

Environmental Initiative Inventory - ALL INFORMATION

North Carolina Department of Transportation's Environmental Initiative Inventory is a process established to collect the most current and on-going environmental activities, programs and policies from throughout the department. The process and database began in July 2001 and continues to be updated periodically. For more information on the Environmental Initiatives Inventory contact NCDOT's Office of Environmental Quality.

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Initiative ID#	001C	Baldrige Excellence Criteria	Process Management, Strategic Planning	Last Updated	2003
Contact Name	Wilkerson, Matt				
Initiative Name	Predictive Modeling for Archaeological Sites				
Initiative Description	The use of Geographic Information Systems (GIS) to predict archaeological sites during the transportation planning process. The GIS approach will allow for ready adaptability to changes that occur throughout the life of a given project. Model of archaeological sensitivity for all alternatives contained within project corridor gives, a better understanding of the scope, cost and time frame associated with the field effort emerges. This will allow a realistic project schedule to be generated. Improve the coordination of state and federal agencies responsible for compliance with NEPA and section 106. To foster better up front decision making and lower cost.				
Why are we doing	To help make everyone in the DOH aware of the importance of the program and its benefits to the DOT.				
How did it evolve	In an effort to streamline the permitting process, the DOT pursued a General Certification with the Division of Water Quality. Also pursuing similar certifications with ACOE and DCM.				
Any Triggers	The need for a more efficient process in which to obtain permits for projects with minimum impacts so that projects can be let in a timely manner.				
Proactive or Reactive	A little of both. The DOT is being proactive in a sense by looking ahead and seeing a need for a better way to do business with the agencies. But at the same time the DOT is being reactive because of the problems that we have had in the past when it comes to getting permits in a timely manner.				
Who is Doing	The Secretary of Transportation has given the DOT a charge to delivery the Moving Ahead projects within a 2 year period. The DOT is working with the DWQ, Army Corps or Engineers, and Div. of Coastal Management to formulate a plan to streamline the permitting process.				
Goal and Objective	To delivery the Moving Ahead projects within the Secretary's timeframe. To gain a trusting relationship with the Regulatory Agencies. To streamline the permitting process. To construct the projects in an environmentally sound manner.				
Is It Being Measured	The initiative will be measured through a series of checks and balances much like our current delegated Erosion and Sedimentation Control Program. Environmental Officers will be involved at the Division level during the planning, design, and construction phase. The REU Field Operations Sections will provide oversight of the program. The Regulatory Agencies will have total access to the program and may review projects at their convenience. They have the authority to revoke certifications as they see fit.				
How Is It Measured	Yet to be seen				
Who or What is Measuring	REU Field Operations to provide oversight of the program. Regulatory Agencies will have authority to revoke certifications as they see fit.				
Its Current Status	It is in the initial phases. Details are still being worked out between the DOT and the Regulatory Agencies.				
Understanding?	Training sessions are being held across the state to insure that everyone understands the importance of the initiative. The initiative will become part of our yearly training efforts once the program is underway.				
Need for New Policy?	As the agencies come on board they will provide the necessary language within their certifications. It may be necessary for the Highway Administrator to send out memos or other types of documentation that can be posted so that it stays on the minds of all of those involved.				
Is It Consistent	Yes				
Training/Education Involved	Yes, there will be initial training sessions held across the state that will inform the upper management within the divisions. Next there will be training sessions out in the field that will involve the project personnel. These sessions will be headed by the REU Field Ops sections along with the DEO within each division. It will be important that REU Field Ops and the DEO have a complete understanding of the program and what is expected of the Department. This will require additional detailed training prior to the field training.				
Need for further education	Yes, see above statement.				
Additional Resource Needs	Some divisions may not have the necessary personnel to design or inspect the projects. Some of the work may have to be contracted out.				

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Timeframe

A timeline has been set for the Moving Ahead program. This timeline has set the stage for the training sessions and dealings with the Regulatory Agencies.

Review?

This has not been set in stone.

Additional Comments

No

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Initiative ID#	002C	Baldrige Excellence Criteria	Process Management, Business Results	Last Updated	2003
Contact Name	Barbour, Debbie				
Initiative Name	Development of Preliminary Designs on all Reasonable and Feasible Alternative Sites				
Initiative Description	After reasonable and feasible alternatives have been established, preliminary designs are done on all alternatives. Before the implementation of this practice, preliminary designs were only done on the recommended alternative. Preliminary design now occurs earlier in the process and that helps us to begin right of way plan preparation earlier in the process.				
Why are we doing	To provide a comparable review of all reasonable alternatives so more accurate impacts can be determined.				
How did it evolve	The agencies began asking us to provide better information regarding impacts before they could concur on a least environmentally damaging practicable alternative.				
Any Triggers	This is a standard part of our Merger process. The initiative is triggered at Concurrence Point Number 2 in the process.				
Proactive or Reactive	Actually probably both reactive and proactive. The agencies began to question why we did not develop the same level of design for all alternatives. Prior to beginning preliminary design on all reasonable and feasible alternatives, we only did preliminary designs on the recommended alternative. The initiative is proactive in the sense that we were not asked to begin the initiative. The department notified the agencies that preliminary designs that included wetland and stream delineations would be done on all alternatives before a recommended alternative was selected.				
Who is Doing	Highway Design Branch and Project Development and Environmental Analysis. The Design Branch does the designs and the Project Development and Environmental Analysis Branch performs the wetland and stream delineations.				
Goal and Objective	To provide more detailed information from which to be able to select the Least Environmentally Damaging Practicable Alternative.				
Is It Being Measured	It is not being measured. It is now a standard procedure for projects on new location.				
How Is It Measured	It is not being measure.				
Who or What is Measuring	N/A				
Its Current Status	This has been fully implemented within the Merger and the Merger 01 process. Our normal procedures now involve developing preliminary designs on the alternatives that were selected for detailed study.				
Understanding?	I think the process is understood well from within the department. The agencies still lack clarity on the level of accuracy regarding the preliminary designs.				
Need for New Policy?	No				
Is It Consistent	Yes				
Training/Education Involved	No				
Need for further education	When we implement the 01 Merger, this would be a good time to discuss this initiative.				
Additional Resource Needs	Through the aid of private engineering firms, there are adequate resources.				
Timeframe	We have been doing this initiative since late 1998.				
Review?	It has not been reviewed.				
Additional Comments					

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Initiative ID#	003C	Baldrige Excellence Criteria	Process Management	Last Updated	2003
Contact Name	McMillian, Art				
Initiative Name	Development of a Permit Review Process in Highway Design Branch				
Initiative Description	Development of a Permit Review Process in Highway Design Branch				
Why are we doing	To ensure the permit matches the final construction plans.				
How did it evolve	Recalling from memory, I believe Len Hill initiated the permit review when he was Manager of the Highway Design Branch.				
Any Triggers	The issuance of the final permit and its conveyance to the Highway Design Branch.				
Proactive or Reactive	Both				
Who is Doing	Highway Design Branch, the Division, and the Roadside Environmental Unit.				
Goal and Objective	To ensure project design consistency with the permit drawings and environmental commitments.				
Is It Being Measured	No, it is not being measured, but it is occurring on all projects that require an Individual Permit.				
How Is It Measured	n/a				
Who or What is Measuring	n/a				
Its Current Status	Initiative is being carried out presently.				
Understanding?	Very well understood				
Need for New Policy?	No				
Is It Consistent	Yes, each party reviews their final plans in conjunction with the permit to ensure consistency and accuracy.				
Training/Education Involved	No				
Need for further education	No				
Additional Resource Needs	No				
Timeframe	n/a				
Review?	It is not reviewed.				
Additional Comments					

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Initiative ID#	004C	Baldrige Excellence Criteria	Business Results	Last Updated	2003
Contact Name	Lee, Don				
Initiative Name	Immediate Corrective Action (ICA's) with Area Roadside Environmental Engineers (AREE)				
Initiative Description	The Department has its own sediment and erosion control program as delegated by the N.C. Sedimentation Control Committee and DENR. The Delegation Agreement has a self-monitoring component that requires the Department to inspect its projects for compliance with sediment pollution laws. Our unit's Area Roadside Environmental Engineers (AREE) inspect all TIP and maintenance construction projects. Whenever the AREE sees a significant erosion problem on a Department project that could result in issuance of a Notice of Violation (NOV) from DENR, the AREE will issue a Immediate Corrective Action (ICA) report to project personnel. This notifies project personnel that corrective procedures should be performed to resolve identified problems immediately. Failure to implement corrective action could ultimately result in NOV.				
Why are we doing	To ensure compliance with sedimentation pollution control laws and to provide a mechanism for the Department to correct problem areas quickly and efficiently.				
How did it evolve	It was developed by the Roadside Environmental Unit, the Construction Unit, the Maintenance Unit and the Chief Engineer's office in an effort to improve the Department's environmental compliance and to reduce the number of NOV's received.				
Any Triggers	The AREE identifies project specific problems and notifies appropriate field and management personnel.				
Proactive or Reactive	Proactive				
Who is Doing	Roadside Environmental Unit				
Goal and Objective	To prevent environmental law violations.				
Is It Being Measured	Yes, AREE monthly sedimentation inspection reports are compiled and distributed to field and management personnel. The number of ICA's and NOV's issued are tracked.				
How Is It Measured	This initiative is effectively tacked and measured electronically.				
Who or What is Measuring	The Roadside Environmental Unit				
Its Current Status	This process is working and most often prevents the issuance of NOV's.				
Understanding?	The process is understood clearly by all parties.				
Need for New Policy?	No				
Is It Consistent	Yes				
Training/Education Involved	Upon implementation, training was provided to construction and maintenance personnel to explain the process. Periodic training is provided to new personnel as needed by Division management.				
Need for further education	No				
Additional Resource Needs	No				
Timeframe	No timeframe or timeline is in place for the process. However, there are time constraints concerning implementing corrective procedures for problem areas.				
Review?	The ICA process is reviewed continuously for effectiveness.				
Additional Comments	None				

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Initiative ID#	005C	Baldrige Excellence Criteria	Customer Focus	Last Updated	2003
Contact Name	Bruff, Mike				
Initiative Name	Walkable Communities - TND's/ Subdivision Manuals				
Initiative Description	Walkable Communities workshops and Traditional Neighborhood Development Street Design Guidelines				
Why are we doing	Walkable Communities is an outreach and educational program of the Bicycle & Pedestrian Division to encourage development and redevelopment of neighborhoods and community core areas to support walking and biking. The TND Street Design Guidelines provide an alternative to our subdivision road standards which encourage creation of mixed use developments that support walking and biking and which can reduce vehicle miles traveled.				
How did it evolve	Walkable Communities was created by the Bicycle & Pedestrian Division as part of their outreach efforts. This specific program followed a request from Asheville area advocates for an educational workshop. The TND Street Design Guidelines were initiated by Board of Transportation members responding to the difficulties faced by developers of mixed use communities resulting from NCDOT's subdivision roads standards.				
Any Triggers	Walkable Communities: Local interest. The Bicycle & Pedestrian Division provided five workshops across the state in response to local requests. They are now providing roadshows, which are basically audits to assist local governments implement pedestrian and bicycle plans. These audits are also by request. TND Guidelines: Developer request. A developer of a proposed TND can request use of these alternative TND guidelines if the Division and/or Chief Engineer's office find the proposal to be a traditional neighborhood development.				
Proactive or Reactive	Responsive is more appropriate, as both programs are in direct response to requests.				
Who is Doing	For Walkable Communities, the Bicycle & Pedestrian Division. For TND Guidelines, this is coordinated through the Chief Engineer's office and will, over time, under some circumstances be implemented at the Division level.				
Goal and Objective	Walkable Communities to increase awareness of an encourage development of walkable and bikable communities and neighborhoods. TND Guidelines to encourage and accommodate development of mixed use communities which should reduce vehicle miles traveled.				
Is It Being Measured	Walkable Communities: This program is not being measured, in that efforts must be flexible to meet unique local requests and situations. The efficacy of efforts are continually assessed to refine the program to meet local needs. TND Guidelines: Not at this time. As more TNDs are built, it is anticipated that some sort of follow up studies will be conducted in order to fine tune the guidelines.				
How Is It Measured	Not applicable.				
Who or What is Measuring	Not applicable.				
Its Current Status	Walkable Communities: The workshop portion of this program has concluded and the roadshow audits are in progress. Planning assistance and training initiatives, for both local governments and for NCDOT staff, are being developed at this time. TND Guidelines: The guidelines are in place as a voluntary alternative available to developers.				
Understanding?	Walkable Communities: Well understood by the Bicycle & Pedestrian Division. Their NCDOT training initiatives should improve understanding by others. TND Guidelines: This is both a new process and one that will involve continuous learning as we go. It is moderately well understood at this time.				
Need for New Policy?	Not at this time.				
Is It Consistent	TND Guidelines: The process is currently consistent because for now the process is centralized through the Chief Engineer's office. As more of it becomes the responsibility of individual Divisions, consistency could become a problem.				
Training/Education Involved	Walkable Communities is an educational effort. TND Guidelines has involved public outreach by NCDOT to local governments and private developers, and includes presentations to groups such as NCAPA and NCSITE.				
Need for further education	Walkable Communities: Yes, and this outreach continues.				

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TND Guidelines: Yes, both for end users and for NCDOT staff.

Additional Resource Needs

Walkable Communities is funded through regular Bicycle & Pedestrian Division funding sources primarily through pedestrian safety monies. Resources are adequate for the current level of effort, although expansion of efforts would probably require additional resources. TND Guidelines does not have any dedicated resources for continuing training of Division and Central Office staff.

Timeframe

Not to my knowledge.

Review?

Not applicable.

Additional Comments

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Initiative ID#	006C	Baldrige Excellence Criteria	Strategic Planning	Last Updated	2003
Contact Name	Goode, Carl				
Initiative Name	New Section 106 Regulations				
Initiative Description					
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status					
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

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Initiative ID#	007C	Baldrige Excellence Criteria	Partnerships	Last Updated	2003
Contact Name	Hunkins, Julie				
Initiative Name	NCDOT Funded Positions Program				
Initiative Description	<p>The North Carolina Department of Transportation funds 33 positions with state and Federal resource agencies for staff dedicated to review of environmental projects. The funded positions include the following:</p> <ul style="list-style-type: none"> - 22 positions at the North Carolina Department of Environment and Natural Resources; - 3 at the North Carolina Wildlife Resource Commission; - 3 at the North Carolina Department of Cultural Resources; - 3 at the US Fish & Wildlife Service; and - 2 at the US Environmental Protection Agency. 				
Why are we doing	In order to enhance participation by agency staff early and throughout all phases of transportation project development, implementation and maintenance, NCDOT currently funds 22 positions within 5 different federal and state resource agencies. These positions bring issues and concerns to the table early and help develop proactive ways of dealing with them. In addition, some of the positions provide joint environmental training to NCDOT, DENR and other state and federal agency staff.				
How did it evolve	When the Highway Trust Fund was established in 1989, additional staffing resources were needed to meet the requirements associated with an increased program. Since that time, increased legislation driven by the public's desire to have both transportation capital improvements as well as a sustainable environment.				
Any Triggers	Additional positions are considered as work loads and/or complexity of projects and issues increase				
Proactive or Reactive	Both.				
Who is Doing	The program is currently managed through the Office of Planning and the Environment with support from the Planning and Environmental Branch and Assistant State Highway Administrator.				
Goal and Objective	To ensure that agencies have the necessary resources to coordinate project development, federal and state regulatory compliance, and participate in initiatives to improve mutual processes and programs.				
Is It Being Measured	The effectiveness of the program is measured by a surveys and interviews with customers of the positions that are funded by NCDOT. The information collected is used during one-on-one meetings with NCDOT and agency management to develop ways to improve the effectiveness of the positions and set priorities.				
How Is It Measured	The evaluation process has only occurred once. Suggestions have been to improve the evaluation process, and improvements to the evaluation process itself are underway.				
Who or What is Measuring	NCDOT through the Office of Planning and the Environment, with assistance from Productivity Services and the Project Development and Environmental Analysis Branch.				
Its Current Status	The program is working well. In late 2003 there was approval for 20+ additional positions.				
Understanding?	In general, the fact that NCDOT funds positions in other state and federal agencies is well-known. The roles and responsibilities are defined through their job descriptions and contract between the NCDOT and the agency. However, education regarding the current evaluation process of the positions and the forthcoming audit process should be undertaken.				
Need for New Policy?	Yes - specifically around the evaluation and audit processes, as described above.				
Is It Consistent	Yes				
Training/Education Involved	Not currently.				
Need for further education	Not about the program in general.				
Additional Resource Needs	There is an increasing need to fund additional positions in these and other state and federal agencies due to the agencies inability to fund enough positions within their respective agencies to handle the workload generated by NCDOT's transportation program and the increased complexity of the work, as necessitated through changing laws and regulations.				

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Timeframe

No, the program that funds positions in other agencies is on-going. Each position is evaluated on a periodic basis to determine if the services rendered by the position is valuable to the department's program and the overall coordination with that agency.

Review?

The positions are reviewed about once every three to four years in order to determine if the continued funding of each position is needed. Effectiveness of the positions is to be reviewed about every one to two years.

Additional Comments

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Initiative ID#	008C	Baldrige Excellence Criteria	Trusting Partnerships, Process Management, Leadership	Last Updated	6/1/04
Contact Name	Hunkins, Julie				
Initiative Name	Process Improvement Memorandum of Agreement with NCDENR, NCDOT, and USACE				
Initiative Description	A memo of agreement was signed and executed by the authorizing sponsors of the three agencies on May 7, 2001 to proceed with a joint process improvement effort. The authorizing sponsors include Chief Deputy Secretary Dempsey Benton of the Department of Environment and Natural Resources, Deputy Secretary Roger Sheats of the Department of Transportation, State Highway Administrator Len Sanderson of the Department of Transportation, and Colonel James DeLony Commander of the United States Army Corps of Engineers - Wilmington District. See Memo for complete list of Sponsors. One of the key initiatives developed following these two process improvement activities was the conceptual development of the Ecosystem Enhancement Program. The EEP is an initiative that supports both the vitality of natural resources and responsible growth. EEP is designed to help offset unavoidable environmental impacts associated with transportation construction and economic development.				
Why are we doing	There was clearly a need for interagency improvement with the two issues outlined in the memo: the environmental permitting process and the mitigation process. Janet D'Ignazio recognized the potential for improvement when she came to NCDOT. She also had previous experience with interagency agreements and with process improvement concepts including the "TransTip" methodology. In late 2000 and early 2001, the Michigan Department of Transportation did some consultative diagnostic work with the NCDOT and recommended that there was need for process improvement in the Mitigation and Permitting areas.				
How did it evolve	A change in leadership. An improvement in communication between the three initiating agencies. The moment was right for a major improvement and all agencies recognized that. The resources were available to conduct the initiative.				
Any Triggers	It was triggered by new leadership and by the negative impacts that were occurring with the permit process and mitigation.				
Proactive or Reactive	Both. When both outcomes are fully implemented it is the goal that those involved will be proactive.				
Who is Doing	The three sponsor agencies include DENR, DOT, and USACE – Wilmington District. Other units or agencies involved include: US Fish and Wildlife Service, US Environmental Protection Agency, NC Wildlife Resources Commission, Wetland Restoration Program, Division of Water Quality, Division of Marine Fisheries, Division of Coastal Management, Division of Highways, Planning Development and Environmental Analysis Branch				
Goal and Objective	The EEP is an initiative that supports both the vitality of natural resources and responsible growth. EEP is designed to help offset unavoidable environmental impacts associated with transportation construction and economic development. The EEP will increase interagency performance related to environmental permitting and mitigation.				
Is It Being Measured	Records and data are being kept to document the changes and processes for improvement. Team and task progress is being measured. However, it is not being formally measured.				
How Is It Measured	N/A But - the documented and recorded data of the process improvement initiatives is very thorough and well documented. See below.				
Who or What is Measuring	Several interagency teams are measuring the implementation and development. (Julie Hunkins (DOT), Ehren Meister (DOT), and Chris Russo (DENR) have documented the process improvement efforts including keeping and filing all documentation and visual aids used during the process) There is also a "Coordination Group" with high level representatives from the three sponsor agencies monitoring and coaching the monthly MOA's progress.				
Its Current Status	Several initiatives outlined in the agreement have been accomplished. On July 22, 2003, NCDOT entered into a partnership with the N.C. Department of Environment and Natural Resources -- Ecosystem Enhancement Program (EEP) to provide wetland and stream mitigation needs. This partnership effort allows the agencies to implement wetland and stream mitigation for transportation projects years in advance of construction to fulfill its stream and wetland mitigation requirements. The EEP is a developed organization within DENR and is actively transitioning into a full time staff of 50+ to be in place by 2005 (this will include the transfer of DOT staff). In October 2003, the EEP entered into an innovative agreement with the Conservation Trust of North Carolina to coordinate accelerated land preservation efforts. As of Spring 2004 EEP has helped protect 17,125 acres of high-quality sites.				
Understanding?	Those directly involved-very well. Those not directly involved-not so very well. However, there are training mechanisms that will be implemented to educate those stakeholders.				
Need for New Policy?	Not currently.				
Is It Consistent	It will be. (that's one of its goals)				
Training/Education Involved	Yes, there are teams developed to train and educate the agencies and individuals involved or that will be involved. Both initiatives are so complex and "new" that education will be very valuable and extremely important in the complete and full implementation.				

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Need for further education	Yes, always. Training should be on-going.
Additional Resource Needs	No - more resources are always needed. The resources were adequate in the analysis and planning stages but for implementation phases in the near future, huge resources will be needed.
Timeframe	The permitting component began in June 2001 with a workshop and mitigation began in September with a series of workshops throughout the fall. Permitting began its implementation launch of 11 "critical" teams on November 2, 2001. More teams will be implemented in phases and the entire process should be implemented and final in late 2004. The mitigation component has begun implementation by establishing a transition team to coordinate efforts. Mitigation process is to be functional by the beginning of 2003 and fully operational in several years.
Review?	A Coordination Group, established for coordinating and leading the implementation of both initiatives, meets at least monthly to review its progress and status. The Sponsors are briefed at a monthly meeting as well.
Additional Comments	There is an abundance of additional data on these process improvements, which can be obtained from Chris Russo (DENR), Julie Hunkins (DOT), Ehren Meister (DOT), or Bill Gilmore, the Chairperson of the Process Improvement Coordination Group. www.nceep.net SEE MEMORANDUM OF AGREEMENT DATED MAY 7, 2001.

