of Employees Trained Under National Incident Management System (NIMS)	Annually (Oct.)	Bud Frank, TSO
3.9	Number of Employee Lost Work Days Due to Injuries	Quarterly	Bernadette Bridges, MAA Troy Palmer, MDTA
3.10	Number of Customer Incidents at MDOT Facilities	Quarterly	Leah Visakowitz, MTA
<b>Tangible Result # 4: Deliver Transportation Solutions and Services of Great Value</b>			<b>Jason Ridgway, SHA</b>
4.1	Percent of Estimated Project Budget as Compared to Final Project Award	Annually (Oct.)	Natalie Grasso, MVA
4.2	Percent of Change for Finalized Contracts	Annually (Oct.)	Brian Miller, MPA
4.3	On-time Services and Solutions: Percent of Projects Completed by Original Contract Date	Annually (Oct.)	Bill Appold, TSO
4.4	Average Cost of Common Transportation Solutions and Services		
	4.4a - Minor Road Resurfacing	Annually (July)	Jim Harkness, MDTA
	4.4b - Major Road Resurfacing	Annually (July)	Jim Harkness, MDTA
	4.4c - Interstate Resurfacing	Annually (July)	Jim Harkness, MDTA
	4.4d - Average Bridge Replacement Cost	Annually (July)	Jim Harkness, MDTA
	4.4e - Average Bridge Redecking Cost	Annually (July)	Jim Harkness, MDTA
	4.4f - Operating Cost Per Passenger Trip	Annually (Jan.)	Ross Turlington, MTA
	4.4g - Operating Cost Per Revenue Vehicle Mile	Annually (Jan.)	Ross Turlington, MTA
	4.4h - Passenger Trip Per Revenue Vehicle Mile	Annually (Jan.)	Ross Turlington, MTA
	4.4i - Farebox Recovery Ratio	Annually (Jan.)	Ross Turlington, MTA
	4.4j - Cost Per Transaction (MVA)	Annually (Jan.)	Shawn Ames, MAA



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<b>Tangible Result # 5: Provide An Efficient, Well Connected Transportation Experience</b>			<b>Phil Sullivan, MTA</b>
5.1	Reliability of the Transportation Experience		
	5.1a - Percentage of Tolls Collected as Cash	Quarterly	Scott Jacobs, MDTA
	5.1b - Average Truck Turn Time per Container Transaction	Annually (Jan.)	Jeffrey Gutowski, MPA
	5.1c - Average Wait Time (MVA)	Quarterly	Jeffrey Gutowski, MPA
	5.1d - On-Time Performance (MTA & MAA)	Quarterly	Kokuei Chen, MTA
	5.1e - Planning Time Index for Highway Travel	Annually (April)	Meredith Hill, SHA
5.2	Restoring Transportation Services		
	5.2a - Average Time to Restore Normal Operations After Disruptions	Annually (April)	Joseph Sagal, SHA
	5.2b - Average Time to Restore Normal Operations After a Weather Event	Annually (April)	Joseph Sagal, SHA
5.3	Percent of Transportation Services and Products Provided Through Alternative Service Delivery (ASD) Methods	Semi-Annually (April & Oct.)	Negash Assefa, MVA
5.4	Functionality of Real-Time Information Systems (RTIS)		
	5.4a - Percent of Functional Real-Time Information Systems Provided	Annually (July)	Ralign Wells, MAA
	5.4b - Customer Satisfaction with Helpfulness and Accuracy of Real-Time Systems Provided	Annually (July)	Ralign Wells, MAA
<b>Tangible Result # 6: Communicate Effectively With Our Customers</b>			<b>Diane Langhorne, TSO</b>
6.1	Communicate Effectively Utilizing Social Media		
	6.1a - Social Reach	Quarterly	Katie Bennett, MDTA
	6.1b - Social Engagement	Quarterly	Richard Scher, MPA
6.2	Satisfaction with Communication at Public Meetings	Semi-Annually (Jan. and July)	Sharon Rutzebeck, TSO
6.3	Communicate Effectively through News Releases		
	6.3a - Number of News Stories Generated from Major Releases	Quarterly	Jonathan Dean, MAA
	6.3b - Earned Media Value of Print and Broadcast Coverage Generated by News Releases	Quarterly	Valerie Burnette Edgar, SHA
	6.3c - Evaluate Tone of News Stories by Publications Generated from MDOT Releases	Quarterly	Valerie Burnette Edgar, SHA
6.4	News Customers Can Use – Proactive Media		
	6.4a - Audience for Proactive Stories Picked Up By Media	Quarterly	Jonathan Dean, MAA
	6.4b - Audience for MDOT-Produced Proactive Content	Quarterly	Jonathan Dean, MAA
	6.4c - Audience of Proactive Stories Published on Social Media	Quarterly	Jonathan Dean, MAA
	6.4d - Interactions with Proactive Posts on Social Media	Quarterly	Jonathan Dean, MAA

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<b>Tangible Result # 7: Be Fair and Reasonable To Our Partners</b>			<b>Wanda Dade, SHA</b>
7.1	Percentage of Minority Business Enterprise (MBE) Participation Achieved by Each TBU	Quarterly	Angela Martin, MAA
7.2	Number and Percent of Contracts Awarded to MBE Firms as the Prime Contractor	Quarterly	Angela Martin, MAA
7.3	Percent of Payments Awarded to Small Business Reserve (SBR) Contracts	Quarterly	Trisha O’Neal, MPA
7.4	Percent of Veteran Owned Small Business Enterprise (VSBE) Participation	Annually (Jan.)	Cheryl Stambaugh, MVA
7.5	Level of Satisfaction of Our Business Partners	Quarterly	Luther Dolcar, MDTA
7.6	Number and Percent of Invoices Properly Paid to Partners in Compliance with State Requirements	Quarterly	David Lynch, MTA
7.7	Number of MDOT Procurement Protests Filed and Percent of Protests Upheld by the Board of Contract Appeals	Quarterly	Mike Zimmerman, TSO
<b>Tangible Result # 8: Be a Good Neighbor</b>			<b>Simon Taylor, MAA</b>
8.1	Percent of MDOT Facilities that Meet or Exceed Our Neighbor’s Expectations	Annually (July)	Anthony Crawford, SHA
8.2	Percent of MDOT Facilities that are ADA Compliant	Annually (April)	Priya Iyer, MTA Terri Whitehead, MVA
8.3	Property Damage Claims		
	8.3a - Number of Property Damage Claims	Annually (Jan.)	Jill Lemke, MPA Melissa Bogden, MDTA
	8.3b - Percent of Customers Satisfied with How Their Property Claim was Handled	Annually (Jan.)	Jill Lemke, MPA Melissa Bogden, MDTA
8.4	Number of Traffic Violations While Driving a State Vehicle	Quarterly	Dave Seman, TSO
<b>Tangible Result # 9: Be a Good Steward of Our Environment</b>			<b>Dorothy Morrison, TSO</b>
9.1	Water Quality		
	9.1a - Water Quality Treatment to Protect and Restore the Chesapeake Bay	Annually (Oct.)	Sonal Ram, SHA
	9.1c - Bay Restoration Program Spending	Quarterly	Sandy Hertz, TSO
9.2	Land Pollution Prevention		
	9.2a - Office Waste Recycled	Annually (April)	Hargurpreet Singh, MVA
	9.2b - Non-Office Waste Recycled	Annually (April)	Hargurpreet Singh, MVA
	9.2c - Recycled/Reused Materials from Maintenance Activities and Construction/ Demolition Projects	Annually (April)	Barbara McMahan, MPA
9.3	Energy Management		
	9.3a - Energy: Miles Per Gallon	Annually (April)	Paul Truntich Jr., MDTA
	9.3b - Energy: Total Gallons Consumed	Annually (Oct.)	Paul Truntich Jr., MDTA
	9.3c and d - Utility Electricity Use & Renewable Energy Generation	Quarterly	Laura Rogers, TSO

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Tangible Result # 10: Facilitate Economic Opportunity in Maryland			Jim Dwyer, MPA
10.1	Economic Return from Transportation Investment (Jobs Generated by Total Capital Program Construction Investments)	Annually (Jan.)	Karuna R. Pujara, SHA
10.2	Maryland's Ranking in National Transportation Infrastructure Assessment	Annually (Oct.)	Karuna R. Pujara, SHA
10.3	Freight Mobility		
	10.3a - Freight Analysis Framework (FAF) Tonnage and Value of Freight	Annually (April)	Juan Torrico, MTA
	10.3b - Port of Baltimore International Cargo Market Share and Rankings	Quarterly	Juan Torrico, MTA
	10.3c - MPA Total General Cargo Tonnage including these Strategic Commodities: Containers, Autos, RoRo and Imported Forest Products	Quarterly	Deborah Rogers, MVA
10.4	Number and Percentage of Bridges on the State-Owned System that are Weight-Posted	Annually (April)	Rafael Espinoza, MDTA
10.5	Change in Market Access due to Improvements in the Transportation Network	Annually (Oct.)	Corey Stottlemeyer, TSO
10.6	Change in Productivity due to Improvements in the Transportation Network	Annually (Oct.)	Corey Stottlemeyer, TSO
10.7	Total User Cost Savings		
	10.7a - Total User Cost Savings for the Traveling Public due to Congestion Management	Annually (Jan.)	Karuna R. Pujara, SHA
	10.7b - Average Cost per Branch Customer due to Wait Time	Annually (Jan.)	Deborah Rogers, MVA
	10.7c - Opportunity Cost Savings to Customer for ASD Usage	Annually (Jan.)	Deborah Rogers, MVA
10.8	Percent of VMT in Congested Conditions on Maryland Freeways and Arterials in the AM/PM Peak Hours	Annually (Jan.)	Karuna R. Pujara, SHA
10.9	Market Share		
	10.9a - Martin State Airport's Regional Market Share	Quarterly	Jack Cahalan, MAA
	10.9b - Percent of Nonstop Markets Served Relative to Benchmark Airports	Quarterly	Jack Cahalan, MAA
	10.9c - Percent of Passengers and Departing Flights Relative to Benchmark Airports	Quarterly	Jack Cahalan, MAA
10.10	Percent of Roadway Access Permits Issued within 21 Days or Less	Quarterly	Glen Carter, TSO