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Initiative ID#	009C	Baldrige Excellence Criteria	Human Resources and Training, Trusting Partnerships	Last Updated	2003
Contact Name	Barbour, Debbie				
Initiative Name	Context Sensitive Design				
Initiative Description	Context Sensitive Design is fitting the project nicely into its natural surroundings while involving all necessary stakeholders. A workshop was held to discuss the main points and process of context sensitive design. An internal course 'Context Sensitive Solutions' is being taught department wide.				
Why are we doing	More and more stakeholder involvement is needed in order to move a project through the project development process in an efficient manner.				
How did it evolve	National move towards context sensitive design approach.				
Any Triggers	The project development process itself. Also special project settings near historic communities, neighborhoods, etc.				
Proactive or Reactive	Reactive				
Who is Doing	Highway Design Branch, Project Development and Environmental Analysis Branch (Jim Kellenberger has been instrumental in setting up the context sensitive design workshop.)				
Goal and Objective	To blend the project into the setting; to create more aesthetically pleasing designs, gain stakeholder input up front into the process, etc.				
Is It Being Measured	No				
How Is It Measured	n/a				
Who or What is Measuring	n/a				
Its Current Status	The Context Sensitive Solutions course began in February 2003 and is taught every two weeks. More than 700 DOT employees and partner agency staff (including consultants) have attended the three day course. The course is scheduled to continue throughout 2004.				
Understanding?	Not very many people know the context sensitive design is more than just a "pretty" design. It involves a complex process of gaining stakeholder input into the project development process.				
Need for New Policy?	Yes				
Is It Consistent	Can't comment				
Training/Education Involved	Yes, we are having a context sensitive design workshop on August 14 and 15th.				
Need for further education	Yes. The class that is being held on August 14 and 15, 2001 is being conducted by the University of Kentucky. ITRE will be observing the class and there is a plan of having more classes on context sensitive design that will be taught by ITRE.				
Additional Resource Needs	no				
Timeframe	no				
Review?					
Additional Comments					

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Initiative ID#	010C	Baldrige Excellence Criteria	Strategic Planning	Last Updated	9/14/04
Contact Name	Bruff, Mike				
Initiative Name	Purpose and Need assistance from the Transportation Planning Branch (including development of Purpose and Need Statements)				
Initiative Description	Transportation Planning Branch (TPB), in concert with Planning Development and Environmental Analysis (PDEA) and the resource agencies, has developed a set of guidelines to develop more meaningful and consistent purpose and need statements. PDEA is the primary developer of P&N for projects, however, TPB is the holder of much of the background data that is critical to the decision making process for this concurrence point. TPB has also developed a set process for PDEA to use to request P&N assistance for systems level data.				
Why are we doing	Provide better data to the decision makers, and provide consistency in the development of P&N statements				
How did it evolve	Misunderstanding between customers and stakeholders about what should be included in a purpose and need statement, and what parts TPB should be providing.				
Any Triggers	A request from PDEA for information, or a transportation study.				
Proactive or Reactive	Proactive				
Who is Doing	TPB and PDEA				
Goal and Objective	To provide better information, and to place the work for purpose and where it rightfully belongs.				
Is It Being Measured	Both the quality and quantity are being measured. However, the number of requests are not being compared to the total number of P&N's that PDEA is required to do. We are in the process of doing a follow-up survey of our customers (PDEA) to determine if what we are providing is useful.				
How Is It Measured					
Who or What is Measuring	TPB				
Its Current Status	on-going				
Understanding?	The survey that is currently underway will let us know				
Need for New Policy?	The current survey will determine this.				
Is It Consistent	The intent of the guidelines was to make the P&N consistent TPB and PDEA. I don't believe this consistency can be determined.				
Training/Education Involved	There was education process that went on during the development of the guidelines. Current work demands prevent us from additional training or educations.				
Need for further education	Yes, in TPB, PDEA and the agencies				
Additional Resource Needs	NO!				
Timeframe	The initiative is ongoing, but no timeline is in place. If we could measure the success, it would be that, TPB receives requests for P&N information for 100% of the projects that PDEA initiates.				
Review?	reviewed - every six months				
Additional Comments					

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Initiative ID#	011C	Baldrige Excellence Criteria	Leadership, Human Resources and Training	Last Updated	9/14/04
Contact Name	Goode, Carl				
Initiative Name	Formation of the Office of Human Environment				
Initiative Description	The Office of Human Environment has four sections; Public Involvement and Community Studies, Noise and Air, Archeology, and Historic Architecture.				
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status	The office is an active unit within the Project Development and Environmental Analysis Branch and is managed by Carl Goode. The unit has a community involvement section.				
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

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Initiative ID#	012C	Baldrige Excellence Criteria	Partnerships, Customer and Market Focus	Last Updated	2003
Contact Name	Thorpe, Greg				
Initiative Name	Interagency Monthly Meetings with Agencies to Discuss Issues and Project Specifics				
Initiative Description	Interagency meeting with NCDOT, US Army Corp of Engineers, and NCDENR to discuss project specifics and concurrence points. There are actually 2 meetings, one for projects and one for concurrence.				
Why are we doing	To improve communication between agencies, effective and efficient decision-making, and to address needed policy issues.				
How did it evolve	The original intent was to discuss projects and open up general communication between the decision-makers in the agencies. This started 6-8 years ago. Now, the intent has shifted to an issue based discussion and has become very popular and productive. However, the original goal of opening up communication is still very much a part of the process.				
Any Triggers	It's a monthly gathering that is set and an agenda is drafted for each meeting. The original trigger was due to bad/poor/miscommunication between the agencies involved. There was no knowledge of the others regulations, laws, means and methods and this meeting would communicate those to each other.				
Proactive or Reactive	It's now a proactive approach to major decisions, etc. It was originally a reaction to miscommunication				
Who is Doing	Regulatory agencies and NCDOT. They meet every third Thursday of the month. Approximately 35 people are involved at each meeting				
Goal and Objective	To maintain an open forum of communication among the regulatory agencies and NCDOT when issues arise.				
Is It Being Measured	n/a (Meeting notes are recorded)				
How Is It Measured	n/a				
Who or What is Measuring	n/a (The group is chaired by Bill Gilmore and a member of the USACE)				
Its Current Status	Active - currently an issue/initiative basis discussion (for the past 2 years)				
Understanding?	Good. The process works very well for those involved.				
Need for New Policy?	No				
Is It Consistent	n/a				
Training/Education Involved	No				
Need for further education	Sure, there is always a need for educational training.				
Additional Resource Needs	Adequate for the interagency concept				
Timeframe	N/A (A set agenda and set meeting dates/times)				
Review?	It continually being evaluated				
Additional Comments	There is a second series of meetings that was spurred by the original intent of this gathering. This meeting has a set of written guidelines. Overall, this process has created a better relationship between the agencies involved.				

NCDOT's Environmental Initiative Inventory

Initiative ID#	013C	Baldrige Excellence Criteria	Business Results	Last Updated	2003
Contact Name	Pace, Ken				
Initiative Name	Quarterly Division Environmental Officer Meetings				
Initiative Description	Organize meetings of the Division Environmental Officers (DEOs) from the 14 NC transportation divisions				
Why are we doing	To establish communication and consistency between DEOs, regulators and NCDOT Central Office on regulatory agencies.				
How did it evolve	New program with DEOs, and new DEOs, New permit requirements and policy interpretations and new internal NCDOT policies needed a vehicle for distribution and discussion.				
Any Triggers	Ongoing, quarterly program.				
Proactive or Reactive	Proactive				
Who is Doing	NCDOT, various units, and appropriate regulatory agencies.				
Goal and Objective	To discuss and disseminate clear policy guidelines, consistent application of same, provide training and gather input or feedback on existing policies.				
Is It Being Measured	Only subjectively and qualitatively. Attendance has been good, response varies.				
How Is It Measured	N/A				
Who or What is Measuring	N/A				
Its Current Status	Ongoing and overall successful.				
Understanding?	Quite well				
Need for New Policy?	Yes – but it has evolved to meet the needs of the participants. Some field training components are needed.				
Is It Consistent	For the most part.				
Training/Education Involved	Yes – that is the basic premise				
Need for further education	Yes – field component, overall training program for DEOs, coordinated approach for long-term professional development.				
Additional Resource Needs	NO				
Timeframe	Yes – ongoing quarterly meetings, No - long-term training program				
Review?	N/A				
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	014C	Baldrige Excellence Criteria	Leadership, Partnerships	Last Updated	2003
Contact Name	Hunkins, Julie				
Initiative Name	Monthly DENR/DOT Senior Staff Meetings				
Initiative Description	A monthly meeting between senior management of both agencies to discuss important mutual issues often-revolving policy questions. The meetings rotate locations.				
Why are we doing	To get both agencies together and communicating about issues on a regular basis. To have decision-makers become informed about the other agency and the decisions that need to be presented.				
How did it evolve	Secretary Bill Holman with DENR and Deputy Secretary David King with DOT began meeting together informally to improve communication and talk about environmental issues between the two agencies. Since then it has expanded into the senior management of each agency, sometimes up to 25 staff members, meeting to discuss various environmental and administrative concerns. The group traditionally meets in the first week of each month to talk about issues that need mutual discussion and decision making between the agencies. Even though it came about informally it has been developed into a standard procedure with an outlined agenda for each meeting.				
Any Triggers	It was originally triggered to improve communication and relationships between two agencies that must work along side each other on a daily basis. Today, the meeting occurs on a regular basis.				
Proactive or Reactive	Proactive and reactive. It's a proactive concept but many of the agenda items are reactive in nature.				
Who is Doing	DOT and DENR (and the internal units and branches that work with each other) The USACE often joins via conference call or in person for knowledge and input purposes.				
Goal and Objective	The goal is to improve communication and relationships between the two agencies.				
Is It Being Measured	Not really, Craig Deal (DENR) prepares the agenda and runs the meetings. He also prepares and distributes the minutes and any material outlined at the monthly meetings.				
How Is It Measured	Not very well				
Who or What is Measuring	If applicable - Craig Deal				
Its Current Status	Meetings occur monthly. Senior leadership from USACE and FHWA now participate regularly too. The meetings have proven valuable in discussing critical high level decisions.				
Understanding?	Not so well! There was no formal mission or intent developed outlining the meetings. Therefore, discussions may arise that aren't appropriate. The purpose of the meetings has become diluted. Therefore, it doesn't seem to be mutually understood by the stakeholders.				
Need for New Policy?	Yes. A mission statement or action plan should be developed to focus the meetings and its intent. It isn't clear what the meeting is designed to accomplish. The "senior staff" attendees has expanded to include individuals beyond those who are really "senior staff." The individuals attending should also be redefined. There is a need to adopt a new formal policy outlining the meetings.				
Is It Consistent	N/A				
Training/Education Involved	Maybe some, but very little.				
Need for further education	Very little, if any.				
Additional Resource Needs	N/A				
Timeframe	No besides the monthly meeting and tasks outlined following meetings (i.e. 1 and 3 year work plans)				
Review?	N/A (the meeting objective/mission has never been reviewed)				

NCDOT's Environmental Initiative Inventory

Additional Comments

The meetings are very beneficial in building key, open, and important relationships between the leadership of the agencies. However, the intent seems to no longer be clear and focused. It may be appropriate to analyze the current format of the DOT/DENR Senior Staff Meetings and derive a mission and intent statement for future meetings. This could have an even greater and more positive effect on the outcomes and relationships fostered at these monthly meetings.

NCDOT's Environmental Initiative Inventory

Initiative ID#	015C	Baldrige Excellence Criteria	Customer and Market Focus	Last Updated	2003
Contact Name	Sherrod, Ted				
Initiative Name	Waste and Borrow Pit Environmental Screening Process				
Initiative Description	The "Waste and Borrow Pit Environmental Screening Process" was launched as an Environmental Stewardship Initiative to avoid impacts in environmentally sensitive areas. Contractors and DOT Maintenance Engineers acquire borrow pits as a source for road building and maintenance soil material; waste pits are used to store excess soil materials. Environmental assessments are performed for each potential waste and borrow site by Environmental Professionals to avoid impacts or degradation to wetlands, streams, or threatened or endangered species.				
Why are we doing	To ensure compliance with project permit conditions in the utilization of land as a borrow source or a waste pit				
How did it evolve	Historically, Contractors requested the assistance of the Army Corps of Engineers Representative when wetlands were suspected. The Contractor was seldom trained in the identification of wetlands, therefore wetlands were occasionally encroached upon by borrow or waste sites. Since the Contractor and the Resident Engineer were not qualified to delineate those regulated areas, a contract special provision was written that required an Environmental Assessment of the candidate site by an experienced environmental consultant. This assessment identifies potential conflicts with wetlands, areas of environmental concern, endangered species, and blue lined streams in regulated river basins. The special provision was added as a standard specification in the 2002 North Carolina Department of Transportation Standard Specifications for Roads and Structures.				
Any Triggers	A Contractor hire the Environmental Consultant once the soil in the candidate site has been determined to be suitable for use in construction. The environmental assessment is a part of the required reclamation plan that is submitted by the Contractor for the Resident Engineer's approval, prior to work beginning on the site.				
Proactive or Reactive	As the environmental assessment is required prior to work beginning, the process is proactive				
Who is Doing	The initiative has been implemented by the NC Department of Transportation, Division of Highways. The Resident Engineers are the primary contact.				
Goal and Objective	The goal of the initiative is to fully comply with all permit conditions on every project, thereby eliminating damage to environment and building trust between the Department of Transportation and all permitting agencies.				
Is It Being Measured	The initiative is measured through the use of project compliance reviews where waste and borrow sites are visited.				
How Is It Measured	Personnel from the reviewing agencies perform a site visit with project personnel from the Resident Engineer's office. The plan is compared to the current state of the site to determine if the site is in compliance.				
Who or What is Measuring	U.S. Army Corps of Engineers, Department of Environment and Natural Resources, Division of Water Quality, Division of Coastal Management (CAMA), NCDOT Roadside Environmental Unit, NCDOT Roadway Construction Engineers				
Its Current Status	The initiative is functioning and there have been no permit violations associated with borrow and waste sites. The "Waste and Borrow Pit Environmental Screening Process" was launched as an Environmental Stewardship Initiative to avoid impacts in environmentally sensitive areas. Contractors and DOT Maintenance Engineers acquire borrow pits as a source for road building and maintenance soil material; waste pits are used to store excess soil materials. Environmental assessments are performed for each potential waste and borrow site by Environmental Professionals to avoid impacts or degradation to wetlands, streams, or threatened or endangered species.				
Understanding?	The assessments that are submitted have been reviewed and they address all matters identified in the permits. There have been no complaints from stakeholders concerning the application of the initiative.				
Need for New Policy?	No.				
Is It Consistent	Yes.				
Training/Education Involved	The Central Construction Unit and the Roadside Environmental Unit conduct training at various times during the year. This topic is always a primary discussion point.				
Need for further education	See (training/education involved)				

NCDOT's Environmental Initiative Inventory

Additional Resource Needs	NO
Timeframe	The initiative is active
Review?	The initiative is working well and as such, reviews have been limited. As the requirements placed on NCDOT by regulatory agencies is modified the environmental assessment has growth to accommodate the additional requirement.
Additional Comments	As environmental concerns change, the initiative grows with them by special provision.

NCDOT's Environmental Initiative Inventory

Initiative ID#	016C	Baldrige Excellence Criteria	Leadership, Human Resource Focus	Last Updated	2003
Contact Name	Pace, Ken				
Initiative Name	Establishment of Division Environmental Officers				
Initiative Description	The Department has recently established Division Environmental Officer positions (DEO's) in the Divisions to aid with environmental issues in the field. In order to better define the DEO's job functions, guidance was provided to the Divisions that specifically detailed their roles.				
Why are we doing	This initiative was developed to provide statewide consistency for DEO duties.				
How did it evolve	The Chief Engineer's office set up a committee to address this issue.				
Any Triggers	The need for consistency triggered the initiative.				
Proactive or Reactive	This initiative was mostly a proactive approach. However, consistency problems were noted statewide. So this approach was also somewhat reactive.				
Who is Doing	Chief Engineer's office, State Construction and Materials Branch, Roadside Environmental, PD&EA, Divisions.				
Goal and Objective	The goal is to better define the roles of the DEO's.				
Is It Being Measured	It is being measured by receiving feedback from field operations personnel. A good indicator of the initiative's effectiveness, is the Divisions ability to perform its maintenance and operation permitting duties. If the initiative is not effective, the Division will not be able to fulfill its transportation services responsibilities due to environmental permitting type issues.				
How Is It Measured	It is measured on a continuous basis.				
Who or What is Measuring	The Divisions, Chief Engineer's office, regulatory offices, Roadside Environmental				
Its Current Status	The initiative is implemented and performing in the field.				
Understanding?	The initiative is well understood.				
Need for New Policy?	No				
Is It Consistent	There is some variation of duties being performed by DEO's in different Divisions. However, they are basically performing the same work functions.				
Training/Education Involved	There is some training involved in the initiative. The original list of duties was forwarded to the Division and explained. In addition, quarterly training is provided to the DEO's to ensure statewide consistency.				
Need for further education	The quarterly training will be continued.				
Additional Resource Needs	Currently, adequate resources are available.				
Timeframe	no				
Review?	Continuously				
Additional Comments	none				

NCDOT's Environmental Initiative Inventory

Initiative ID#	017C	Baldrige Excellence Criteria	Partnerships	Last Updated	9/14/04
Contact Name	Harris, Phil				
Initiative Name	Wetlands Restoration Program Mitigation Memorandum of Understanding				
Initiative Description	An agreement between the Department of Transportation (DOT) and the Department of Environment and Natural Resources (DENR) whereby the Wetlands Restoration Program (WRP) within DENR implements wetland, stream, and buffer compensatory mitigation for DOT transportation projects in certain areas throughout North Carolina. (initiative assumed by signing of the Ecosystem Enhancement Program MOU)				
Why are we doing	To ensure that unavoidable impacts to aquatic resources resulting from transportation projects are offset (mitigated) in the most effective matter so that project schedules are maintained and environmental impacts are offset.				
How did it evolve	With the formation of the WRP in 1998. In 1999, a Memorandum of Understanding between DNER and DOT was signed whereby DOT and WRP would “cooperate to provide more effective wetland and stream mitigation for transportation projects through the development and implementation of local watershed restoration plans designed to improve water quality, fisheries and wildlife habitat, flood protection, recreational opportunities by restoring, enhancing, preserving, and creating wetlands, streams, and streamside (riparian) areas.				
Any Triggers	Unavoidable impacts to aquatic resources from transportation projects are identified within one of the areas where the WRP implements mitigation projects for DOT.				
Proactive or Reactive	Proactive				
Who is Doing	DOT (W. D. Gilmore, PD&EA) and DENR (Ron Ferrell, WRP).				
Goal and Objective	To ensure that unavoidable impacts to aquatic resources resulting from transportation projects are offset (mitigated) in the most effective matter so that project schedules are maintained and environmental impacts are offset.				
Is It Being Measured	NO				
How Is It Measured	n/a				
Who or What is Measuring	n/a				
Its Current Status	The program is in the process of being expanded, increasing it’s value to both DOT and the environment. The creation of EEP, which absorbed WRP duties, was established in July 2003 and has improved the mitigation process.				
Understanding?	Don’t know, but probably not well.				
Need for New Policy?	There is a need for policy definition and clarification. This is being done through monthly meetings of WRP and DOT personnel.				
Is It Consistent	Yes				
Training/Education Involved	Education in the sense that the two parties do not understand the processes and functions of the other				
Need for further education	This misunderstanding will hopefully be eliminated through the monthly meetings of the combined staff.				
Additional Resource Needs	There are inadequate resources at the present time.				
Timeframe	No. but review - continuously.				
Review?					
Additional Comments	This cooperative program between the two departments has been extremely valuable to DOT, resulting in the timely implementation of many transportation projects.				

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Initiative ID#	018C	Baldrige Excellence Criteria	Partnerships, Business Results	Last Updated	2003
Contact Name	Lee, Don				
Initiative Name	DENR Delegated Erosion and Sedimentation Control Program				
Initiative Description	The Department has its own sediment and erosion control program as delegated by the N.C. Sedimentation Control Committee and DENR. It delegates NCDOT the authority to self-regulate its own program including preparation, review, and approval of sediment and erosion control plans for land-disturbing activities associated with highway construction and maintenance. Also included within this delegation is a self-monitoring program to insure department compliance with program requirements and to evaluate and rate levels of field implementation				
Why are we doing	This delegation expedites the plan preparation process and prevents letting delays that would occur if the Department had to obtain erosion control plan approval for each individual project from DENR. It also clearly defines the role of construction personnel in field implementation of the program.				
How did it evolve	N.C. General Statutes provide the N.C. Sediment Control Commission the authority to delegate programs to other state agencies. NCDOT and the Commission negotiated the conditions of the agreement and the Department received its delegation in 1991.				
Any Triggers	DENR and NCDOT				
Proactive or Reactive	Proactive				
Who is Doing	Roadside Environmental Unit, Chief Engineers Office, Construction Branch, Divisions, N.C. Sediment Control Commission, and DENR				
Goal and Objective	To ensure compliance with environmental laws and to streamline the erosion control plan approval and field implementation process.				
Is It Being Measured	Yes, The Departments program is reviewed each year by DENR and the Sediment Control Commission. Also, Roadside Environmental continuously tracks field compliance with delegation agreement.				
How Is It Measured	The program is continuously measured very closely.				
Who or What is Measuring	The Roadside Environmental Unit, Sediment Control Commission, and DENR.				
Its Current Status	Each year the Sediment Control Commission reviews the program. This year the program will be reviewed and if the Department is administering the process correctly, the Commission will continue the delegation another year. There is currently (2003-04) an internal review of the program.				
Understanding?	The process is understood clearly by all parties.				
Need for New Policy?	No				
Is It Consistent	Yes				
Training/Education Involved	Training is performed continuously. The Area Roadside Environmental Engineers work closely with the field to make sure that construction personnel understand the Department's sediment and erosion control program. In addition, training courses and various manuals are provided.				
Need for further education	Yes				
Additional Resource Needs	No				
Timeframe	No timeframe or timeline is in place for the process. However, the program is evaluated each year.				
Review?	Yearly				

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Additional Comments

More Commentary: The NCDOT has a delegated agreement with the Department of Environment and Natural Resources (NCDENR), Division of Land Resources, Land Quality Section. In North Carolina, any person who disturbs an acre or more has to have an approved erosion control plan from the Land Quality Section. Due to the number of projects the DOT constructs, the NCDENR gave the Department a delegated agreement. This agreement allows the DOT to design and approve its own plans and allows us to self monitor our projects. DENR reviews our delegation agreement each year and a report is given to the Sediment Control Commission to determine if we can keep our delegation. The DOT received this delegation agreement in 1991. Each year since, the DOT has been getting better in the eyes of DENR, as far as erosion control standards. Our erosion control process starts very early in the project design process. The DOT has "field inspections" on every project. There are 3 types of field inspections we hold, preliminary, combined and final. Each type of field inspections are explained below:

Preliminary Field Inspection - A meeting held before Right of Way is acquired on larger scale projects. This meeting allows all design personnel and construction personnel the opportunity to meet and discuss the plans. At this phase, erosion control plans are designed based on the preliminary design. This allows for additional Right of Way to be acquired, if needed, to install appropriate erosion and sediment control devices.

Final Field Inspection - A meeting held about one year before the project is to be let out to bid. This allows for the design and construction personnel to make any last changes deemed necessary. This meeting also allows our unit to ensure that adequate right of way has been obtained and address any special environmental concerns. We also try to have erosion and sediment control plans designed to allow our construction personnel the opportunity to review and make comments.

Combined Field Inspection - A meeting held on small projects (usually bridge replacement jobs). This meeting is a combination of the preliminary and final field inspection. The same type issues are addressed in this meeting as in the preliminary and final field inspections.

The NCDOT Roadside Environmental Unit designs all erosion and sediment control plans. Our designers are not required to have any certification. Our unit tries to hire engineers with an environmental background and thus stresses that the engineer obtain their EIT and PE certification. Our unit also stresses that our designers obtain their CPESC (Certified Professional in Erosion and Sediment Control).

Once a project is awarded and the contractor begins work, our Unit is staffed with Roadside Field Operations Engineers and Technicians. We have 7 Engineers and 7 technicians throughout the state. There is one engineer and one technician that cover 2 highway divisions. There are 14 highway divisions in NC. The engineers and technicians are responsible for evaluating each active construction project in their divisions at least once a month. They are to ensure the plans are being implemented and can adjust plans as necessary to fit the actual construction phase or process. These individuals submit a written report to our construction personnel noting any deficiencies in erosion and sediment control. The projects are given a grade based on a scale of 1 to 10. A 10 is excellent. If any project receives a grade below a 7, the project receives an ICA (Immediate Corrective Action). This ICA tells the construction personnel and the contractor that the erosion and sediment control is deficient. Once an ICA is issued the contractor shall begin corrective action within 24 hours. If the contractor does not initiate corrective action, the Division engineer has the authority to utilize state forces to perform the corrections deemed necessary. If an ICA is issued, the report is sent to the Land Quality section of DENR, thus giving them the opportunity to come evaluate the project.

Our construction unit also has an inspector who reviews erosion control measures on a weekly basis and after every rainfall event. This inspector generates a report and gives it to the contractor detailing what type of action needs to be taken.

As you can see, the Department takes erosion control very serious. Erosion control is viewed as second only to safety in importance to the Department. We occasionally have the one "bad project." Just to give you an idea of how successful our program is, in fiscal year 2001, 1825 inspections were made by our unit on contract construction jobs, with 42 ICA's being issued. There were 3786 inspections performed on state forces jobs (unpaved secondary roads that are being paved) which resulted in 7 ICA's. The Department only received 2 NOV's from DENR during fiscal year 2001.

We have 2 manuals that I can send you that detail our erosion control responsibilities and has details of our erosion control measures. One of these manuals is for contract construction and one is for maintenance operations. If you would like these manuals or have any questions, please feel free to call Jamie Lancaster, Roadside Environmental Unit, at (919)733-2920 or you can email me an address where I can send these manuals. You may also want to go to the following web site:
http://www.doh.dot.state.nc.us/operations/dp_chief_eng/roadside/soil&water/

This site is in the process of being updated, but can give you some general information on the Department's erosion control program.

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Initiative ID#	019C	Baldrige Excellence Criteria	Leadership, Customer and Market Focus, Human Resource Focus	Last Updated	2003
Contact Name	Pace, Ken				
Initiative Name	Establishment of the State Operations Environmental Engineering Section				
Initiative Description	The position works closely with management and field personnel to develop environmental resolutions and to implement the Department's maintenance and construction environmental policies and procedures on a statewide basis.				
Why are we doing	The initiative was implemented to provide guidance to Division Operations for dealing with environmental issues. It directs the continued development of the Department's Environmental Commitment Program as delegated by the Chief Engineer's Office				
How did it evolve	It was established by the Chief Engineer's office.				
Any Triggers					
Proactive or Reactive	Proactive				
Who is Doing	Roadside Environmental Unit and Chief Engineers Office				
Goal and Objective	To ensure compliance with environmental laws and to provide guidance to Operation's personnel relating to environmental issues.				
Is It Being Measured	Yes, the Chief Engineer's office is measuring by feedback from Divisions and from Regulatory agencies.				
How Is It Measured	Closely				
Who or What is Measuring	The Roadside Environmental Unit and Chief Engineers office				
Its Current Status	The position and unit was established in 2001. The mission of the Environmental Operations Section is to address the environmental issues that effect the Operations Section of the Division of Highways.				
Understanding?	The process is understood clearly by all parties.				
Need for New Policy?	No				
Is It Consistent	Yes				
Training/Education Involved	No				
Need for further education	No				
Additional Resource Needs	No				
Timeframe	No timeframe or timeline is in place for the process.				
Review?	Continuously				
Additional Comments	None				

NCDOT's Environmental Initiative Inventory

Initiative ID#	020C	Baldrige Excellence Criteria	Leadership, Strategic Planning, Human Resources	Last Updated	2003
Contact Name	Hunkins, Julie				
Initiative Name	Formation of the Office of Environmental Quality				
Initiative Description	The establishment of a new office dedicated to environmental streamlining and stewardship.				
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status	The office was established in 2003 and is directed by Julie Hunkins. The OEQ's mission is to coordinate, facilitate and promote environmental stewardship and streamlining throughout the North Carolina Department of Transportation.				
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

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Initiative ID#	021C	Baldrige Excellence Criteria	Human Resource Focus	Last Updated	2003
Contact Name	Lauffer, Matt				
Initiative Name	NPDES Permit Hydraulics Unit				
Initiative Description					
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status					
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

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Initiative ID#	022C	Baldrige Excellence Criteria	Customer and Market Focus	Last Updated	2003
Contact Name	Landi, Helen				
Initiative Name	Information Pamphlet on Adopt-A-Highway and Illegal Dumping Near Streams, etc...				
Initiative Description	The Division of Highways has established the Illicit Connection and Illegal Dumping (ICID) program as part of the NCDOT's National Pollution Discharge Elimination System (NPDES) Phase I Stormwater Permit. The ICID/Adopt-A-Highway Program pamphlet is designed to educate and utilize the thousands of AAH volunteers to watch for ICID violations as they work along the state right of way.				
Why are we doing	The Division of Highways has established the program to comply with the Department's NPDES permit. The goal is to help protect our waters by identifying and eliminating sources of water pollutants within the NCDOT right-of-way.				
How did it evolve	The program was developed to utilize the resources of the 150,000 volunteers that participate in the Adopt-A-Highway Program.				
Any Triggers	When volunteers are involved in a clean up we ask that they watch for stormwater pollutants along the roadsides.				
Proactive or Reactive	Both				
Who is Doing	The Adopt-A-Highway program is in all the divisions across the state.				
Goal and Objective	To identify illicit connections and illegal dumping along the right-of-way.				
Is It Being Measured	N/A				
How Is It Measured	N/A				
Who or What is Measuring	N/A				
Its Current Status	The Adopt-A-Highway members are continuing to be educated about and reminded of the program.				
Understanding?	N/A				
Need for New Policy?	No				
Is It Consistent	Yes				
Training/Education Involved	The brochure explains what to look for and how to report ICID problems				
Need for further education	No				
Additional Resource Needs	Yes				
Timeframe	Ongoing				
Review?					
Additional Comments	The prisoners participating in litter pickup will be asked to watch for and educated about ICID problems.				

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Initiative ID#	023C	Baldrige Excellence Criteria	Strategic Planning	Last Updated	2003
Contact Name	Lauffer, Matt				
Initiative Name	NCDOT - NPDES Program - Stormwater				
Initiative Description	An NPDES permit for the NCDOT was issued on June 8, 1998. Requirements contained in the permit address a broad range of DOT activities. Included is a requirement for development of a procedure to document newly constructed stormwater outfalls and add them to a stormwater system inventory of existing facilities. This documentation process will include the development of project stormwater management plans described later in this chapter				
Why are we doing	to discharge stormwater and borrow pit wastewater from construction activities and NCDOT owned ferry terminals, asphalt plant, maintenance facilities, material storage facilities, and roadway systems located statewide.				
How did it evolve	permit became effective June 8, 1998				
Any Triggers					
Proactive or Reactive	Reactive				
Who is Doing	NCDOT Hydraulics Unit, NPDES management group				
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status					
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	024C	Baldrige Excellence Criteria	Information and Analysis	Last Updated	2003
Contact Name	Hutchinson, Kelly				
Initiative Name	ITS Utilization and Optimization				
Initiative Description	Using technology to improve transportation operations.				
Why are we doing	Congestion and safety are major emphasis areas for NCDOT. These problems cannot always be addressed by adding new capacity. An alternative solution is to use technology in the form of cameras, signs, internet sites, telephone services, automated truck inspections etc. to make travel safer and more efficient in NC.				
How did it evolve	ITS began through various programs, mostly in urban areas, across the United States. In North Carolina it began with an active Incident Management program in Charlotte, where I-77 was shut down for many hours and spawned many improvements as a result of that incident. Emergency responders, including NCDOT, developed a plan to work better together when future incidents occur, and also found ways to use technology to lessen the impacts on the motorists affected by the incidents when they do occur.				
Any Triggers	<p>ITS is in the process of becoming mainstreamed within NCDOT. New ITS devices are incorporated in traditional highway construction projects when possible and other funding sources are also pursued.</p> <p>The operations of ITS devices are triggered by various incidents occurring (accidents, construction, adverse weather, evacuations, etc.)</p>				
Proactive or Reactive	<p>Seeking funding for new ITS initiatives through traditional highway projects is somewhat reactive, but our efforts to acquire funds from other sources is very proactive.</p> <p>ITS Operations are both reactive (when an incident occurs) and proactive (when we use ITS for planned events such as work zones, entertainment events, etc.) as needed.</p>				
Who is Doing	<p>ITS is done within NCDOT in 4 groups</p> <p>? Congestion Management (Traffic Engineering) – Cheryl Evans (This group plans and secures funds for ITS projects statewide.)</p> <p>? Traffic Safety Systems (Traffic Engineering) – Buddy Murr (This group does ITS design and construction engineering.)</p> <p>? ITS Operations (Operations) – Kelly Hutchinson (This group coordinates Incident Management and ITS Operations across the state and runs various statewide Traveler Information programs.)</p> <p>? 14 Highway Divisions (Operations) – Division Operations Engineer (Day to day operations and maintenance of Incident Management and ITS Operations.)</p>				
Goal and Objective	To reduce congestion and improve safety.				
Is It Being Measured	We are in the process of conducting a Benefit/Cost Study for our Incident Management Assistance Patrols (IMAP) across the state. After this other studies will follow. We are also doing program cost management and expect BSIP to help significantly in measuring and minimizing costs.				
How Is It Measured	To Be Determined				
Who or What is Measuring	<p>Research project being done by UNC and NC State.</p> <p>Other measurements are being done by ITS Operations Unit.</p>				
Its Current Status	NCDOT has over 75 overhead changeable message signs, 130 traffic cameras, 30 highway advisory radios and operates IMAP on over 400 miles of freeway across the state. We run a traveler information website that has logged over 4 Million hits to date.				
Understanding?	Awareness is improving. The public is somewhat familiar with ITS. MPO's and municipalities are also becoming more aware. An NCDOT workgroup has been formed to propose ideas to improve ITS awareness.				
Need for New Policy?	No.				
Is It Consistent	Mostly.				

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Training/Education Involved	Training is provided for new users of systems as they are introduced across the state. We try to educate other groups within NCDOT through regular presentations (Board of Transportation, Maintenance and Construction Conference, etc.)
Need for further education	Always need more public and NCDOT awareness of ITS.
Additional Resource Needs	Funding for new ITS devices is limited. Additional funds would allow more rapid, more powerful and more widespread deployments.
Timeframe	The program is projected to grow across the state for the next 8 years at a pre-planned rate.
Review?	The ITS program is reviewed as needed.
Additional Comments	

NCDOT's Environmental Initiative Inventory

Initiative ID#	025C	Baldrige Excellence Criteria	Customer and Market Focus	Last Updated	2003
Contact Name	Barbour, Debbie				
Initiative Name	Early Review of Pipeline Projects				
Initiative Description	A pipeline project is a project that did not follow the NEPA Merger process. As such, the environmental impacts have usually not been minimized . When the environmental agencies review the permit application on these type of projects, there are usually numerous design changes requested that requires re-work or re-design late in the project development process.				
Why are we doing	To provide coordination before the project permit application is sent.				
How did it evolve	Problems with delays in obtaining the permits, meeting letting schedules, and making numerous large design changes after the project right of way had been purchased.				
Any Triggers	I developed a list of projects that I considered to be pipeline. I shared the list with the Project Development and Environmental Analysis branch and asked for them to hold coordination meetings. After the wetland and streams were delineated, I asked for coordination meetings to be held to determine the level of agency concurrence.				
Proactive or Reactive	Reactive approach				
Who is Doing	Highway Design Branch and PDEA (I am the point of contact).				
Goal and Objective	To provide needed environmental coordination on the projects before we purchase the right of way acquisition. Early coordination also helps to bring the problems out in the open so any issues can be resolved.				
Is It Being Measured	No, it is not being measured.				
How Is It Measured	n/a				
Who or What is Measuring	n/a				
Its Current Status	We have coordinated on probably about twenty projects. We still have approximately six to seven projects that will require additional coordination. We are now very near the end of the pipeline project list that was developed in the late 1990's. There are two remaining projects R-2248 E and U-2525 that are about to undergo coordination with the agencies. I anticipate this review will be complete by mid-2005.				
Understanding?	Good				
Need for New Policy?	No				
Is It Consistent	Mainly, this has been through the PDEA Branch and the Highway Design Branch Yes, it is consistent.				
Training/Education Involved	No				
Need for further education	No, hopefully, we will be finished with the Pipeline projects shortly and our new location projects will follow the 01 Merger process.				
Additional Resource Needs	Yes, sometimes it is difficult to arrange the delineations.				
Timeframe	no				
Review?	About quarterly to determine status of remaining projects.				
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	026C	Baldrige Excellence Criteria	Partnerships, Customer and Market Focus	Last Updated	2003
Contact Name	Thorpe, Greg				
Initiative Name	Formal Elevation Process with Department of Environment and Natural Resources				
Initiative Description	An adopted formal elevation process to resolve conflict in a positive manner between the NC Department of Transportation and NC Department of Environment and Natural Resources.				
Why are we doing	To resolve the decision-making conflict.				
How did it evolve	Past difficulty in making decisions. Decisions use to be long and dragged out between DENR and DOT when agreements could not be met and it was difficult in judging who would make the call. The agencies and public were being punished for the unresolved disagreements that were occurring causing delayed projects.				
Any Triggers	A hang up on a decision, policy, program, or interpretation.				
Proactive or Reactive	Really a process improvement				
Who is Doing	DENR and DOT				
Goal and Objective	To alleviate conflict by directing the issue to the correct leader until the disagreement is resolved in a positive manner.				
Is It Being Measured	Not formally				
How Is It Measured	n/a				
Who or What is Measuring	n/a				
Its Current Status	Active. We use the process on average of about once per month. The process itself began in 2001 and was revamped in 2003 to accommodate organizational changes.				
Understanding?	Fairly well				
Need for New Policy?	There needs to be time for individuals to comprehend it and to completely understand.				
Is It Consistent	No, Planning Development and Environmental Analysis Branch uses it often and consistently but others may not.				
Training/Education Involved	No, its use is emphasized when needed and was discussed at the PD&EA retreat in July 2001.				
Need for further education	Yes, there is always a need for more education				
Additional Resource Needs	No, there are little resources actually needed for achievement.				
Timeframe	No internal timeframe in place. If the process is initiated/activated there is no time condition for a decision to be rendered.				
Review?	Often, it has been reviewed 6 times.				
Additional Comments	It's a very good process and was needed sooner than when it was actually adopted by the agencies. It forces a decision to be made. Therefore, things are getting done and both sides. Communication has improved and it has made (to an extent) jobs easier.				

NCDOT's Environmental Initiative Inventory

Initiative ID#	027C	Baldrige Excellence Criteria	Strategic Planning	Last Updated	2003
Contact Name	Harris, Phil				
Initiative Name	SWAMP/SWIMS				
Initiative Description	Strategic Wetland Analysis and Mitigation Planning (SWAMP); Stream and Wetland Inventory Management System (SWIMS) Programs that generate the data in a database that manages anticipated impacts to streams and wetlands.				
Why are we doing	To plan for the implementation of mitigation projects to ensure that unavoidable impacts to aquatic resources resulting from transportation projects are offset (mitigated) in the most effective matter so that project schedules are maintained and environmental impacts are offset				
How did it evolve	Tracking and managing the complexity and magnitude of mitigating the wetland and stream impacts associated with the TIP requires a centralized data management system. Mitigation sites must be implemented well in advance of TIP construction let dates. The SWAMP/SWIMS system combines three sets of data into a comprehensive database that tracks when, where, how much, and what type of mitigation is needed. It also tracks where, how much, and what type of mitigation sites have been implemented and then determines where mitigation is needed and where it is not.				
Any Triggers	The database was established in 2001 during a one-time event. However, the data is continuously updated as new information is added to the system.				
Proactive or Reactive	Proactive				
Who is Doing	It is entirely a DOT project. The primary contact is David Schiller (PD&EA). Other groups within the Department assisting are the GIS Unit (Forrest Robson), TIP Scheduling Unit (Omar Sultan), and Roadway Design Unit (Dewayne Sykes).				
Goal and Objective	To predict when and where mitigation sites are needed so that TIP project let dates are not delayed because of the lack of mitigation.				
Is It Being Measured	no				
How Is It Measured	n/a				
Who or What is Measuring	n/a				
Its Current Status	This in an ongoing program. It is updated and modified as needed (may be transitioned into EEP).				
Understanding?	Don't know, but probably not well. There is a lack of support from the staff due to personnel vacancies and other duties.				
Need for New Policy?	There is a need for policy clarification so that the staff understands the importance of this project.				
Is It Consistent	n/a				
Training/Education Involved	No				
Need for further education	no				
Additional Resource Needs	There are inadequate resources at the present time. As stated above, staff work loads do not permit enough time to update the system.				
Timeframe	no				
Review?	continuously				
Additional Comments	This project is needed to coordinate the mitigation needs associated with the TIP. The structure is in place, but vast amounts of data about specific TIP projects are missing.				

NCDOT's Environmental Initiative Inventory

Initiative ID#	028C	Baldrige Excellence Criteria		Last Updated	2003
Contact Name	Goode, Carl				
Initiative Name	Evaluation of Secondary and Cumulative Impacts				
Initiative Description	* See ID#56				
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status	See ID#56				
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

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Initiative ID#	029C	Baldrige Excellence Criteria	Business Results	Last Updated	2003
Contact Name	Shelton, Roy				
Initiative Name	Programmatic CE Forms and Checklists				
Initiative Description					
Why are we doing	Streamline the process for approval of certain projects, which qualify as Categorical Exclusions (CE's), by standardizing and minimizing the documentation process. Also, to allow NCDOT to approve certain projects that meets certain criteria rather than FHWA.				
How did it evolve	Both NCDOT and the FHWA Division Office recognized the need to streamline the process.				
Any Triggers	An evaluation of each project to see if it meets the criteria.				
Proactive or Reactive	It is a proactive approach.				
Who is Doing	The Project Development and Environmental Analysis Branch and the FHWA are doing the initiative.				
Goal and Objective	To conserve resources and expedite project environmental approval.				
Is It Being Measured	It is being measured by the number of Programmatic CE's approved each year.				
How Is It Measured	Data is available.				
Who or What is Measuring	The Project Development and Environmental Analysis Branch				
Its Current Status	It is fully implemented. These programmatic forms and checklists have been updated and no further work is planned at this time.				
Understanding?	Stakeholders understand it.				
Need for New Policy?	No				
Is It Consistent	Yes				
Training/Education Involved	Not applicable				
Need for further education	For new employees in PDEA				
Additional Resource Needs	Not applicable				
Timeframe	Not applicable				
Review?	FHWA reviews the initiative to see how it is working but not on a regular schedule.				
Additional Comments					

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Initiative ID#	030C	Baldrige Excellence Criteria	Business Results	Last Updated	2003
Contact Name	Shelton, Roy				
Initiative Name	Programmatic Section 4(f) Evaluation Forms				
Initiative Description					
Why are we doing	To standardize and simplify the process for documentation of minor Section 4(f) Impacts.				
How did it evolve	Guidance from the Federal Highway Administration				
Any Triggers	Identification of 4(f) impacts during the project development process which meet the criteria for programmatic use.				
Proactive or Reactive	Proactive				
Who is Doing	Project Development and Environmental Analysis Branch of NCDOT and FHWA				
Goal and Objective	Provide full consideration and compliance with USDOT's Section 4(f) regulations while minimization the documentation requirements				
Is It Being Measured	Yes, by the number of Programmatic 4(f)'s approved each year.				
How Is It Measured	Documentation is available for the past several years.				
Who or What is Measuring	Project Development and Environmental Analysis				
Its Current Status	Fully Implemented. These programmatic forms and checklists have been updated and no further work is planned at this time.				
Understanding?	Good				
Need for New Policy?	No				
Is It Consistent	Yes				
Training/Education Involved	No				
Need for further education	No				
Additional Resource Needs	No				
Timeframe	N/A				
Review?	Not defined schedule but subject to review by FHWA				
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	031C	Baldrige Excellence Criteria	Strategic Planning, Information and Analysis	Last Updated	2003
Contact Name	Robson, Forrest				
Initiative Name	Geographic Information System (GIS) Expansion/Fast Track (LRS Information)				
Initiative Description					
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status	Unknown				
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	032C	Baldrige Excellence Criteria	Human Resources Focus	Last Updated	2003
Contact Name	Huntsinger, Leta				
Initiative Name	Model Research and Development Unit - Land Use Feedback Loops				
Initiative Description	Once staffed, a key role of this unit will be to investigate the integration of land use into our travel demand model as an interactive input rather than as a static input.				
Why are we doing	The use of land use feedback loops will allow us to more fully evaluate the affects of transportation on land use decisions and land use decisions on transportation.				
How did it evolve	Increased awareness of the need to treat land use as a part of the system rather than as static input into the system.				
Any Triggers	It is envisioned that eventually some form of land use feedback will be implemented for all travel demand models. The process would be triggered by the update of a model or plan.				
Proactive or Reactive	Proactive.				
Who is Doing	Statewide planning branch in cooperation with our local partners.				
Goal and Objective	To develop transportation plans that better reflect land use.				
Is It Being Measured	Not yet implemented.				
How Is It Measured	n/a				
Who or What is Measuring	n/a				
Its Current Status	Currently a long range goal.				
Understanding?					
Need for New Policy?	n/a				
Is It Consistent	n/a				
Training/Education Involved	Training will need to be a key element of the initiative.				
Need for further education					
Additional Resource Needs	There are not currently adequate resources. However, if the model team is fully staffed there will be dedicated resources for the effort.				
Timeframe	No.				
Review?	n/a				
Additional Comments	n/a				

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Initiative ID#	033C	Baldrige Excellence Criteria	Process Management, Business Results	Last Updated	2003
Contact Name	Smith, David				
Initiative Name	40% Reduction In Project Cycle Time				
Initiative Description	This initiative originated under former Transportation Secretary Norris Tolson. He asked his senior management staff to identify ways to shorten the project cycle time by 40 percent. A team from the Highway Design Branch and the Project Development & Environmental Analysis Branch examined the current process and recommended that we not program a project in the Transportation Improvement Program (TIP) until we have concurrence with the environmental agencies on a Purpose and Need for the project and that we have Reasonable and Feasible Alternatives. The proposal then started the TIP clock after we had begun the planning documents and functional designs.				
Why are we doing	Directed by the Secretary.				
How did it evolve	There were complaints from Legislators, Board of Transportation Members and citizens on the length of time required to get TIP projects through the planning/design process and under construction. When Secretary Tolson experienced first-hand the problems with the resource agencies on a section of US 421 in Watauga County, he charged the senior staff to identify ways to expedite the planning, design and permitting process.				
Any Triggers	N/A				
Proactive or Reactive	Reactive				
Who is Doing	Highway Design Branch, Project Development and Environmental Analysis Branch, and Statewide Planning Branch				
Goal and Objective	To identify ways to reduce the project development time by 40 percent.				
Is It Being Measured	The team developed a revised process chart and compared the timeline against the previous project development flow chart.				
How Is It Measured	It is not being measured. The project development timeline is hard to measure since it varies from project to project.				
Who or What is Measuring	n/a				
Its Current Status	The initiative has been combined with the 01 Merger process. We are examining changes within the 01 Merger that will affect the project development flow process will be significant reduction in project cycle.				
Understanding?	The project development process is very complicated. The participants do not understand the entire process. Individual units know how they fit into the process, but very few know the overall project development process.				
Need for New Policy?	Not now, since the 01 Merger process will be further modifying the process.				
Is It Consistent	n/a				
Training/Education Involved	Training may be required for the revised 01 Merger process.				
Need for further education	N/A				
Additional Resource Needs	Yes, we have inadequate resources to be proactive. We need to hire additional staff or private engineering firms to search for mitigation sites and submit permit applications up to 18 months before beginning construction.				
Timeframe	We have a project flow chart that sets a timeline for complicated projects that require an Environmental Impact Statement (EIS) and another one for the less complicated projects that only require an Environmental Assessment and a Finding of No Significant Impact (EA/FONSI).				
Review?	The project development process was reviewed in 1997 and again recently in 2001 at the Permit Process Workshop.				

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Additional Comments

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Initiative ID#	034C	Baldrige Excellence Criteria	Information and Analysis, Business Results	Last Updated	2003
Contact Name	Smith, David				
Initiative Name	Project Management Improvement Initiative (PMii) - an integrated scheduling and project tracking system				
Initiative Description	The Project Management Improvement Initiative was originally requested to establish an integrated scheduling system for the entire Department of Transportation. Each Branch/Unit within the Department either had no scheduling system or had an independent scheduling system. Scheduling was manual and rather laborious. Also, problems in meeting scheduled dates for planning document completion, right of way acquisition, construction lettings and distribution of work within the groups were encountered by those not having a scheduling system. The BSIP (Business Systems Improvement Project) gave an opportunity to tie into a system to address our scheduling needs and to integrate a scheduling system for the entire Department. In exploring the PMii, we have also learned that we can also use the system as a communication tool to alert internal and external customers of design changes.				
Why are we doing	This project will provide a modern, unified tool to the Department for managing projects in the TIP (Transportation Improvement Program) from the time it is given a TIP number (and possibly prior to that point), through its complete life cycle of planning, design, right of way acquisition, construction and maintenance. The objective is to improve our management effort to keep projects on schedule, to begin to provide a single point of entry for information concerning projects, and to make the information more easily accessible and user friendly.				
How did it evolve	Deputy State Highway Administrator - Preconstruction Len Hill noted the need for a new system and discussed it with Chief Planning and Environmental Officer Janet D'Ignazio and Chief Technology Officer E. D. Walker, then with the BSIPs team. There have been many requests over the years to replace the legacy systems such as PMSS, PAWS and others.				
Any Triggers	The need to schedule workload to meet the dates for projects in the TIP.				
Proactive or Reactive	It is initially reactive in that we are reacting to shortcomings in our legacy system and the problems some units were having in predicting their workloads and meeting their schedules. The initiative is also proactive because it seeks to establish a department-wide scheduling system with room to grow to meet future needs.				
Who is Doing	Bill Martin is the Project Manager with the Information Technology Unit, heading the initiative working closely with representatives of all the branches and units of the Department.				
Goal and Objective	To provide the department with an integrated scheduling system and a project tracking system.				
Is It Being Measured	A cost/benefit analysis has been developed with key process indicators for identifying and measuring the benefits to the organization, but measurement will not take place until after the system is in use.				
How Is It Measured	n/a				
Who or What is Measuring	n/a				
Its Current Status	The Discovery Phase is nearing completion (2002) with the development of a road map laying out the different parts of the overall effort over several phases. The Implementation Phase is to begin in October or November 2001 (was actually delayed and implemented much later). Current status: PMii will be operational in summer of 2004 and training will occur in spring. On May 17, 2004, the PMii project is scheduled to go-live and will be integrated into the SAP R/3 system. PMii will provide the Department with a modern, critical path scheduling tool for the management of TIP projects from TIP approval to Let. The Project will provide engineers and management better access to project status information during the planning and design of TIP projects. PMii is envisioned as a multi-phase project with phase one providing a basic critical path scheduling tool for certain types of TIP projects; Interstate, Rural, Urban, Bridge and Special. Later phases would include other TIP project types and provide additional system functionality. In preparation for go-live, we have started end-user training. PMii only affects a very small percentage of current R/3 users. Basically, the Pmii project only affects those individuals in the Planning and the Environment groups, Preconstruction Branches, FISCAL, and some units in Operations, such as Bridge Maintenance, Roadside Environmental, Project Services, Utilities, Division DDC and Pavement Management. PMii is utilizing existing R/3 functionality to add networks, activities and activity elements to TIP WBS elements in order to track project progress. Essentially, the Pmii go-live should be transparent to the majority of R/3 users.				
Understanding?	This is a fairly new process for the Department with only the BSIP project as a precedent. Previous projects have been completely developed from scratch. In this project, the software already exists and the problem becomes one of configuring the system to suit our processes and requirements. Stakeholders have a basic understanding of this, but education is ongoing.				
Need for New Policy?	It is expected that the new system will provide opportunities to take a fresh look at our processes and perhaps revise them. These opportunities should be uncovered during the blueprint phase of the implementation.				

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Is It Consistent	n/a
Training/Education Involved	This initiative will require training in Critical Path Scheduling and the use of the system.
Need for further education	If processes and roles are changed, additional training may be required.
Additional Resource Needs	Adequate Information Technology staff members and consultants have been working diligently on the Discovery Phase. Additional personnel requirements have been identified for the Implementation Phase, but have not been assigned to date.
Timeframe	Tentative start is October or November of 2001, with tentative completion 14 months later.
Review?	Periodic reviews will be conducted at multiple levels, but they have not been established.
Additional Comments	PMii has the potential to become the best tool ever developed for programming, planning, design, right of way acquisition, construction and maintenance of projects in the TIP. Never before have we had a tool to help estimate manpower, workload, and consider project changes with respect to other projects. The opportunity for improved communication, sharing of information and elimination of redundant entry of critical project specific information can make this the best process improvement in the history of our Department.

NCDOT's Environmental Initiative Inventory

Initiative ID#	035C	Baldrige Excellence Criteria	Human Resource Focus	Last Updated	2003
Contact Name	Szlosberg, Nina				
Initiative Name	Baseline Transportation and Environmental Resources				
Initiative Description					
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status					
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

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Initiative ID#	036C	Baldrige Excellence Criteria	Business Results	Last Updated	2003
Contact Name	Harris, Phil				
Initiative Name	Full Delivery Mitigation Projects				
Initiative Description	A Full Delivery Project (FDP) is defined as a wetland or stream mitigation project that is planned, designed, constructed, and monitored by a private firm on property acquired by that firm under contract to NCDOT				
Why are we doing	Because of the need for large amounts of wetland and stream mitigation and the Department's limited staff resources, implementation of the FDP program is a means of procuring needed mitigation from the private sector.				
How did it evolve	In 1999, PD&EA management recognized that the amount of wetland and stream mitigation needed could not be provided with our limited in-house resources, mainly staff. The concept of having the private sector provide a portion of the mitigation was recognized as a viable method of filling this projected deficit.				
Any Triggers	Using the SWAMP/SWIMS database, future mitigation needs are identified and, if appropriate, A Request for Proposals for the needed mitigation is issued in the State Purchase Directory.				
Proactive or Reactive	Proactive				
Who is Doing	It is entirely a DOT project. The primary contact is David Schiller (PD&EA). Other groups within the Department assisting are the Right of Way Branch (Jim West), Roadside Environmental Unit (Don Lee), Design Services Unit (Victor Barbour), External Audit Branch (Bruce Dillard), Hydraulics Unit (David Henderson), and Geotechnical Unit (Bill Moore), and the Attorney General's Office (Fred Lamar).				
Goal and Objective	To utilize the private sector to provide a portion of the mitigation needed, especially that for future TIP projects.				
Is It Being Measured	no				
How Is It Measured	n/a				
Who or What is Measuring	n/a				
Its Current Status	Currently there are fourteen contracts between the Department and private firms under which approximately 31,000 feet of stream restoration and 1280 acres of wetland restoration will be implemented.				
Understanding?	Very well.				
Need for New Policy?	There is a need for a slight (procedure) modification so that the process can be improved.				
Is It Consistent	n/a				
Training/Education Involved	No				
Need for further education	no				
Additional Resource Needs	There are adequate resources.				
Timeframe					
Review?	continuously				
Additional Comments	The FDP initiative is an innovative means of providing needed mitigation. The biggest advantage is the amount of mitigation that can be procured with a small amount of DOT personnel. The biggest disadvantage is the high monetary cost.				

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Initiative ID#	037C	Baldrige Excellence Criteria	Partnerships, Information and Analysis	Last Updated	2003
Contact Name	Barbour, Debbie				
Initiative Name	Instituted Original NEPA/404 Merger Process				
Initiative Description	Instituted Original Merger Process: The Merger Process is a joint agreement between the US Army Corps of Engineers, the FHWA, and the Department of Transportation. The Merger process involves the formation of a project team that consists of all environmental regulatory agencies, department staff, and the FHWA. The team must have concurrence at 4 key points in the project development process. These 4 points are Purpose and Need, Identification of Reasonable and Feasible Alternatives, the Least Environmentally Damaging Practicable Alternative, and Minimization of Impacts.				
Why are we doing	To improve the coordination and efficiency of the project development process.				
How did it evolve	Interagency agreement-because of the problems the department was having in getting concurrence on recommended alternatives.				
Any Triggers	Generally, new location projects trigger the Merger process as they enter the planning stage.				
Proactive or Reactive	Reactive				
Who is Doing	PDEA, Highway Design, all the environmental agencies. (Roy Shelton-PDEA)				
Goal and Objective	To gain concurrence at key points in the project development stage. Concurrence must be established before proceeding to next step in the process.				
Is It Being Measured	No, the process is not being measured.				
How Is It Measured	n/a				
Who or What is Measuring	n/a				
Its Current Status	Still underway and about to be modified or expanded to the 01 Merger				
Understanding?	I think the overall process is understood. We need to continue to work on getting the permit application out at the time the Draft Document is distributed.				
Need for New Policy?	The permit workshop has just addressed this question. We have identified a revised merger process that will be called the 01 Merger. This process adds mitigation concurrence points, addresses all bridging issues before a LEDPA is established, and adds concurrence points 4a (alignment minimization), 4b (review of 30 percent hydraulic design) and 4c (review of permit drawings).				
Is It Consistent	Yes				
Training/Education Involved	Training will need to be conducted for the 01 Merger process.				
Need for further education	Training will need to be conducted for the 01 Merger process.				
Additional Resource Needs	Yes, we will have to enlist the help of private engineering firms)				
Timeframe	We are currently working on a timeline for the development of the 01 Merger and training associated with the 01 merger.				
Review?	The Original Merger has been in place since mid-1997. This is the first time the Process has been reviewed.				
Additional Comments					

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Initiative ID#	038C	Baldrige Excellence Criteria	Customer and Market Focus, Human Resource Focus	Last Updated	2003
Contact Name	Landi, Helen				
Initiative Name	Office of Beautification Programs - Litter Prevention and Cleanup				
Initiative Description	The Office of Beautification Programs serves the citizens by improving the appearance of North Carolina highways. Goals are to establish and maintain effective litter cleanup programs, litter prevention programs, and to increase public support for and awareness of the North Carolina Department of Transportation's beautification efforts.				
Why are we doing	The Highway Beautification Department has been besieged with complaints concerning the increase of litter along North Carolina's highways. Due to repairs needed because of weather, age and increased usage the maintenance staff and budget have not been able to keep up. Litter pick up has been relegated to the bottom of the list because it isn't a safety or emergency issue. I have found the operations personnel very supportive of my efforts but limited in their ability to help due to staff and funding constraints. Also, the volunteer groups are not as active as they once were and their safety on our interstate highways is an increasing concern. They are frequently overwhelmed by the amount of litter found on the roadsides and find it hard to keep up. In addition, awareness of litter as a criminal offense seems to have fallen and enforcement of the litter laws is not supported. These factors along with increased population and traffic have generated an increase in litter that needs to be addressed.				
How did it evolve	The first programs began in 1985 to respond to litter complaints and to participate in the new national program, Adopt-A-Highway.				
Any Triggers	A desire and a demand for cleaner highways by NCDOT's and the citizens of North Carolina.				
Proactive or Reactive	Our programs offer some of both. The cleanups are reactive but the other approaches are proactive.				
Who is Doing	The Office of Beautification handles all promotional and education efforts. The Office of Beautification and the county maintenance offices handle Adopt-A-Highway.				
Goal and Objective	Cleaner highways through reduced littering and better clean up efforts.				
Is It Being Measured	The following are measured: pounds of litter collected each year. Money spent on supplies and labor. Money spent on prison labor.				
How Is It Measured	Very.				
Who or What is Measuring	Labor is tracked in the field. Supplies are tracked by everyone who uses them. Pounds of litter collected is tracked by landfill receipts.				
Its Current Status	The programs are all increasing.				
Understanding?	The stakeholders understand it to a point but also question why the department can't do more.				
Need for New Policy?	Policy can always be improved upon. Currently we are developing guidelines for suggesting Adopt-A-Highway in lieu of roadside memorials.				
Is It Consistent	The policy is consistent, implementation and interest varies.				
Training/Education Involved	There is training involved for Adopt-A-Highway coordinators concerning program guidelines and data entry.				
Need for further education	The above mentioned coordinator positions turn over frequently so there is always a need for more training.				
Additional Resource Needs	No, but the resources are much improved.				
Timeframe	This is an ongoing project.				
Review?	As a whole on an annual basis				
Additional Comments	Programs: Adopt-A-Highway: Oversee 5000+ volunteer groups charged with picking up 10,000+ miles of highway 4 times a year. Handle multiple mailings, promotional activities as well as spring and fall litter events. Coordinate highway adoptions with the local NCDOT staff in maintenance units across the state. Maintain inventories for all Adopt-A-Highway				

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supplies.

N.C. Mean About Clean: NCDOT's new anti-litter campaign. Will be kicked off early in 2002 to coincide with new anti-litter legislation.

Swat-A-Litterbug: (Swat-A-Litterbug is a citizen's reporting program.) Oversee the distribution of Swat-A-Litterbug cards. Monitor returned cards and send offenders follow up letters.

North Carolina Clean Foundation: A nonprofit 501(c)(3) organization dedicated to reducing roadside litter by forming public/private partnerships and informing citizens about the harmful effects of litter through public education and media campaigns.

PUBLIC AWARENESS AND SUPPORT: Handle all public affairs for litter cleanup programs and litter prevention programs and anti-litter education promotions. Includes mailers, press releases, pamphlets, proclamations, awards and certificates. Handle citizen's calls and mail concerning litter. Participate in events highlighting litter awareness.

NCDOT: Coordinate efforts with the chief engineer's office and maintenance units across the state to handle roadside garbage pickup, posting of Adopt-A-Highway and Anti-litter signs, as well as distribution and inventory control of materials for volunteers, inmate and community service workers programs. Research with the equipment unit new options for machinery for litter pickup.

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Initiative ID#	039C	Baldrige Excellence Criteria	Business Results	Last Updated	2003
Contact Name	Barbour, Debbie				
Initiative Name	Merger 01 Development (Revised Process with Performance Measures)				
Initiative Description	This is a streamlining initiative - a permit process improvement program to completely analyze and update the current permitting process. The intent is narrow and the conclusion is broad, to broaden the NEPA/404 process. It will be a better system for 2001.				
Why are we doing	Demand by stakeholders, public scrutiny, DOT Board members interest, and a national initiative (TEA21). We have historically had a problem with permitting since it began.				
How did it evolve	Major delays in the process. The process was broken and was causing more problems than it was helping and the initiative addresses those aspects.				
Any Triggers	Poor communication, stress, exhaustive conflict (the need for a permit)				
Proactive or Reactive	Was originally a reactive approach to something that should have been proactive. Once fully implemented it will be a much better and proactive approach				
Who is Doing	The resource agencies (NCDOT, NCDENR, EPA, FWS, WRC, NCM, DWQ, ACOE, NMR, SHPO, and others)				
Goal and Objective	To provide better environmental quality of work and to reduce cycle time by 40%.				
Is It Being Measured	Not yet - it's a complex process to measure				
How Is It Measured	n/a				
Who or What is Measuring	Any permitting organization is reviewing it. (Planning Development and Environmental Analysis Branch)				
Its Current Status	In development and implementation stage. It will probably be 2 more years until implemented. Process improvement effort completed in 2001 and implementation phases began in 2002 through teams. In 2003 several aspects of the new Merger 01 process were implemented. Additional changes/ recommendations will be implemented in 2004.				
Understanding?	Not well - until the training program is developed. It is such a major process review it will take training throughout the organizations and due to its significance it will take time for people to fully grasp and learn the new process.				
Need for New Policy?	Yes - but training will occur and clarify the objectives				
Is It Consistent	n/a				
Training/Education Involved	Will be (list of instructions)				
Need for further education	N/A (will be)				
Additional Resource Needs	Yes, we are understaffed and are in a crisis mode. It will take a lot of resources to implement because we are so backlogged with current projects that have been in years of planning. Even though we are trying to be proactive, it will take years to actually become proactive. Will continue to be reactive if the resources are not adequate.				
Timeframe	Yes, but it is changing because of the complexity of the process improvements.				
Review?	It's currently being reviewed and may be periodically reviewed once implemented.				
Additional Comments	If implemented, it will be the best thing ever done in the NCDOT and NC permitting arena. However, it will take enormous resources to change the workload and when implemented the workload will be less and it will be more efficient and effective in an everyday mode.				

NCDOT's Environmental Initiative Inventory

Initiative ID#	040C	Baldrige Excellence Criteria	Information and Analysis	Last Updated	2003
Contact Name	Sherrod, Ted				
Initiative Name	NCDOT/NCSU Turbidity and Erosion Control Research				
Initiative Description	The Turbidity and Erosion Control Research was initiated to address Best Management Practices (BMP's) for point source discharges into surface waters to meet water quality regulations. DOT and NCSU have partnered to incorporate new technologies to obtain compliance and protect our natural resources				
Why are we doing	To find new methods and techniques to improve turbidity and EC efficiency				
How did it evolve	The Roadside Environmental Units desire to improve to meet future environmental concerns.				
Any Triggers	Rising environmental demands				
Proactive or Reactive	Combination Increased permit demands plus Environmental Stewardship policy				
Who is Doing	Roadside Environmental Unit				
Goal and Objective	To find better ways to protect the environment				
Is It Being Measured	Dr. Rich McLaughlin is performing the research from NCSU				
How Is It Measured	Scientifically				
Who or What is Measuring	Dr. Rich McLaughlin				
Its Current Status	Active				
Understanding?	Everyone is on board				
Need for New Policy?	Not at this time				
Is It Consistent	N/A				
Training/Education Involved	Upon Completion of Research				
Need for further education	Upon completion of research				
Additional Resource Needs	No				
Timeframe	Yes				
Review?	Continuously				
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	041C	Baldrige Excellence Criteria	Strategic Planning, Leadership	Last Updated	2003
Contact Name	Hunkins, Julie				
Initiative Name	Adoption by Board of Transportation of NCDOT Environmental Stewardship Policy				
Initiative Description	Department wide environmental ethics policy to be mainstreamed in to every day practices				
Why are we doing	To clarify and communicate expectations from and throughout the department as it relates to our commitment to be environmental stewards in our day-to-day business.				
How did it evolve	Through the leadership of NCDOT and Environmental Leadership Training				
Any Triggers	The need to change the culture of the organization to be stewards of the environment				
Proactive or Reactive	Both				
Who is Doing	The Office of Planning and the Environment and the Division of Highways' Operations Branch have organized the development of the policy.				
Goal and Objective	To clarify and communicate expectations from and throughout the department as it relates to our commitment to be environmental stewards in our day-to-day business. The policy anticipated to be adopted by the Board of Transportation.				
Is It Being Measured	Not currently				
How Is It Measured	N/A				
Who or What is Measuring	N/A				
Its Current Status	The policy was formally approved for implementation by the Board (signed by Chairman Doug Galyon and Transportation Secretary Lyndo Tippet) on February 7, 2002				
Understanding?	Some education and outreach will be needed to ensure that NCDOT employees fully understand the policy and what it means for their daily work.				
Need for New Policy?	This is a new policy.				
Is It Consistent	Should be				
Training/Education Involved	Yes, there will be.				
Need for further education	Yes.				
Additional Resource Needs	Additional resources are likely to be needed to develop and deliver training about the policy throughout the department.				
Timeframe	The policy was developed in late 2001 and early 2002. Training development and delivery will occur throughout 2002.				
Review?	N/A. The policy should be reviewed periodically by the Board of Transportation's Environmental Planning and Policy Committee, as recommended by staff, to determine if changes in the policy are needed.				
Additional Comments	This is a significant achievement and addition to the department (state-wide). It is the intent that this policy implementation will begin to change the culture of the DOT to put more understanding and support with the natural and human environment				

NCDOT's Environmental Initiative Inventory

Initiative ID#	042C	Baldrige Excellence Criteria	Leadership, Strategic Planning	Last Updated	2003
Contact Name	Hunkins, Julie				
Initiative Name	Creation of Board of Transportation's Environmental Planning and Policy Committee				
Initiative Description					
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status	The current chairperson is Nina Szlosberg and the committee meets monthly (the Wednesday before the BOT meeting in the Boardroom at 8:30 AM). The committee has a website where meeting minutes and presentations are posted after monthly meetings.				
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	043C	Baldrige Excellence Criteria	Customer and Market Focus	Last Updated	2003
Contact Name	Norman, Tom				
Initiative Name	Bike and Pedestrian Conference				
Initiative Description	Bike and Pedestrian Conference: The Division of Bicycle and Pedestrian Transportation initiated planning for a two-day bicycle/pedestrian summit in early 2002. Guest speakers were to be invited to make presentations and lead training sessions on facilities design guidelines, safety education, health benefits of biking and walking, and walkable communities. Due to the State's budget crisis and to the retirement of key staff, it was determined that the proposed Bicycle and Pedestrian Summit be postponed until a later time. We hope to be able to work on preparations for the summit later this year through a contract with ITRE.				
Why are we doing	To raise awareness of safety and health benefits associated with improvements for biking and walking.				
How did it evolve	Staff suggestions along with citizen requests for more information.				
Any Triggers	Feedback from Departmental employees and the public concerning the need for bike/pedestrian training.				
Proactive or Reactive	Both.				
Who is Doing	The Division of Bicycle and Pedestrian Transportation				
Goal and Objective	Raise awareness of bicycle and pedestrian issues, needs, benefits and opportunities to expand modal choice in the State's transportation system.				
Is It Being Measured	No measurements, other than post-conference evaluations are planned.				
How Is It Measured	it's not				
Who or What is Measuring	Conference organizers.				
Its Current Status	Conference to be developed later this year.				
Understanding?	N/A				
Need for New Policy?	No				
Is It Consistent	N/A				
Training/Education Involved	Yes. See responses to prior questions.				
Need for further education	Training is considered an ongoing need.				
Additional Resource Needs	Yes; inadequate staff, many competing demands on office time, numerous time-sensitive projects needing to be completed before time is available to organize a major conference.				
Timeframe	It is hoped that current commitments to projects will be handled and permit time to plan the conference for later this year.				
Review?	Monthly				
Additional Comments	No				

NCDOT's Environmental Initiative Inventory

Initiative ID#	044C	Baldrige Excellence Criteria	Information and Analysis, Partnerships, Business Results	Last Updated	2003
Contact Name	Henderson, Dave				
Initiative Name	Developing High Quality Resource Identification				
Initiative Description	The universe of wetlands and natural habitats can be subdivided qualitatively into those that are recognized for their high quality and those that are not valued so highly. For example, there is fairly good consensus on what is a high quality wetland. In general, wetlands that perform multiple functions (storage of flood waters, removal of pollutants, providing wildlife habitat and recharging the ground water table) are viewed as very important wetlands. In contrast, certain kinds of wetlands may only perform 1 or 2 major functions (provide wildlife habitat and, perhaps, recharge ground water table). There are two separate initiatives that are taking place simultaneously. DOT staff have long discussed the need to establish special protocols for planning, designing and constructing projects in high quality resources. State and federal environmental agency staff are also busy addressing the same issue.				
Why are we doing	To ensure that DOT is aware of the existence of high quality resources and that it recognizes the special value of these resources to the state and nation. It is hoped that policies can be developed that will provide guidance to planners, designers and operations staff as they work on transportation projects to ensure that high quality resources are given the highest level of protection.				
How did it evolve	General recognition by staff and agencies that traditional methods, i.e. indiscriminate use of fill sections through wetlands must be modified to place greater emphasis on avoidance of special resources, and to employ bridging as a standard method when avoidance alignments are not feasible.				
Any Triggers	Identification of the resource as a high quality resource by the project biologist at the DOT.				
Proactive or Reactive	Proactive.				
Who is Doing	Branch and DENR with other agencies.				
Goal and Objective	To provide definition to the term "high quality resource" so that there is widespread understanding and recognition of the existence of such resources and, specifically, what these resources are. This, in turn, will enable environmental biologists to confidently identify these resources in the field.				
Is It Being Measured	N/A				
How Is It Measured	N/A				
Who or What is Measuring	N/A				
Its Current Status	Team was established among many agencies, including DOT, to review and recommend. Team meet regularly and intensively to develop. High Quality Resources Guidance Manual has been drafted and will be finalized and implemented in 2004.				
Understanding?	That is unclear. It remains to be seen.				
Need for New Policy?	There will be a need for high level buy-in to the initiative; new policies and/or procedures are likely to be needed.				
Is It Consistent	It will need to be.				
Training/Education Involved	It will be necessary to educate and enlighten staff across the Department about the high quality resource initiative. Those programs, whose actions may effect high quality resources, must be educated about the new protocols involved.				
Need for further education	See previous response				
Additional Resource Needs	Probably not, but implementation of the initiative will undoubtedly result in additional expenditures on some highway projects.				
Timeframe	No, but there is the general feeling that initiative should be implemented at the earliest opportunity.				

NCDOT's Environmental Initiative Inventory

Review?

n/a

Additional Comments

This initiative is based on logic. High quality resources that perform invaluable functions for our state and its citizens should be singled out for special consideration during the planning, design and construction of highway facilities. Measures should be taken commensurate to the importance of the resource. Where extraordinary resources occur, which cannot be replaced by existing methodologies, the Department should be prepared to take extraordinary actions to avoid and protect them.

NCDOT's Environmental Initiative Inventory

Initiative ID#	045C	Baldrige Excellence Criteria	Information and Analysis, Business Results	Last Updated	2003
Contact Name	Bruff, Mike				
Initiative Name	Pilot and Analysis of Pre-TIP (Transportation Improvement Program) Planning Process				
Initiative Description	Effort by Transportation Planning Branch (TPB) to begin some project level studies before a project is actually funded in the TIP.				
Why are we doing	To make better decisions on projects, to better scope projects, to better understand the project constraints before resources are committed.				
How did it evolve	Evolved from earlier process where we were trying to get environmental review agencies to commit to a project alignment too early in the process.				
Any Triggers	Request by BOT member, MPO, or results from Transportation Plan study.				
Proactive or Reactive	proactive				
Who is Doing	TPB in corporation with PDEA, within existing merger process.				
Goal and Objective	To understand project constraints before they are programmed, to weed out bad projects, to provide better information to the decisions makers.				
Is It Being Measured	Not yet				
How Is It Measured	n/a				
Who or What is Measuring	n/a				
Its Current Status	Pending the dedication of resources				
Understanding?	It varies by group. Most people recognize the process by name, and understand the goals, but don't understand the process.				
Need for New Policy?	Probably a need for process clarification and definition				
Is It Consistent	n/a				
Training/Education Involved	Yes, both internal and with review agencies.				
Need for further education	yes				
Additional Resource Needs	yes				
Timeframe	no				
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	046C	Baldrige Excellence Criteria	Customer and Market Focus, Startegic Planning	Last Updated	2003
Contact Name	Hunkins, Julie				
Initiative Name	Identification of Interagency Policy Issues Embedded in Project Planning Interagency Meetings				
Initiative Description	This concept is still in the planning and working stage. It currently part of the DOT/DENR 1 and 3 year work plans.				
Why are we doing	To make the proper decisions department wide and to make decisions at the level that can alleviate miscommunication and misunderstanding. Staff members are making policy decisions that only apply to project specific issues and do not apply to other projects. However, they are being interpreted to apply across the board as though the decisions are policy decisions.				
How did it evolve	The agencies and individuals involved in project planning meetings are so scheduled that when policy issues arise decisions are made immediately without the consent or involvement of the proper management level. The immediate policy decisions are made on a case-by-case basis and have been interpreted to apply across the board to other projects. Therefore, decisions are made that cannot be applied system wide and being made quickly to alleviate scheduling issues and time constraints. The concept of establishing a decision-making mechanism for policy issues (in certain cases) has been recommended for future evaluation and implementation.				
Any Triggers	Decision making (policy type) at the incorrect level of authority or a decision that needs to be elevated to a higher authority. When the process gets bogged down.				
Proactive or Reactive	It will be reactive. When a policy issue comes up the decision-making mechanism will need to be reacted.				
Who is Doing	It's on a case-by-case basis.				
Goal and Objective	To identify the decision-making authority at staff level. And if a decision is needed it should be elevated.				
Is It Being Measured	N/A				
How Is It Measured	N/A				
Who or What is Measuring	N/A				
Its Current Status	Its part of the one year and three year work plans established between DOT and DENR				
Understanding?	Not very well at all. This is why there needs to be changes.				
Need for New Policy?	Yes, there is a need for a policy to outline the decision-making authority.				
Is It Consistent	No, this is one of the current problems. The decisions made are being misinterpreted and assumed to be implemented throughout the agencies and projects. In reality they are not to be assumed because the decisions are not properly approved policies.				
Training/Education Involved	Yes, there will be.				
Need for further education	n/a				
Additional Resource Needs	No, policy issues will take time and staff, money, and other resources. Schedules may have to be compromised and the answers will not be simple.				
Timeframe	Again, its part of the interagency work plans. It should be reviewed and implemented soon to alleviate any further inconsistency and disagreement.				
Review?	N/A				
Additional Comments	none				

NCDOT's Environmental Initiative Inventory

Initiative ID#	047F	Baldrige Excellence Criteria	Information and Analysis	Last Updated	2003
Contact Name	Goode, Carl				
Initiative Name	Case Law Study for Section 106				
Initiative Description					
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status					
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	048F	Baldrige Excellence Criteria	Information and Analysis, Customer Focus	Last Updated	2003
Contact Name	Goode, Carl				
Initiative Name	Regional Community Impact Assessment Study				
Initiative Description	To prepare reports on Community Impact Assessments and Indirect Cumulative Impacts for transportation projects done by EcoScience, Raleigh, NC				
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status	Unknown				
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	049F	Baldrige Excellence Criteria	Strategic Planning, Leadership	Last Updated	2003
Contact Name	Hunkins, Julie				
Initiative Name	Development of Environmental Management Plan				
Initiative Description	A strategic plan outlining the departments specific directions and intentions of the environment (an environmental roadmap)				
Why are we doing	An Environmental Strategic Plan should be developed to ensure that NCDOT is focusing its resources in the most appropriate, highest benefit areas as it relates to environmental initiatives. Currently, many branches of NCDOT have ongoing environmental initiatives. Performance measures, outcomes, and benefits of these initiatives need to be documented and aligned to NCDOT's overall strategic plan.				
How did it evolve	Through NCDOT's commitment to be a national pilot environmental streamlining agency.				
Any Triggers	The need to inventory and prioritize NCDOT's current environmental initiatives and measure their effectiveness.				
Proactive or Reactive	Proactive				
Who is Doing	Office of Planning and the Environment				
Goal and Objective	To develop an environmental strategic plan that is consistent with the department's overall strategic plan, sets specific measurable goals, and prioritizes the department's activities.				
Is It Being Measured	It will be once it is developed. It is likely that the Baldrige Criteria will be used to organize and evaluate the progress made toward the plan's goals.				
How Is It Measured	N/A				
Who or What is Measuring	The Office of Planning and the Environment will collect data, which will be gathered by the units and branches within the department that are responsible for particular initiatives. The Office of Planning and the Environment will report to the leadership of the department on progress toward the environmental strategic plan and the overall NCDOT strategic plan as it relates to environmental initiatives.				
Its Current Status	Development of the plan will begin in 2002.				
Understanding?	Not underway yet, so methodology is not fully developed nor communicated.				
Need for New Policy?	No				
Is It Consistent	N/A				
Training/Education Involved	Yes, once the plan is developed.				
Need for further education	Yes, there will be a need for outreach and education regarding the strategic plan once it is developed.				
Additional Resource Needs	Additional resources will be needed to develop, monitor, and deliver training about the environmental strategic plan.				
Timeframe	During 2002.				
Review?	The environmental strategic plan should be reviewed periodically by the Board of Transportation's Environmental Planning and Policy Committee, as requested by staff, to ensure that the plan accurately reflects the goals of the department and its consistency with NCDOT's comprehensive Strategic Plan.				
Additional Comments	none				

NCDOT's Environmental Initiative Inventory

Initiative ID#	050F	Baldrige Excellence Criteria	Partnerships, Process Management	Last Updated	2003
Contact Name	Rosser, Bill				
Initiative Name	USACE/DOT - Team Concept for Hurricane Repairs				
Initiative Description	The Department and the Corp of Engineers (COE) will work closely together to plan and coordinate roadway repairs caused by major storm events, natural disasters, etc.. The COE will make additional personnel available to the Department during emergency situations to aid with environmental permitting issues at project sites.				
Why are we doing	This initiative will allow the COE to be on-site at repair locations to provide guidance to construction personnel on how to perform repair activities correctly. Efficiencies will be gained by this process.				
How did it evolve	The Department coordinated this initiative with the COE.				
Any Triggers	Hurricanes, major storms, and other occurrences that require emergency repairs of the roadways.				
Proactive or Reactive	Proactive				
Who is Doing	The Chief Engineer's office, COE, Roadside Environmental Unit				
Goal and Objective	The goal is to create a more efficient process for making emergency repairs.				
Is It Being Measured	The initiative has not been implemented as of yet because there has not be a need.				
How Is It Measured	n/a				
Who or What is Measuring	n/a				
Its Current Status	The process will be used when necessary.				
Understanding?	The process is well understood by stakeholders.				
Need for New Policy?	NO				
Is It Consistent	The process should be consistent statewide.				
Training/Education Involved	The Divisions will be notified of the process.				
Need for further education	No				
Additional Resource Needs	Yes				
Timeframe	No immediate timeframe is in place other than the occurrence of the next major storm event.				
Review?	n/a				
Additional Comments	none				

NCDOT's Environmental Initiative Inventory

Initiative ID#	051F	Baldrige Excellence Criteria	Business Results	Last Updated	2003
Contact Name	Dunlop, Jim				
Initiative Name	Access Management/Functional Class				
Initiative Description	Proposal to better manage access (street and driveway) connections to the state maintained transportation system.				
Why are we doing	Overall, to improve motorist safety, reduce traffic congestion, reduce future transportation cost, reduce emissions, improve fuel usage, reduce motorist insurance cost, maintain/improve quality of life.				
How did it evolve	Recent studies have shown that this initiative can reduce crashes, improve mobility of our transportation facilities and reduce congestion. Other states have implemented this program and are gaining overall improvements in their transportation facilities.				
Any Triggers	The need to protect national, regional, and local transportation facilities from uncontrolled growth. The need to improve mobility and safety of identified important transportation corridors.				
Proactive or Reactive	The intent is both. The initiative would include retrofit projects as well as new projects that incorporate Access Management from beginning.				
Who is Doing	From the State level, the NCDOT would lead the effort (Traffic Engineering/Statewide Planning). Local governments would also be key players in this effort.				
Goal and Objective	To provide better mobility of important transportation facilities. To improve traffic safety, reduce congestion and improve quality of life.				
Is It Being Measured	Based on past studies and examples the initiative is measurable and can be monitored. Since this is a new effort for NC specific guidelines for measuring has not been established. Measuring traffic flow and safety would be easily accomplished with existing measures and practices before and after comparison would then be made.				
How Is It Measured	This initiative has not been formally developed and implemented, therefore no formal measure exist. Some form of the initiative exist when ___ median facilities with undivided facilities from a traffic flow/safety perspective. The results are overwhelming.				
Who or What is Measuring	Current process of measuring traffic flow and safety would be continued through the Traffic Engineering and Safety Systems Branch. Other parameters (quality of life, etc.) would/could be measured through census data, economic data for that region or along that specific corridor ___ by local governments or state economic data/indicators.				
Its Current Status	New initiative. Not formally adopted or implemented as low or statewide policy/procedure. Currently in development stage.				
Understanding?	Recent regional presentations indicate that there is some understanding of the concept & participants feel it has strong potential. Although a full understanding of all aspects are unclear.				
Need for New Policy?	Yes. This initiative will require new policy/procedures and possible legislation to effectively implement to gain full benefits of the program.				
Is It Consistent	No, not at this time. Until study is complete, consensus is reached and all are educated on the initiative and statewide direction of this effort full consensus will follow.				
Training/Education Involved	Yes. Extensive educational/training efforts will be needed in both the private and public sectors. Presentations of the concept the pros/cons and the benefits will need to given to all stake holders.				
Need for further education	Yes. Current efforts (Past 8 regional presentations) were intended to get a general feel from the stakeholders of the merits of the program. Extensive education efforts will be needed if fully implemented.				
Additional Resource Needs	Currently there are little or no dedicated resources to achieve the goals of a good Access Management program. Depending on "buy-in" from stakeholders, some existing resources could be diverted?				
Timeframe	Current schedule is to provide a report to the legislature in November of 2001. It is hoped that there would be buy-in and the program could be established/implemented in 2002-2003.				

NCDOT's Environmental Initiative Inventory

Review?

Not at all currently. If implemented, an overview of its effectiveness could be established. To gain meaningful data a review period not to exceed 5 years should be considered as projects are developed implemented and brought on line.

Additional Comments

Preliminary indicators, indicated that hundreds of lives could be saved, thousands of crashes could be avoided, travel efficiencies could increase considerably, congestion could be reduced significantly, emissions (air pollutants) reduced considerably, motorist travel time could be lessened considerably and transportation cost could be reduced significantly. Obviously, additional specific studies will need to be conducted to verify the above statement, but preliminary studies of traffic crashes done so far hold high hopes.

NCDOT's Environmental Initiative Inventory

Initiative ID#	052F	Baldrige Excellence Criteria	Customer and Market Focus	Last Updated	2003
Contact Name	Normon, Tom				
Initiative Name	Mainstreaming Bike and Pedestrians into Projects				
Initiative Description	Commonly adopting bicycle and pedestrian projects/improvements into the planning process and final projects				
Why are we doing	The Transportation Equity Act for the 21st Century (TEA-21) calls for the mainstreaming of bicycle and pedestrian projects into the planning, design and operation of our Nation's transportation system; FHWA policy statement mandates that all state DOT's comply.				
How did it evolve	BOARD OF TRANSPORTATION RESOLUTION: BICYCLING & WALKING IN NORTH CAROLINA, A CRITICAL PART OF THE TRANSPORTATION SYSTEM. (Adopted by the Board of Transportation on September 8, 2000)				
Any Triggers	Federal Policy and Board of Transportation Resolution				
Proactive or Reactive	Proactive in that we have been doing most of the initiatives in the policy many years before they were mandated unlike most states; Reactive in that we took the policy and began this effort to do the things that we were not yet doing.				
Who is Doing	The lead agency is the Division of Bicycle and Pedestrian Transportation; however, all DOT branches are involved since the entire DOT is affected by the policy.				
Goal and Objective	<p>Major Work Tasks (goals) Include: (Tasks A-E are directly from the FHWA Policy)</p> <ul style="list-style-type: none"> a) Define when bicycle and pedestrian elements will not be a part of a planned highway project (Committee as a whole) b) Revise and update the North Carolina Bicycle Facilities Planning and Design Guidelines (Subcommittee) c) Revise and update Planning and Designing Local Pedestrian Facilities (Subcommittee) d) Determine the design elements which will become a part of the North Carolina Highway Design manuals (Subcommittee) e) Develop bicycle and pedestrian planning and design curricula and undertake training of current planning and engineering staff and consultants and program the regular training of new hires (Subcommittee) f) Study, revise, and update existing NCDOT bicycle, pedestrian, and greenway policies and other policies that affect bicycling and walking (Subcommittee) g) Address relevant bicycle and pedestrian issues including, but not limited to: Planning needs, Current design practices, Funding needs, Smart Growth/Transportation/Land Use 				
Is It Being Measured	Not currently				
How Is It Measured	By determining if the tasks are being carried out				
Who or What is Measuring	The lead agency is the Division of Bicycle and Pedestrian Transportation; however, all DOT branches are involved since the entire DOT is affected by the policy.				
Its Current Status	Informally active. Mainstreaming bicycle and pedestrian elements into all the the Department's routine functions has been under consideration by the mainstreaming task force. Recommendations will be prepared and sent to the mainstreaming executive committee for consideration in the near future.				
Understanding?	Seems to be fairly well understood.				
Need for New Policy?	New and updated policy for bicycling and walking and the NCDOT processes are addressed in one of the tasks				
Is It Consistent	Yes				
Training/Education Involved	Yes, all NCDOT planners and engineers (and new hires) will be required to go through a training course for bike/pedestrian.				
Need for further education	Unknown				
Additional Resource Needs	Yes				

NCDOT's Environmental Initiative Inventory

Timeframe

Two Years

Review?

Unknown

Additional Comments

Bicycling and Walking Mainstreaming Committee Membership
Executive Committee: David King, Janet D'Ignazio, Len Sanderson, Len Hill, Deborah Barbour, Don Goins
Working Committee: Jay Bennett, Highway Design; Ellis Ross, Operations; Rob Hanson, PD&EA; Jim Dunlop, Traffic Engineering; Lori Cove, Statewide Planning; David Smith, Preconstruction; Burt Tasaico, Program Development; Pat Strong, FHWA; Curtis Yates, DBPT; Tom Norman, DBPT; Mary Meletioui, DBPT
Working subcommittees will be created during the course of study which will include select committee members and key representatives from related Division of Highways units.

NCDOT's Environmental Initiative Inventory

Initiative ID#	053F	Baldrige Excellence Criteria	Partnerships, Process Management	Last Updated	2003
Contact Name	Barbour, Debbie				
Initiative Name	Formal Elevation Process				
Initiative Description	The only formal process is with NCDENR. We have an Informal Elevation process with the US Army Corp of Engineers. Currently, there is no need for a formal process because the communication is at a positive and open level. Adopting a formal process my hinder our current relationship, which works very well. Therefore, there is no need for a "formal" process. If there is an issue that needs to addressed, we address it at the proper level.				
Why are we doing	It's really something that has evolved and it is there if any decisions hit a "roadblock."				
How did it evolve	Informally and with consistent and open communication between the senior management of both agencies				
Any Triggers	A hang up in the process				
Proactive or Reactive	We are trying to be proactive with this informal approach.				
Who is Doing	NCDOT and USACE				
Goal and Objective	To resolve conflict/disagreement quickly and simplistically.				
Is It Being Measured	No				
How Is It Measured	n/a				
Who or What is Measuring	n/a				
Its Current Status	Informally active				
Understanding?	Okay. But because it's informal it's learned as we go.				
Need for New Policy?	No, no need for a formal process now.				
Is It Consistent	N/A				
Training/Education Involved	N/A				
Need for further education	N/A				
Additional Resource Needs	N/A				
Timeframe	No, but we address situations as they arise with the USACE				
Review?	N/A				
Additional Comments	Right now there is no need for a "formal" process to be adopted. However, that does not mean we may need one in the future. As organizations change and leadership change there may be a need to review the idea of implementing a formal elevation process to resolve issues quickly.				

NCDOT's Environmental Initiative Inventory

Initiative ID#	054F	Baldrige Excellence Criteria	Process Management, Trusting Partnership	Last Updated	2003
Contact Name	Pace, Ken				
Initiative Name	Best Management Practices (BMP's) for Maintenance, Emergencies and Construction (and design-future)				
Initiative Description	Preparation of a document or manual that details proper construction and maintenance procedures to be followed by Division Operations personnel. This manual will provide guidance to the field on how work should be performed in jurisdictional areas to ensure compliance with environmental permits and regulations.				
Why are we doing	This initiative will provide a set of operational guidelines that is not currently available to Division field personnel.				
How did it evolve	The Corp of Engineers is currently preparing a General Permit (GP) to allow the Department to perform certain maintenance and construction activities without first obtaining an individual permit. In an effort to comply with the GP conditions, a BMP manual will be developed to dictate proper construction procedures.				
Any Triggers	Issuance of the GP.				
Proactive or Reactive	Proactive				
Who is Doing	Roadside Environmental Unit, Chief Engineers Office, Divisions, Hydraulics Unit, and PD&EA.				
Goal and Objective	To ensure compliance with environmental laws and to provide guidance to Operation's personnel relating to environmental issues.				
Is It Being Measured	Yes, The Department and the Regulatory agencies will review and evaluate the BMP process.				
How Is It Measured	The BMP's will be measured closely because the GP not be issued without the regulatory agencies approval of the BMP's.				
Who or What is Measuring	Corp of Engineers, Division of Water Quality, N. C. Wildlife Resources, U.S. Fish and Wildlife, CAMA, NCDOH				
Its Current Status	The BMP's are currently being developed. – A BMP Manula was produced through and interagency team effort and published in November 2003. Its also available on line. Additional BMP manuals are under development for design activities.				
Understanding?	The process is understood clearly by all parties.				
Need for New Policy?	There will be a need for policy clarification for implementation of BMP's.				
Is It Consistent	No				
Training/Education Involved	Yes, Field training will be performed prior to implementation of BMP's and General Permit.				
Need for further education	Yes, As new procedures and policies are developed, Operations will have to be trained.				
Additional Resource Needs	No				
Timeframe	November 2001				
Review?	Continuously				
Additional Comments	none				

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Initiative ID#	055F	Baldrige Excellence Criteria	Partnerships	Last Updated	2003
Contact Name	Grimes, Gail				
Initiative Name	NCDOT / DENR Memorandum of Understanding for Indirect and Cumulative Impacts				
Initiative Description	A Memorandum of Understanding				
Why are we doing	The National Environmental Policy Act requires the indirect & cumulative effects caused by the project be evaluated as part of the NEPA process. DENR reviews and comments on NEPA documents, and is required by their regulations to evaluate indirect & cumulative effects before issuing permits.				
How did it evolve	Gail Grimes (PDEA) requested funding from the FHWA to develop an indirect & cumulative guidance policy and practitioners handbook for DOT. The FHWA agreed. She requested DENR to participate in a task force established to provide oversight for the study. The DOT will request DENR to sign MOA declaring that DOT will use the policy to evaluate indirect & cumulative impacts of transportation projects, and DENR will use the policy to review NEPA/NCEPA documents for transportation projects.				
Any Triggers	N/A				
Proactive or Reactive	Yes				
Who is Doing	DOT; PD&EA, Attorney General's Office; Transportation, FHWA, DENR General Council, Environmental Coordinator, DOA Clearinghouse Coordinator				
Goal and Objective	Develop guidance policy and practitioners handbook for addressing indirect & cumulative effects, and sign a MOA that DENR and DOT will use the policy and handbook for transportation projects.				
Is It Being Measured	N/A				
How Is It Measured	N/A				
Who or What is Measuring	N/A				
Its Current Status	Training manual was created and course was developed to educate internal and external stakeholders. Course and manuals have received national recognition. The DOT/DENR MOU was signed February 2003.				
Understanding?	N/A				
Need for New Policy?	See above				
Is It Consistent	N/A				
Training/Education Involved	Yes. A training course will be developed.				
Need for further education	Yes				
Additional Resource Needs	Yes				
Timeframe	Yes, this year				
Review?	N/A				
Additional Comments	N/A				

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Initiative ID#	056F	Baldrige Excellence Criteria	Strategic Planning, Customer and Market Focus	Last Updated	2003
Contact Name	Patel, Alpesh				
Initiative Name	State Long Range Plan (NC Statewide Transportation Plan)				
Initiative Description	State Long Range Plan , actually called the (NC Multimodal Long Range Transportation Plan), we call it (NC Statewide Transportation Plan) for short				
Why are we doing	<p>As part of a Federally mandated initiative and following on the efforts of the Strategic Plan (Mission/Vision statement) for Transportation in North Carolina, the North Carolina Department of Transportation (NCDOT) is currently updating their 1995 Statewide Transportation Plan. This update centers on a systems-level analysis that seeks to assess long term statewide needs (25-year planning period), in a multi-modal context, coupled with a financial strategy to fund those needs. The update will also include the development of:</p> <p>1) A "Best Planning Practices" paper that outlines recommendations for improving NCDOT's current planning and decision-making structure; 2) Stronger Performance Measures to access & monitor system conditions; 3) More clarity on the roles and responsibilities of State and Local officials in transportation planning, and; 4) Forums, outreach events, questionnaires, & internet media for innovative public involvement.</p> <p>To help achieve the goals of this update, NCDOT hired the services of a diverse consulting team, headed by Wilbur Smith Associates (WSA), for a 24-month period starting in September of last year.</p>				
How did it evolve	<p>Primarily because it is a Federal mandate, established in ISTEA and reinforced in TEA-21 for States to develop and periodically update Statewide Transportation Plans. Mostly these Plans have fallen into two specific categories: A) Policy-oriented Plans with lots of Goals/Objectives/Strategies to direct planning from the top down OR B) Corridor and system specific Plans that spell out major system level needs and provide a framework for directing a State's Capital Program for meeting those needs. The Fed regs. Are: Title 23 United States Code §135 AND 23 CFR 450 Subpart B.</p> <p>Secondly, after starting the Strategic Plan and Mission/Vision statement for the DOT (late 1998/1999), upper management felt it was necessary to build a "nuts and bolts" systems level Plan to implement the Vision.</p>				
Any Triggers	See above				
Proactive or Reactive	This sounds somewhat unusual but Federal regulations (23 CFR 450.214 (e)) indicate that Statewide Plans be "continually evaluated and periodically updated as appropriate." States therefore have the discretion as to when an "update" to their Plan is needed. For our purposes, the 2nd point under Q # 2 became our "trigger"				
Who is Doing	Again, we've hired a consultant team (5 firms, one professor) for a 24 month contract, and we're using them as "extensions" of DOT staff. The contract was administered through the Statewide Planning Branch and the project's day-to-day management is handled by Alpesh Patel. Alpesh also acts a point of contact for information dissemination for internal and external customers. Finally, 2 staff Committees are involved in overseeing the Plan development. One is a technical Committee, called the Steering Committee, which consists of 13 leaders in DOT representing all modes and one member of the NC Ports Authority. The other Committee is called the Policy Committee, consisting of 6 members who represent highest levels of management in DOT.				
Goal and Objective	<p>We have a series of Goals for this Plan.</p> <p>1. Identify major system level deficiencies (current and future) and recommend strategies to meet those deficiencies. 2. Identify areas where travel modes can be better interconnected, and give consideration to non-highway modes 3. Introduce visible Performance Measures into the planning process 4. Build a financial plan that addresses how future monies can be invested to meet needs 5. Strengthen and clarify the planning roles and responsibilities between state and local officials 6. Conduct Innovative public involvement</p>				
Is It Being Measured	This is happening to some extent via review by our oversight Committees and Alpesh on the products/tools/techniques that the consultants produce. The full range of policy-level changes and institutional-type changes that this Plan will produce is yet to be seen and maybe can only be truly measured after the fall of 2002 (Plan update concludes)				
How Is It Measured	See above				
Who or What is Measuring	See above				
Its Current Status	<p>Since last year, the Plan update has consisted of the following activities: Development of 10 major Themes/Issues to guide the plan update process, Public Involvement & solicitation, Held interviews with various Stakeholder (those identified to have a vested interest in NC's transportation system) groups; includes economic development groups, advocacy organizations, other State agencies, & professional societies (such as ITE, Created a database/ mailing list with 2700 individuals/organizations for periodic updates via forthcoming newsletters; Held a series of Regional Forums (2.5 hour interactive sessions) at 7 communities across NC in April 2001, to further solicit input about transportation system needs and to introduce Plan concepts; Scheduling outreach to EJ groups for Fall of this year and Spring of 2002</p> <p>- Design & Development of a webpage, exclusively devoted to the Plan update, that was launched in early August; Development of a questionnaire, recently circulated to NC's MPOs, asking for feedback on roles and responsibilities & perceived functions in planning; Similar questionnaire will be used with NCDOT staff for input in late July 200; Conducted</p>				

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	interviews with various NCDOT leaders on existing institutional arrangements and current planning and prioritization process; Introduced a stratified planning concept/tool referred to as North Carolina Multimodal Investment Network (NCMIN); Currently using this tool to designate transportation facilities across the State into three major Tiers, based on overall use, function, and connectivity; Currently, Criteria are being developed around each Tier. State Long Range Plan is expected to be adopted this fall (August/Sept timeframe). Currently a BOT Committee is helping staff to review a DRAFT Plan Report. The premise of the Plan is still the same; it points to a new long term investment direction for NC. Once the Plan is adopted, the Report will be available via our website and through distribution
Understanding?	We've interviewed 17 "stakeholders" groups from Sept 00 to March 01, and they caught the gist of what this Plan is attempting to achieve. Currently I am scheduling more informal meetings with many of these same groups in an attempt to update and solicit further comment from them on the NCMIN concept stated under Q # 7. Internal stakeholders, such as many of the Branch managers (PDEA, Program Develop.), BOT members, and Division Engineers are aware of the Plan and its current development. Since this Plan will continue to evolve, the education process will continue with internal and external stakeholders.
Need for New Policy?	Yet to be determined. This Plan update will result in clear strategies for the Department closer to the Summer/Fall of 2002.
Is It Consistent	Establishment of the Steering and Policy Committees seeks to at least achieve coordination between branches and upper level management on this process
Training/Education Involved	I am attempting to keep the Statewide Planning Branch involved by holding informal sessions with all planning units and periodic "lunch sessions" for branch-wide participation on Plan development. Statewide Planning staff also participated in the first round of Regional Forum public outreach events held in April.
Need for further education	There is a general need for further training on Public Involvement techniques and methods for most of DOT staff. It may be out of the context of this Plan update to directly address this issue, but this seems to be a skill more planners/engineers need.
Additional Resource Needs	This remains to be seen, because we have goals for what we want this Plan update to analyze, but the actual recommendations and the resources needed to achieve them will happen down the line.
Timeframe	As stated, the Plan update runs to the Fall of 2002
Review?	N/A
Additional Comments	none

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Initiative ID#	057F	Baldrige Excellence Criteria	Strategic Planning, Information and Analysis	Last Updated	2003
Contact Name	Patel, Alpesh				
Initiative Name	Needs Assessment - Multi Modal (development of State Long Range Transportation Plan)				
Initiative Description	This concept is a component of the NC Multimodal Long Range Transportation Plan [see State Long Range Plan (F58)]. In summary, it's the assessment of efficiency data through all modes of transportation throughout North Carolina. The assessment has been divided into three areas of concentration: statewide, regional, and local. The "needs assessment" is scheduled to be complete in April 2002 and the State Long Range Plan is scheduled to be complete by the end of 2002 following a summit conducted in May 2002.				
Why are we doing	<p>Primarily because it is a Federal mandate, established in ISTEA and reinforced in TEA-21 for States to develop and periodically update Statewide Transportation Plans. Most State DOTs have devised either a 1) Policy-oriented Plan with lots of Goals/Objectives/Strategies to direct planning from the top down OR 2) Corridor and system specific Plan that spells out major system level needs and provides a framework for directing a State's Capital Program for meeting those needs.</p> <p>Federal regulations that mandate the need for Statewide Plans are: Title 23 United States Code §135 AND 23 CFR 450 Subpart B</p> <p>Also, the update of the STP represents the key output of the Dept.'s Strategic Plan, which is the mission/vision statement for the Dept. This was first developed in 1998/1999. Primary focus since then is building an action plan to implement this Vision.</p>				
How did it evolve	After the development of the Strategic Plan, DOT upper management decided it was time to update the STP. The timing was appropriate as well, since the first Statewide Transportation Plan for NC, which had been completed in 1995, did not get the visibility and prominence it needed to enact change.				
Any Triggers	Federal regulations (23 CFR 450.214 (e)) indicate that Statewide Plans be "continually evaluated and periodically updated as appropriate". States therefore have the discretion as to when an "update" to their Plan is needed. For our purposes, the point under Q # 2B became our "trigger"				
Proactive or Reactive	In this case, it's a proactive approach, as we are seeking to implement Vision from a Strategic Plan that had tons of outside stakeholder involvement/comment & we're offering recommendations to address systems level deficiencies expected over the next 25 years.				
Who is Doing	Lead by the Statewide Planning Branch with assistance from a consulting firm. SWP staff has also developed a Technical Steering Committee made up of all modal branches in DOT plus Operations and including the NC Ports Authority and FHWA. Steering Comm. offers technical guidance and has been involved in Public involvement. A BOT Subcommittee was also created in 2002 to provide BOT support for the final Plan recommendations. Alpesh Patel is the main point of contact and coordinates consultant efforts, committee mtgs., and internal/external Plan dissemination.				
Goal and Objective	Key Goal is to develop an investment strategy for the Dept to address its most pressing infrastructure needs. This strategy is based on the needs analysis, public input, and Dept staff involved in this effort. Other goals include: 1) introduction and use of Performance Measures to gauge/monitor the management of our transportation system 2) recommendations on project selection and criteria the Dept. needs to implement the investment strategy 3) development of a "strategic corridor" concept of planning for NC				
Is It Being Measured	<p>Plan update is almost complete (timetable has been extended due to further BOT involvement) and Goals outlined in Q # 5 can only be measured after update is complete and implementation period starts.</p> <p>A small team will take on the task of implementation after the Plan is approved. This team will work to act on the Plan's recommendations and report to BOT and the public periodically with updates.</p>				
How Is It Measured	n/a at this time				
Who or What is Measuring	n/a at this time				
Its Current Status	<p>Plan Executive Summary / Draft Report is underway, expected approval of Plan at August or Sept 2003 BOT meeting. Activities since last year include:</p> <ul style="list-style-type: none"> - Public Involvement & solicitation: - Continued to engage various Stakeholder (those identified to have a vested interest in NC's transportation system) groups; includes economic development groups, advocacy organizations, other State agencies, & professional societies - Accomplished through 1) interviews 2) statewide Regional Forums - Held a Transportation Summit in Raleigh – invited stakeholders and leaders from around NC to discuss future investment emphasis for the Dept. - Created and distributed a newsletter and updated the Plan website 				

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- Continued making presentations to interested groups and Legislature
 - Technical Progress:
 - Completed a revenue forecast outlining future revenue available to meet needs
 - Developed and defined 3 main categories of improvement for future transportation projects to be selected under—1) Maint./Preservation 2) Modernization 3) Expansion
 - Developed potential investment scenarios for BOT and Dept staff to consider under those 3 main categories. Scenarios outlined potential targets of investment and costs of needs
 - Internal Education:
 - Spent great deal of time educating BOT Subcommittee on the needs analysis and investment scenario approach
 Maint./Preservation 2) Modernization 3) Expansion
 - Developed potential investment scenarios for BOT and Dept staff to consider under those 3 main categories. Scenarios outlined potential targets of investment and costs of needs
 - Internal Education:
 - Spent great deal of time educating BOT Subcommittee on the needs analysis and investment scenario approach

Understanding?

Regional Forums held in the fall of 2002 really helped to solidify the investment scenario exercise and what we are intending to accomplish. Forums were held in 7 communities across the State and the public was charged with the responsibility of prioritizing investments in the face of a shortfall of revenue (\$84 Billion in needs vs. \$55 billion in revenue). Since the inception of this effort, many methods have been used to help internal staff and external stakeholders understand the goals and objectives of the Plan update. Further public involvement and education will need to happen after approval from the BOT on the Plan and its key recommendations.

Need for New Policy?

Yes the key Goal, the recommended investment scenario, implies a new methodology for prioritizing, selecting and ultimately programming projects. The initial implementation effort will seek to define this further, however legislation would be required for certain funding formulas/mechanisms to change. Assuming changes occur due to legislation, actual programming changes may still take 1-2 TIP cycles to enact.

Is It Consistent

Currently, the funding structure in place does not support the recommended investment scenario. Again, legislation would be needed to dictate funding flexibility, and subsequently programming, operations, and planning branches would need to adjust their processes to tie-in with any legislation.

Training/Education Involved

Education has occurred through Committee meetings and public involvement. Further education will be needed after the Plan is adopted.

Need for further education

YES

Additional Resource Needs

Yet to be determined. Depends on needed legislation, staff commitment over time and overall Dept. buy-in and leadership from the top down

Timeframe

Yet to be determined and somewhat dependent upon needed legislation.

Review?

Again Federal regulations (23 CFR 450.214 (e)) indicate that Statewide Plans be “continually evaluated and periodically updated as appropriate”. Hopefully a commitment to implement the Plan will stay in place and the Implementation Team will update the BOT and public as needed. A comprehensive review of the needs analysis will need to occur again within the next 3 years (to keep the data “fresh”)

Additional Comments

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Initiative ID#	058F	Baldrige Excellence Criteria	Business Results, Partnerships	Last Updated	2003
Contact Name	Smyre, Beth				
Initiative Name	Wildlife Crossing Policy				
Initiative Description	A policy that would address such items as bridging, culverts, and fencing as they relate to wildlife crossings. Ideally this is a policy that would be mutually adopted between NCDOT and the Wildlife Resources Commission (WRC)				
Why are we doing	We currently do not have a policy to address the issue of wildlife crossings as they relate to our highway projects.				
How did it evolve	We received several requests from local government and WRC to lengthen a bridge for TIP U-4012 (US 15-501 in Durham County) as part of a widening project. The request was made in part to improve wildlife crossing in the area and the Corps of Engineers indicated they would take an interest with this wildlife crossing issue as part of their 404 permit deliberation.				
Any Triggers	Our lack of a policy to deal with these types of requests.				
Proactive or Reactive	A combination of both. We've just started receiving these types of requests, so we are reacting now to address future requests in a proactive manner.				
Who is Doing	We are tapping the expertise of Paul Garrett, Ecologist with FHWA, in Lakewood Colorado (303) 969-5772 ex 332 with the project. He is one of two experts in the nation that has the knowledge and experience to deal with this initiative. The PDEA Branch is also involved, and in the future the WRC will be involved.				
Goal and Objective	To mutually adopt a wildlife policy with WRC that defines the methodology for determining if wildlife crossing mitigation measures are necessary and/or reasonable & feasible for any type of highway project, whether it be a new location, widening, or bridge replacement				
Is It Being Measured	Not yet				
How Is It Measured	n/a				
Who or What is Measuring	n/a				
Its Current Status	Paul Garrett is assisting with current U-4012 project and is presenting at an inter-agency meeting on 9/19/01. Depending on the success of this meeting (which will be determined by all stakeholders indication of agreement), we will move ahead with a policy development and subsequent consultation with WRC. The researchers are continuing to observe deer passage at this site, both visually and with the four day/night surveillance cameras but are along way from drawing any firm conclusions that might be used to formulate Department policy.				
Understanding?	The PDEA Branch does not currently have a good understanding of wildlife crossings. Paul Garrett holds a wealth of knowledge, along with Gary Evink, formerly of Florida DOT. NCWRC in my opinion also currently does not have a good understanding.				
Need for New Policy?	Yes, because no policy currently exists at NCDOT. FHWA does not have official guidance either, at this point in time.				
Is It Consistent	N/a (but eventually Hydraulics, Structures, and Roadway would be in the loop regarding design modifications created by wildlife crossing accommodation). PDEA would be the lead branch however.				
Training/Education Involved	Training of our staff biologists would be necessary after adoption of the policy. In September there is an International Conference on Environment & Transportation where as many of our natural systems staff as possible should be attending, but aren't due to lack of funds.				
Need for further education	Yes, as described above.				
Additional Resource Needs	Lack of training funds!! Other states such as Florida, Colorado, and nation of Canada are leading the way in wildlife crossings. There are training, site visit, and collaboration opportunities available if we had more money to send our staff biologists to them.				
Timeframe	In September if our merger team meeting is successful, we will set up a timeline to involve Paul Garrett and/or Gary Evink and members of PDEA to develop a policy.				

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Review?

Unknown. If one is adopted I'm sure it will be reviewed annually as it is put into practice.

Additional Comments

This is definitely something we can do and we have science, data, and two experts to assist us. We can join Florida, Tennessee, Colorado, and Wyoming in leading the way in dealing with wildlife crossings.

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Initiative ID#	059F	Baldrige Excellence Criteria	Process Management	Last Updated	2003
Contact Name	Barbour, Debbie				
Initiative Name	Project Selection Criteria				
Initiative Description	This is criteria determines whether a project planning study should be placed in the Merger 01 process				
Why are we doing	The department did not have any identified criteria to be used when a project planning study begins to determine if the project should go through the Merger 01 process. As a result, several projects did not follow the Merger process and problems were experienced when the permit application was submitted. At the time the permit application was submitted, we determined that we had not obtained minimization and several design changes then had to be made which delayed project schedules.				
How did it evolve	The initiative came about as part of the department's permit improvement process.				
Any Triggers	The process is triggered at the time a new project planning study begins.				
Proactive or Reactive	This is a proactive approach.				
Who is Doing	The criteria was developed as part of the Merger 01 process and was developed by Team 22. Co captains of Team 22 are David Franklin, Greg Thorpe, and Debbie Barbour.				
Goal and Objective	To provide a consistent guide or criteria that will accurately determine if a project should follow the Merger 01 process.				
Is It Being Measured	No, the initiative is not really measurable.				
How Is It Measured	The initiative is not really measurable.				
Who or What is Measuring	No one is measuring.				
Its Current Status	<p>The Merger 01 process actually began on May 1, 2003. PDEA has just begun using screening criteria. PDEA has applied screening criteria to projects that we began planning on that are not following the Merger process. PDEA has developed a list of projects that we began planning that we were not planning to follow the Merger. After applying the screening criteria, it appears that we should have been following the Merger process. PDEA will review their list of projects with necessary reps from the environmental agencies to verify that the projects should be switched to the Merger 01 process.</p> <p>I am unsure of what is meant by this initiative. I think this is pertaining to the development of screening criteria to determine if projects should go through the Merger process. We have developed this screening criteria. This has been completed as part of the permitting improvement initiative, Merger 01 process.</p>				
Understanding?	I think the screening criteria is understood. We have provided some training classes on the criteria.				
Need for New Policy?	No				
Is It Consistent	The process will actually be used by PDEA				
Training/Education Involved	Training will be provided through the Merger 01 process.				
Need for further education	Again, training will be provided through the Merger 01 training.				
Additional Resource Needs	No, there are adequate resources to accomplish the initiative.				
Timeframe	We began using the screening criteria on May 1, 2003				
Review?	It has not been reviewed since we just started using the criteria.				

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Additional Comments	<input type="text"/>		
Initiative ID#	060F	Baldrige Excellence Criteria	Partnerships
		Last Updated	2003
Contact Name	Grimes, Gail		
Initiative Name	Partnership with Wildlife Resources Commission (WRC) and US Fish and Wildlife Service (USFWS) on Goose Creek Secondary and Cumulative Impacts		
Initiative Description	<input type="text"/>		
Why are we doing	<input type="text"/>		
How did it evolve	<input type="text"/>		
Any Triggers	<input type="text"/>		
Proactive or Reactive	<input type="text"/>		
Who is Doing	<input type="text"/>		
Goal and Objective	<input type="text"/>		
Is It Being Measured	<input type="text"/>		
How Is It Measured	<input type="text"/>		
Who or What is Measuring	<input type="text"/>		
Its Current Status	Unknown		
Understanding?	<input type="text"/>		
Need for New Policy?	<input type="text"/>		
Is It Consistent	<input type="text"/>		
Training/Education Involved	<input type="text"/>		
Need for further education	<input type="text"/>		
Additional Resource Needs	<input type="text"/>		
Timeframe	<input type="text"/>		
Review?	<input type="text"/>		
Additional Comments	<input type="text"/>		

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Initiative ID#	061F	Baldrige Excellence Criteria	Business Results	Last Updated	2003
Contact Name	Dunlop, Jim				
Initiative Name	Traffic Impact Studies				
Initiative Description	As part of a new development request for access to state public transportation system - a traffic impact study is being required of the higher traffic generators to identify and address mitigation of traffic impacts to the public roadway system.				
Why are we doing	To identify negative traffic impacts by private development to the public roadway system and to require those impacting the public roadway network to offset/mitigate those impacts.				
How did it evolve	Due to affects of large development's, traffic impacts that were not fully addressed in the past, the public transportation system was and is experiencing severe congestion and crash experience. In order to better protect public safety and extend public investments in the transportation infrastructure, those that are causing the impacts are being required to mitigate those impacts.				
Any Triggers	New development that has the potential to cause serious impacts to public mobility and safety.				
Proactive or Reactive	This is considered more of a proactive approach.				
Who is Doing	NCDOT is causing/requiring the studies of the private sector, when it is determined that significant impacts will occur. The private sector is producing the traffic studies.				
Goal and Objective	To identify operational/safety problem areas cause/created when new development occurs. Once identified mitigation measures are recommended and implemented to reduce impacts to the traveling public.				
Is It Being Measured	Yes. Each study identifies impacts and corrective/mitigation measures identified and implemented. The traffic study measures the anticipated impacts and offers mitigation measures on a case by case situation.				
How Is It Measured	For each access request mitigation efforts are identified and once implemented there is little or no follow-up (before/after) analysis done to determine accuracy of the mitigation efforts.				
Who or What is Measuring	This is normally done by NCDOT District Engineers Offices. Occasionally, the traffic engineering and safety systems branch may measure via level of service calculations and crash history studies.				
Its Current Status	The traffic studies are being required on an inconsistent basis currently. Th e new driveway policy will provide more consistent requirements and will provide set guidelines.				
Understanding?	Most stakeholders understand the process, although all don't concur with the requirements.				
Need for New Policy?	Yes, the current driveway manual is currently updated to provide a better understanding and to provide better guidance to the public and private sector regarding this issue.				
Is It Consistent	No, not under the current driveway manual. Under the revised driveway manual, which will specifically address this issue, all involved with the process will have more clearly defined guidelines.				
Training/Education Involved	Yes, As part of the approval/acceptance of the updated driveway manual, NCDOT staff will be informed/trained on the content and use of the new manual.				
Need for further education	Recurrent training will be required every few years due to staff turnover, etc...				
Additional Resource Needs	Resources appear adequate to achieve goal although staffing may be inadequate to dedicate to the review of the traffic studies(?)				
Timeframe	Full implementation will be effective commensurate with approval of the driveway manual update (late 2001 or early 2002).				
Review?	n/a				

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Additional Comments

The implementation of this initiative will greatly benefit the NCDOT staff responsible for the review, processing, and approval of the driveway permitting process. Staff decisions regarding mitigation requirements and the extent of mitigation will be greatly improved. Local governments, and the general travelling public will benefit due to the efforts of NCDOT when requiring developments to mitigate their traffic impacts (improves traffic safety, operations and capacity, lessens future public expenditures on the transportation system, etc...)

NCDOT's Environmental Initiative Inventory

Initiative ID#	062F	Baldrige Excellence Criteria	Customer and Market Focus, Business Results	Last Updated	2003
Contact Name	Lewis, Ed				
Initiative Name	Environmental Justice				
Initiative Description	Environmental Justice is the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies including the development and implementation of transportation projects.				
Why are we doing	It is a required assessment of the actions and programs of all federal agencies and those acting on their behalf.				
How did it evolve	Executive Order 12898				
Any Triggers	Any action or program which may have a disproportionate high and adverse impact on a low income or minority community. It is triggered specifically by a project entering the NEPA process.				
Proactive or Reactive	Currently, it is reactive, in that it is initiated as part of Community Impacts Assessment reports within environmental documents by PDEA. In the future, it will become more proactive as it becomes part of environmental screening efforts by TPB. It will also be incorporated into all public involvement activities by the Department.				
Who is Doing	Currently, it is the responsibility of PDEA within NCDOT. In the future it will be a shared responsibility between TPB and PDEA for examinations of effects at different times and at different levels of effects. TPB will use it as systems planning and project screening tools while PDEA will continue to assess direct, project-specific effects.				
Goal and Objective	One goal is, through both systems planning and environmental screening, to recognize and then avoid, minimize or mitigate potential negative impacts. Specific to environmental justice is additional review to ensure that any negative impacts do not fall disproportionately on low income or minority communities. Another goal is to ensure that all parties which may benefit from or be subject to negative impacts from transportation projects are fully able to participate in meaningful public involvement throughout these processes.				
Is It Being Measured	It is not being measured, in that efforts must be flexible to meet unique local conditions and situations. The efficacy of efforts are continually assessed to refine processes and techniques.				
How Is It Measured	Not applicable.				
Who or What is Measuring	Not applicable.				
Its Current Status	Environmental justice analysis has been part of NEPA community impacts assessment procedures since 1998 and refinement continues. Expansion and improvement of public involvement efforts also continue to be expanded and improved. Environmental justice as an element of systems planning and of environmental screening has not been initiated at this time.				
Understanding?	Relatively well, although continued education and training is needed as federal standards evolve.				
Need for New Policy?	Existing policies and processes aimed at public involvement and impacts assessment appear to be adequate to the task. If environmental justice evolves from these two considerations to also include equity considerations (particularly at the jurisdictional or regional level) entirely new policies and processes will be needed.				
Is It Consistent	The current process appears to be consistent for TIP projects, as currently all such projects are examined by PDEA. Efforts by TPB will be coordinated with PDEA to ensure consistency of approach. Division level projects may not be consistent in their approach to environmental justice.				
Training/Education Involved	Yes. For PDEA, environmental justice is an integral part of community impacts assessment, so staff have received training on impacts assessment in general and on environmental justice issues in particular. Staff have also received training on public involvement.				
Need for further education	Yes. Both TPB planning and PDEA project engineers need to have a rudimentary understanding of community impacts and all staff who work with the public need training in public involvement.				

NCDOT's Environmental Initiative Inventory

Additional Resource Needs	Some resources are currently not adequate. TPB does not have adequate staff resources to develop and implement environmental screening processes. Until such time as projects screened by TPB reach PDEA, staff resources there may not be adequate to meet demands. GIS tools for environmental justice are currently limited to a single shapefile which maps Census tracts by proportion of minorities. Over time, this Census 2000 data will become less reliable so interim updates are needed. Additional GIS shapefiles which illustrate low income areas, concentrations of Hispanic or elderly populations and similar demographic tools would be very helpful.
Timeframe	not known
Review?	Not applicable.
Additional Comments	none

NCDOT's Environmental Initiative Inventory

Initiative ID#	063F	Baldrige Excellence Criteria	Partnerships, Business Results	Last Updated	2003
Contact Name	Pace, Ken				
Initiative Name	DENR Permit Fee - Charge Account:				
Initiative Description	This initiative setup is of a charge account or debit system such that the Department can provide payment to the Division of Water Quality (DWQ) for permit applications and permit modifications without writing a separate check for each individual occurrence.				
Why are we doing	This initiative will make the fee payment process easier and less costly to perform. Also, it should expedite the permit application process by reducing paperwork.				
How did it evolve	The Secretary's office is working with the Department of Environment and Natural Resources (DENR) to develop the initiative and process.				
Any Triggers	The initiative is triggered by the need to pay and process payment for fees associated with permit applications.				
Proactive or Reactive	Proactive				
Who is Doing	Secretary's office, DENR, Chief Engineer's office				
Goal and Objective	The goal is to promote efficiency.				
Is It Being Measured	It is not yet implemented, so it is not currently being measured.				
How Is It Measured	n/a				
Who or What is Measuring	n/a				
Its Current Status	The process is currently being developed by the two departments.				
Understanding?	It is clearly understood.				
Need for New Policy?	There will be a need to develop the policy and procedures to be used by each department.				
Is It Consistent	n/a				
Training/Education Involved	Both departments will need minimal training on the process in order to implement.				
Need for further education	No				
Additional Resource Needs	Yes				
Timeframe	There is currently no timeframe.				
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	064F	Baldrige Excellence Criteria	Strategic Planning	Last Updated	2003
Contact Name	Harris, David				
Initiative Name	Reduce Mitigation Monitoring				
Initiative Description	The North Carolina Department of Transportation has initiated a research project to evaluate the current monitoring requirements set by the regulatory agencies for stream mitigation projects. If successful, the research project will identify the main factors that should be monitored to ensure success of stream mitigation projects while minimizing the current cost of monitoring.				
Why are we doing	Proposed monitoring will cost the state millions of dollars				
How did it evolve	We did not wish to spend that amount of money for the results that we obtained				
Any Triggers	Environmental Stewardship				
Proactive or Reactive	Reactive in nature proactive in concept				
Who is Doing	Roadside Environmental and PDEA				
Goal and Objective	Perform research to determine a more cost affective way to monitor.				
Is It Being Measured	Just cost of current monitoring initiative				
How Is It Measured	Good				
Who or What is Measuring	Roadside and PDEA				
Its Current Status	PDEA is working on proposal				
Understanding?	The issues are well understood the outcome is a little less certain				
Need for New Policy?	Not at this time				
Is It Consistent	N/A				
Training/Education Involved	No				
Need for further education	No				
Additional Resource Needs	Should be				
Timeframe	End of summer				
Review?	N/A				
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	065F	Baldrige Excellence Criteria		Last Updated	
Contact Name	Lauffer, Matt				
Initiative Name	TMDL's - Proactive Turbidity Impacts				
Initiative Description					
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status					
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	066F	Baldrige Excellence Criteria	Business Results	Last Updated	2003
Contact Name	Thorpe, Greg				
Initiative Name	Development of Flexible Mitigation Strategies				
Initiative Description	A means to provide alternative methods to prescribe ratios as established by the regulatory agencies.				
Why are we doing	More freedom to meeting the requirements put forth by the regulatory agencies. It will give us an alternative to completing our objectives. It will give us a better environmentally sound end product and it will allow us to meet regulatory regulations.				
How did it evolve	It's still coming about. A need for flexibility in mitigating. To provide higher quality sites and to better utilize the sites.				
Any Triggers	An urgent need for mitigation location. A general need for more sites. There is a lack of sites that are currently available under the regulative criteria. Too much of a demand.				
Proactive or Reactive	N/A – but it's reacting to an issue of concern in the DOT				
Who is Doing	Will be Planning Development and Environmental Analysis Branch (in concert with USACE and DENR and involved regulatory agencies)				
Goal and Objective	To alleviate the current mitigation difficulties and to provide a better, more flexible end product.				
Is It Being Measured	If adopted, it can be easily measured.				
How Is It Measured	N/A				
Who or What is Measuring	DOT (PD&EA) could easily				
Its Current Status	"Wish List" stage (planning/developing/concept/thought/negotiating)				
Understanding?	Not at all (it's still a thought)				
Need for New Policy?	Yes, Again it is still a thought that we hope to achieve in the future.				
Is It Consistent	N/A				
Training/Education Involved	"Oh yes," If implemented, we will need to educate				
Need for further education	Yes, there may be				
Additional Resource Needs	Unknown right now				
Timeframe	Wish list time frame. Would love to have a time frame to begin implementing.				
Review?	N/A				
Additional Comments	If adopted, would greatly benefit the NCDOT and our mitigation efforts, the public, North Carolina, the environment, and the regulatory agencies involved. The underlying objective is to attain our goal by taking an alternate route of achievement. (Flexible Mitigation Example: getting from point A to point B, not by route C but by route D or E or F. However, all routes lead to point B, it's just various methods of getting there)				

NCDOT's Environmental Initiative Inventory

Initiative ID#	067F	Baldrige Excellence Criteria	Strategic Planning, Customer and Market Focus	Last Updated	2003
Contact Name	Hunkins, Julie				
Initiative Name	Linked Land Use and Transportation Planning				
Initiative Description	Note: an abbreviated department process improvement effort is underway to better address this initiative and implementation should occur mid 2002				
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status	Unknown				
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	069P	Baldrige Excellence Criteria		Last Updated	2003
Contact Name	Barbour, Debbie				
Initiative Name	Permit Requirement Communication through NCDOT				
Initiative Description					
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status					
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	070P	Baldrige Excellence Criteria	Process Management	Last Updated	2003
Contact Name	rcanales@dot.state.nc.us				
Initiative Name	Developed Procedures to Ensure Environmental Commitments are Communicated Throughout Project Development and Construction				
Initiative Description					
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status					
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	071P	Baldrige Excellence Criteria	Process Management	Last Updated	2003
Contact Name	Meister, Ehren				
Initiative Name	Permitting Process Improvement Initiative Workshop (Improved Project Delivery While Protecting and Enhancing the Environment)				
Initiative Description	NCDOT, NCDENR, and the USACE jointly sponsored the permit improvement process initiative to analyze, and redevelop the permitting process. The initiative was undertaken with the primary purpose of developing quality permit applications and issuing environmental permits that support the timely delivery of the transportation program while minimizing disruption to the natural and human environment.				
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status	This process improvement effort has been transitioned into its implementation stages. The team task and recommendations are being logically implemented through different aspects of the transportation decision making. An Implementation Group has been formed with high level interagency managers to oversee and coordinate the implementation efforts.				
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	072P	Baldrige Excellence Criteria	Leadership	Last Updated	2003
Contact Name	Hunkins, Julie				
Initiative Name	Held Environmental Stewardship Workshop-several high level DOT managers attended				
Initiative Description					
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status					
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	073P	Baldrige Excellence Criteria	Process Management	Last Updated	2003
Contact Name	Hunkins, Julie				
Initiative Name	Held Retreat Meetings to Discuss Environmental Issues				
Initiative Description					
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status					
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	074P	Baldrige Excellence Criteria		Last Updated	
Contact Name	Smith, Derek				
Initiative Name	NCDOT Wildlife Habitats				
Initiative Description	NCDOT, in cooperation with the NC Wildlife Resources Commission, has designated certain right-of-way areas along I-40 between Orange and New Hanover Counties as wildlife habitat areas. In these areas, vegetation behind the ditches is mown less frequently to provide more food and cover for wildlife. Species including the bobwhite quail, eastern meadowlark, cardinal, prairie warbler and cottontail rabbit benefit from this program.				
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status					
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	075P	Baldrige Excellence Criteria	Business Results	Last Updated	2003
Contact Name	Landi, Helen				
Initiative Name	Monarch Butterfly Program				
Initiative Description	Due to changing land-use much of the milkweed necessary for the Monarch's migration pattern is disappearing. The Roadside Environmental Unit researched the issue and, with approval from the NC Department of Agriculture, implemented the "Monarch Butterfly Program". Two North Carolina natives, Swamp and Common milkweeds are planted from seed into one-acre plots within the Wildlife Habitat plots. The showier Butterfly Weed is planted in some of the one-acre wildflower beds along our interstates. This installation serves a double purpose by allowing us to incorporate more native plants into our roadside landscaping program.				
Why are we doing	To provide monarch butterflies food and habitat that is necessary for their survival				
How did it evolve	Dr. Voit Gilmore, Chairman of the Governor's Clean NC 2000 Board, approached the NCDOT with concerns about the declining number of Monarch butterflies. The Roadside Environmental Unit agreed to research the issue, and as a result, the "Monarch Butterfly Program" is being implemented. Following approval from the N.C. Department of Agriculture the Roadside Environmental Unit developed a plan of implementation.				
Any Triggers	Decline of Monarch Butterflies				
Proactive or Reactive	Reactive				
Who is Doing	Roadside Environmental Units				
Goal and Objective	To not only increase the number of Monarch Butterflies but to also create a more beautiful highway system				
Is It Being Measured	Yes				
How Is It Measured	monitoring millweed				
Who or What is Measuring	NCDOT- Roadside Environmental Unit and some universities				
Its Current Status	working Progress				
Understanding?					
Need for New Policy?	N/a				
Is It Consistent	N/A				
Training/Education Involved	N/A				
Need for further education	N/A				
Additional Resource Needs					
Timeframe	The initiative is continuously running				
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	076P	Baldrige Excellence Criteria	Business Results	Last Updated	2003
Contact Name	Landi, Helen				
Initiative Name	NCDOT Wildflower Program				
Initiative Description	The NCDOT Wildflower Program began in 1985 as an integral part of highway beautification. Wildflower beds are installed and maintained across the state by Roadside Environmental personnel in each of the fourteen highway divisions				
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status					
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	077P	Baldrige Excellence Criteria	Business Results	Last Updated	2003
Contact Name	Smith, Derek				
Initiative Name	Vegetation Management Program				
Initiative Description	NCDOT is responsible for establishing and maintaining vegetation along more than 77,500 miles of highway, the second largest mileage of highway by any state in the US. Due to the geographic location of the state, the highway system traverses a variety of landscapes 'from the mountains to the sea.' This necessitates the use of different kinds of vegetation that are compatible with the soils, topography, and special conditions associated with a give location. The primary purpose of roadside vegetation is to stabilize the soil and reduce soil loss or movement.				
Why are we doing	The primary purpose of roadside vegetation is to stablize the soil and thus reduce soil loss or movement.				
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status	NCDOT is responsible for establishing and maintaining vegetation along more than 77,500 miles of highway. This is the second largest mileage of highway by any state in the United States. Due to the geographic location of the state, the highway system traverses a variety of landscapes 'from the mountains to the sea.' This necessitates the use of different kinds of vegetation that are compatible with the soils, topography, and any special conditions associated with a given location.				
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	078P	Baldrige Excellence Criteria	Business Results	Last Updated	2003
Contact Name	Landi, Helen				
Initiative Name	Highway Beautification Programs (Coordinated by the Office of Beautification Programs)				
Initiative Description	Our purpose is to serve the citizens by improving the cleanliness and appearance of North Carolina's transportation venues.				
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status					
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	079P	Baldrige Excellence Criteria		Last Updated	2003
Contact Name	Sharp, John				
Initiative Name	Project Waste/Recycle Disposal				
Initiative Description					
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status					
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	080P	Baldrige Excellence Criteria		Last Updated	2003
Contact Name	Harris, Phil				
Initiative Name	Proposed NCDOT/WRC Grassland Habitat Project				
Initiative Description					
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status					
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	0810	Baldrige Excellence Criteria	Process Management	Last Updated	2003
Contact Name	Harris, Phil or Hanson, Rob				
Initiative Name	Use of Environmental Green Sheets				
Initiative Description	Environmental green sheets are a final list of environmental commitments that summarize all commitments made throughout the project. These commitments are placed on green paper and are included as part of the contract package.				
Why are we doing	This initiative promotes better coordination between the planners and designers at NCDOT with NCDOT division personnel. This initiative insures that no "promises" slip through the cracks and are not followed through.				
How did it evolve	To improve NCDOT's ability to comply with environmental commitments. Helps insure that NCDOT sections are responsible for different commitment components were aware and capable to complete these commitments.				
Any Triggers	The initiative is triggered when the Natural Environment Specialist is pulling together the environmental commitments for the permit package to get to NCDOT division/Design Services for LET.				
Proactive or Reactive	Proactive				
Who is Doing	NCDOT - Office of the Natural Environment and in coordination with other units within the Department.				
Goal and Objective	To ensure the highway projects are constructed with the least environmentally damaging impacts.				
Is It Being Measured	No				
How Is It Measured	N/A				
Who or What is Measuring	N/A				
Its Current Status	The initiative has been put in place and is functioning as was initially intended.				
Understanding?	Big issue... Internally, the idea is the initiative is understood, but as far as division personnel understanding, that is up for debate.				
Need for New Policy?	No				
Is It Consistent	There is a question whether green sheets are taken as serious in some divisions as others.				
Training/Education Involved	Yes, there was initial training by the Office of the Natural Environment to all 14 divisions.				
Need for further education	Yes				
Additional Resource Needs	No				
Timeframe	The initiative is in place				
Review?	Not reviewed as of present.				
Additional Comments	None				

NCDOT's Environmental Initiative Inventory

Initiative ID#	0820	Baldrige Excellence Criteria	Human Resources Focus, Leadership	Last Updated	2003
Contact Name	Harris, Phil				
Initiative Name	Publication of the Centerline Environmental Newsletter				
Initiative Description	The Office of the Natural Environment (ONE) distributes a quarterly newsletter, Centerline, discussing NCDOT projects work as it pertains to wetland and stream mitigation, natural resource work, and permits for environmental impacts. This newsletter also discusses staff achievements.				
Why are we doing	The purpose of this initiative was to promote the "positive" work being done in the Natural Systems Unit. The goal is to get the message out to other state agencies throughout the nation in hopes of sharing ideas and methodologies. More locally, this newsletter created a venue to show the local public and local state and federal agencies of the quality staff and quality work being done within the Office of the Natural Environment.				
How did it evolve	Realizing all the proactive things that were happening in the "office" and to prevent damaging impacts to the environment. Manager, V. Charles Bruton created an avenue to get these positive projects out to the public.				
Any Triggers	The Centerline newsletter is a continuous effort by select staff in preparation of articles and other necessary information to be on a quarterly basis.				
Proactive or Reactive	Centerline is definitely a proactive approach. The magazine serves both an informational and educational tool to the public and allows internal staff to share their knowledge with other professionals in the same field of study.				
Who is Doing	NCDOT/PDEA - The Office of the Natural Environment is responsible for the development and distribution of the Centerline newsletter. Those contributing articles include for the most part Natural Systems staff. Invited articles are also solicited from other branches within the NCDOT.				
Goal and Objective	The goal and objective of this initiative is obvious. It is to spread the good word of the environmental conscienceness practiced by the NCDOT Office of the Natural Environmental. There is also an objective to share knowledge and technical experiences with other professionals in the field of transportation and environmental planning.				
Is It Being Measured	The effectiveness of the newsletter is being measured. It is measured by the feedback from those on the distribution list and the comments thus far have been extremely positive. Several states have called asking to be added to the mailing list.				
How Is It Measured	The one way it is being measured is the increase in distribution since the first issue was sent out 1 and a half years ago. Because of interest, the distribution list has doubled, increasing from 300 readers to 600 readers per issue.				
Who or What is Measuring	The Manager, V. Charles Bruton and the newsletter coordinators Locke Milholland and Christie Murphy. The latter two individuals maintain the distribution list.				
Its Current Status	The newsletter began in 2000 and has a distribution of over 700. Due to lack of resources the publication has been tabled following the Fall 2003 distribution.				
Understanding?	I think that the initiative and the goals of the publication are well understood by the stakeholders. They understand that the primary purpose for the newsletter is to get the word out about the interesting work the Office of the Natural Environment is currently involved with and it provides recognition of valuable employees on the staff.				
Need for New Policy?	n/a				
Is It Consistent	n/a				
Training/Education Involved	No				
Need for further education	No				
Additional Resource Needs	No				
Timeframe	n/a				
Review?	The Centerline newsletter is reviewed internally 2 to 3 times before going to the publisher and is reviewed after printing and prior to distribution.				

NCDOT's Environmental Initiative Inventory

Additional Comments

For several year, The Manager and other staff members have had the vision of having this type of publication originate from our office. Centerline was started with considerable hard work up front and has continued to gain momentum. The newsletter serves as a beacon to which the Office of the Natural Environment notifies its reading audience of the department's most recent endeavors. From an internal perspective, the Centerline newsletter boosts moral and the popularity of the department and continues to assist the department in promoting proactive stewardship while shedding the stigma of not being environmentally conscience.

NCDOT's Environmental Initiative Inventory

Initiative ID#	0830	Baldrige Excellence Criteria	Process Management, Business Results	Last Updated	2003
Contact Name	Meister, Ehren				
Initiative Name	Mitigation Process Improvement Initiative and Workshop				
Initiative Description	In September 2001, NCDOT, NCDENR, and the USACE-Wilmington District undertook a joint process improvement initiative to review, analyze and redesign the mitigation process. Following the workshops thirteen recommendations were identified.				
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status	This process improvement transitioned into the Ecosystem Enhancement Program, which is an active organization following July 2003.				
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	0840	Baldrige Excellence Criteria	Information and Analysis	Last Updated	2003
Contact Name	Meister, Ehren				
Initiative Name	Environmental Stewardship and Streamlining Initiative Inventory				
Initiative Description	In 2001, NCDOT began inventorying department-wide environmental initiatives. This process is on going and identifies key aspects of each initiative, so that there is a better understanding of its purpose, goal, and measures. In addition, a "best environmental practices database" was created identifying specific environmental projects in the field that could potentially be duplicated.				
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status	The inventory database was last updated thoroughly in the summer of 2003. The database will be completely updated in the summer of 2004. There are currently 150+ initiative listed in the inventory.				
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	0850	Baldrige Excellence Criteria	Business Results	Last Updated	2003
Contact Name	Meister, Ehren				
Initiative Name	Participation in the AASHTO Environmental Stewardship Demonstration Program				
Initiative Description	NCDOT actively participates in the demonstration project showcasing numerous environmental initiatives.				
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status					
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	0860	Baldrige Excellence Criteria	Partnerships, Business Results	Last Updated	2003
Contact Name	Lisa Tolley (DENR)				
Initiative Name	Statewide River Basin Signage Program				
Initiative Description	A partnership between the North Carolina Department of Transportation and the North Carolina Department of Environment and Natural Resources, the River Basin Signage Program has posted "river basin signs" along highways throughout North Carolina. The program has also identified the river basin boundaries on the State Transportation Map.				
Why are we doing	The Department is working with NCDENR to raise the public's awareness on environmental concepts in context of river basins, floodplains, rainfall, etc				
How did it evolve	The Department gave NCDENR an enhancement grant to sign river basins.				
Any Triggers	NCDENR provides the Department with maps pinpointing river basins to be signed.				
Proactive or Reactive	Proactive - The Department gave NCDENR a grant and designs, provide, and installs the signs				
Who is Doing	NCDENR and NCDOT				
Goal and Objective	The Department is working with NCDENR to raise the public's awareness on environmental concepts in context of river basins, floodplains, rainfall, etc				
Is It Being Measured	Contact NCDENR (Lisa Tolley) at 733-0722				
How Is It Measured	Contact NCDENR (Lisa Tolley) at 733-0722				
Who or What is Measuring	Contact NCDENR (Lisa Tolley) at 733-0722				
Its Current Status	The following river basins have been signed: Roanoke, Catawba, New River, French Broad, White Oak, and Tar-Pamlico. The following have signs pending: Savannah, Watauga, Little Tennessee, Hiwassee, Chowan, Pasquotank, Broad, Yadkin, and Lumber				
Understanding?	Contact NCDENR (Lisa Tolley) at 733-0722				
Need for New Policy?	Contact NCDENR (Lisa Tolley) at 733-0722				
Is It Consistent	Contact NCDENR (Lisa Tolley) at 733-0722				
Training/Education Involved	The signs have a 1-800 number on them. If the public calls this number, they will receive an explanation about river basins which helps educate the public				
Need for further education	Contact NCDENR (Lisa Tolley) at 733-0722				
Additional Resource Needs	Contact NCDENR (Lisa Tolley) at 733-0722				
Timeframe	Yes, the enhancement grant has a 3 year time frame				
Review?	Contact NCDENR (Lisa Tolley) at 733-0722				
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	0870	Baldrige Excellence Criteria	Process Management, Business Results, Trusting Partnership	Last Updated	2003
Contact Name	Meister, Ehren				
Initiative Name	The development of the Ecosystem Enhancement Program (see also #83)				
Initiative Description	On July 22, 2003, NCDOT entered into a partnership with the N.C. Department of Environment and Natural Resources -- Ecosystem Enhancement Program (EEP) to provide wetland and stream mitigation needs. This partnership effort allows the agencies to implement wetland and stream mitigation for transportation projects years in advance of construction to fulfill its stream and wetland mitigation requirements.				
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing	The NC Department of Transportation, NC Department of Environment and Natural Resources, and the US Army Corps of Engineers				
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status	The EEP is a developed organization within DENR and is actively transitioning into a full time staff of 50+ to be in place by 2005 (this will include the transfer of DOT staff).				
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	0880	Baldrige Excellence Criteria	Process Management, Strategic Planning	Last Updated	2003
Contact Name	Foster, David				
Initiative Name	GIS in Early Rail Planning and for the Identification of Environmental Issues				
Initiative Description	GIS is proving a valuable tool as we move into the Tier II DEIS for the Southeast High Speed Rail Corridor. This document covers approximately 138 miles from Petersburg VA to Raleigh NC. GIS has been used to help avoid and minimize impacts during all phases of design. This project passes through the Neuse and Tar-Pamlico river basins and is subject to the buffer rules published by the Division of Water Quality. GIS greatly facilitated assessing the impact of these rules on the project, and assisted in minimizing specific impacts by design alterations.				
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status	GIS is proving a valuable tool as we move into the Tier II DEIS for the Southeast High Speed Rail Corridor. This document covers approximately 138 miles from Petersburg VA to Raleigh NC. GIS has been used to help avoid and minimize impacts during all phases of design. This project passes through the Neuse and Tar-Pamlico river basins and is subject to the buffer rules published by the Division of Water Quality. GIS greatly facilitated assessing the impact of these rules on the project, and assisted in minimizing specific impacts by design alterations.				
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	0890	Baldrige Excellence Criteria	Process Management	Last Updated	2003
Contact Name	Foster, David				
Initiative Name	Rail Division Use of FHWA's Abbreviated Environmental Impact Assesment (EIS) Format				
Initiative Description					
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status					
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	0900	Baldrige Excellence Criteria	Business Results	Last Updated	2003
Contact Name	Foster, David				
Initiative Name	Tiered EIS for the 500 mile Southeast High Speed Rail Corridor (Washington, D.C. to Charlotte, N.C.)				
Initiative Description	The North Carolina Department of Transportation (NCDOT), the Federal Highway Administration North Carolina Division and the Federal Railroad Administration are leading the development of the tiered Environmental Impact Statement (EIS) for the Southeast High Speed Rail Program. The proposed southeast high-speed rail system will run from Washington, DC, through Richmond, Virginia, Raleigh and Charlotte, North Carolina and eventually to point south. The overall goal is to provide continuous high-speed rail service between Boston, Massachusetts, and the major markets of the southeast. The Tier 1 EIS has been completed, and a Record of Decision was signed in October 2002. Preparation of the Tier 2 EIS began in late 2002.				
Why are we doing	The overall goal is to provide continuous hih-speed rail service between Boston, Massachusetts, and the major markets of the southeast.				
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing	NCDOT and Virginia Department of Rail and Public Transportation				
Goal and Objective	The overall goal is to provide continuous hih-speed rail service between Boston, Massachusetts, and the major markets of the southeast.				
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status					
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	091O	Baldrige Excellence Criteria	Leadership, Business Results	Last Updated	2003
Contact Name	Pace, Ken				
Initiative Name	"Operation Cleansweep"				
Initiative Description	Operation Cleansweep occurred in 1997. Since that time hazardous materials have been identified and removed as part of the Department's Hazardous Materials Management Program on an as need basis at each facility.				
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status					
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	0920	Baldrige Excellence Criteria	Leadership, Business Results	Last Updated	2003
Contact Name	Pace, Ken				
Initiative Name	Removal of "Unknown" Drums from ROW				
Initiative Description	As unknown drums or illegal dumping occur along DOT right of way, the Department maintains "on-call" contractors that are certified to handle and clean up hazardous wastes.				
Why are we doing	Required under Resource Conservation and Recovery Act.				
How did it evolve	When illegal disposal of hazardous materials occurs NCDOT becomes the generator and is required to dispose of material and remediate any contaminated soils				
Any Triggers	Contact by EM, NCDENR, USEPA, concerned citizen or any other public entity.				
Proactive or Reactive	It is a reactive approach.				
Who is Doing	NCDENR, USEPA, private citizens, USEPA, Highway Patrol, DMV.				
Goal and Objective	Removal and proper disposal of hazardous material and contaminated media (including soils & water).				
Is It Being Measured	Yes, each DOT Division records the incident along with Environmental Management Solutions who is under contract with DOT.				
How Is It Measured	It is difficult to measure due to frequency.				
Who or What is Measuring	All interested parties.				
Its Current Status	Ongoing.				
Understanding?	Not very well due to complexity of regulations				
Need for New Policy?	Not at this time. DOT does not remove or dispose of hazardous materials. This is performed by certified contractor. DOT's policy is to provide traffic control only.				
Is It Consistent	No. Each DOT Division utilizes a variety of contractors depending upon location and Hazardous Materials Manager's expertise.				
Training/Education Involved	Yes, training is provided to the Incident Management Team.				
Need for further education	Yes				
Additional Resource Needs	Not at this time.				
Timeframe	No.				
Review?	On an annual basis.				
Additional Comments	This is a sensitive area and can be politically driven. Regulatory agencies are required to enforce rules and regulations. This comes under scrutiny at times. There needs to be a formal MOA between DOT, EM, SBI and NCDENR to address these unique situations.				

NCDOT's Environmental Initiative Inventory

Initiative ID#	0930	Baldrige Excellence Criteria	Leadership	Last Updated	2003
Contact Name	Niver, Chris				
Initiative Name	Asphalt Plant Cleanups				
Initiative Description	Waste chlorinated solvents, derived from asphalt testing labs, were routinely disposed of or stored improperly. There are 72 of these sites that are privately owned properties.				
Why are we doing	An MOA dated 1989 between NCDOT and DENR states that NCDOT will conduct site investigations and prepare corrective action plans.				
How did it evolve	An employee at an asphalt called DENR and blew the whistle.				
Any Triggers	Contaminated soil, surface water, groundwater				
Proactive or Reactive	We are cleaning up the sites and no longer use solvents to test asphalt.				
Who is Doing	NCDOT and DENR Groundwater Section. I am the point of contact for NCDOT, there are various contact within the groundwater section.				
Goal and Objective	To assess and remediate each site.				
Is It Being Measured	As the project manager, I track all costs and work efforts for each project through progress reports from contractors, meetings, phone calls, BSIP, Various spreadsheets, e-mails etc.				
How Is It Measured	Very well				
Who or What is Measuring	Me				
Its Current Status	All sites have been investigated 18 sites found not contaminated 19 site clean-ups are initiated 9 corrective action plans (CAP's) currently under review at DENR Developing remaining CAP's				
Understanding?	I believe very well, NCDOT has been stuck paying the entire bill even though we don't own the property, don't have control over it, and were not the only ones using the labs.....				
Need for New Policy?	As far as the labs are concerned..... no. Chemicals are no longer used for asphalt testing. NCDOT now uses muffle furnaces, which heat the asphalt samples. The only waste generated now is non-hazardous ash.				
Is It Consistent	Yes				
Training/Education Involved	We manage the hazardous material disposal contract for the department. I am not aware of specific training for this, however, my office conducts hazardous materials management training (RCRA training). Our training includes representatives from each division and some Raleigh units. The training encompasses all aspects of hazardous materials management such as pollution prevention, waste minimization, storage, disposal etc.				
Need for further education	We need more at division locations				
Additional Resource Needs	Someone to do all my BSIP administrative work would greatly free up my time. More people to do audits at DOT facilities to ensure employees are not improperly discharging chemicals to the environment. Developing environmental operating procedures (EOP's) for the department.				
Timeframe	Not really as long as we progress.				

NCDOT's Environmental Initiative Inventory

Review?	Weekly at my level
Additional Comments	My primary function is cleaning up messes behind DOT. The majority of these are from decades ago when environmental regulations were less stringent or nonexistent. We really need to understand our current operations and practices to avoid unnecessary/unbudgeted costs. I feel we are in the right direction, just need to fine tune some things.

Initiative ID#	0940	Baldrige Excellence Criteria	Customer and Market Focus, Business Results	Last Updated	2003
Contact Name	King, Ron				
Initiative Name	3% Reduction in Highway Signing to Improve Aesthetics				
Initiative Description					
Why are we doing	Directive from BOT				
How did it evolve	Too many signs on the R/W				
Any Triggers					
Proactive or Reactive	reactive				
Who is Doing	NCDOT - Divisions & Traffic Engineering Branch				
Goal and Objective	Reduce number of signs by 3%				
Is It Being Measured	yes				
How Is It Measured	monthly				
Who or What is Measuring	Operations				
Its Current Status	Contact Delbert Roddenberry (Operations) at 733-2220				
Understanding?					
Need for New Policy?	no				
Is It Consistent	yes				
Training/Education Involved	no				
Need for further education	no				
Additional Resource Needs	yes				
Timeframe	no				
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	0950	Baldrige Excellence Criteria	Customer and Market Focus	Last Updated	2003
Contact Name	King, Ron				
Initiative Name	Reduction of Treated Wood Supports for Highway Signs				
Initiative Description					
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status					
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	0960	Baldrige Excellence Criteria	Leadership, Business Results	Last Updated	2003
Contact Name	Sharp, John				
Initiative Name	Establishment of NCDOT's 3R Program - Reduce/Reuse/Recycle				
Initiative Description	NCDOT is looking at its waste steam and seeking ways to reduce it, reuse it, or recycling it throughout the entire department statewide.				
Why are we doing	It is mandated by Legislation and Governor's Executive Order.				
How did it evolve	Through legislation in 1993.				
Any Triggers					
Proactive or Reactive	PROACTIVE				
Who is Doing	All DOT agencies and branches, statewide.				
Goal and Objective	To look at our waste steam and see how we can divert it from the landfill by reducing it, reusing it, or recycling it.				
Is It Being Measured	Once a year we measure it through a form that is sent out annually. See report.				
How Is It Measured	For the most part, it is being measured pretty good.				
Who or What is Measuring	All agencies and branches, statewide.				
Its Current Status	It is still an active and on going program.				
Understanding?	Good				
Need for New Policy?	No				
Is It Consistent	Yes				
Training/Education Involved	Yes. We use "train the trainer" technique with key contact persons statewide. Education is an on going process, and it is done through email, distribution A, DOTs employee newsletter (In the Loop), field visits, and workshops.				
Need for further education	Always.				
Additional Resource Needs	Yes.				
Timeframe	No, except the once a year reporting.				
Review?	Officially, once a year statewide				
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	0970	Baldrige Excellence Criteria	Business Results	Last Updated	2003
Contact Name	Harris, Phil				
Initiative Name	Installation of Osprey Nests on the New Bern Wetland Mitigation Site (duck boxes along Hwy 70)				
Initiative Description	Purchase of property that contains Red-cockaded woodpecker (RCW) colonies.				
Why are we doing	To provide mitigation for anticipated impacts resulting from transportation projects.				
How did it evolve	NCDOT was approached by the United States Fish and Wildlife Service (USFWS) with the concept.				
Any Triggers	NCDOT's need to provide compensatory mitigation for impacts to Federally listed endangered or threatened species. This requirement is outlined in the Federal Endangered Species Act.				
Proactive or Reactive	PROACTIVE. This approach to mitigation allows for the department to establish credits prior to discovery of impacts.				
Who is Doing	NCDOT, USFWS, The Conservation Fund (TCF), The Nature Conservancy, County governments, North Carolina Wildlife Resources Commission (WRC).				
Goal and Objective	To preserve, enhance and manage existing and future colonies and habitat for the federally protected RCW. This will allow for the establishment of credits that will be available for use on future NCDOT projects.				
Is It Being Measured	It will be. We are in the early stages of the initiative.				
How Is It Measured	Numbers of newly established colonies will be the determining factor of measured success.				
Who or What is Measuring	The eventual property owners will be responsible for habitat management and measurement of success. NCDOT and USFWS will provide input.				
Its Current Status	A) One property in Tyrrell County is currently was purchased and is owned by TCF. This property contains 9732 acres. Ongoing management of this property is taking place. Approximately \$17.5 million has been spent to acquire and manage the property. Management by TCF will be for a period of 8 years. B) A second property in Hoke County will be purchased this fall. This property contains 2500 acres. \$5.95 million will be spent for acquisition and management of the property. TNC will be the property owner and manager in perpetuity.				
Understanding?	Relatively well. This is potentially the first mitigation strategy of its kind in the United States. The stakeholders realize a better understanding as more is learned by working through the process.				
Need for New Policy?	Process clarification is a part of this entire initiative.				
Is It Consistent	This is primarily a Project Development and Environmental Analysis initiative.				
Training/Education Involved	Yes. All parties are involved in a continuous learning curve. The educational process will hopefully allow similar initiatives to work for other protected species.				
Need for further education	Always.				
Additional Resource Needs					
Timeframe	Yes. The first project in Tyrrell County will be completed in 5 years.				
Review?	2 to 3 times a year.				
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	0980	Baldrige Excellence Criteria	Leadership, Partnerships	Last Updated	2003
Contact Name	Harris, Phil				
Initiative Name	Providing Funds to Help De-List Several Plant and Animal Species.				
Initiative Description					
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status	Unknown				
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	0990	Baldrige Excellence Criteria	Business Results	Last Updated	2003
Contact Name	Harris, Phil				
Initiative Name	Several Upfront Proactive Mitigation Sites have been put into place without Project Specific Requirements.				
Initiative Description					
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status					
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1000	Baldrige Excellence Criteria	Human Resources Focus, Partnernships	Last Updated	2003
Contact Name	Harris, Phil				
Initiative Name	Office of Natural Environment Assistance with Agencies in Field Studies to Enhance Estuarine and Riverine Systems.				
Initiative Description					
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status	staff assistance and funding has been provided				
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1010	Baldrige Excellence Criteria	Business Results, Trusting Partnership	Last Updated	2003
Contact Name	Cove, Laura				
Initiative Name	Air Quality Roundtable				
Initiative Description	A workshop series that brings together stakeholders from 30 different groups to cooperatively work to improve North Carolina's response to air quality as it pertains to transportation				
Why are we doing	The purpose of the Roundtable is to proactively address the way transportation related air quality issues are communicated to North Carolina decision-makers and the public from a multidisciplinary, multi-agency perspective. The intent is to develop and implement action plans that will allow North Carolina to make non-attainment designations, prepare state implementation plans, and implement air quality and transportation strategies in an efficient, effective, and coordinated manner.				
How did it evolve	Due to the increase in the number of counties, 7 to 23, projected to have air quality problems because of the implementation of the eight-hour ozone standard and the new fine particulate matter standard (PM2.5) the NCDOT, NCDENR teamed up. In spring 2001 NCDOT and NCDENR approached the CTE seeking assistance in developing the expertise and capacity needed to smoothly implement the new air quality standards. Now Roundtable members are a broad cross section of people working in air quality field in North Carolina				
Any Triggers	New developments that has the potential of harming economic vitality of the state				
Proactive or Reactive	Proactive				
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status					
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1020	Baldrige Excellence Criteria	Customer Focus	Last Updated	2003
Contact Name	Landi, Helen				
Initiative Name	Joint DOT/DENR - "The Recycle Guys" Anti Litter Commercial				
Initiative Description	A Commercial That Uses Cartoon Characters to Promote Recycling while also incorporating an anti-littering message				
Why are we doing	To Encourage Recycling and to reduce littering.				
How did it evolve	The Recycle Guys Anti-litter initiative came into being because it followed the already credible Recycle Guys commercial that promoted just recycling.				
Any Triggers	The Millions of Dollars That NCDOT Spends On Controlling and Cleaning Up Litter				
Proactive or Reactive	Reactive in the Sense That Littering Is Already a Large Problem. This Initiative Could Also Be Seen AS Proactive Because This Initiative Is Educating For the Future				
Who is Doing	Joint Effort Between NCDOT Office of Beautification Programs and North Carolina Department of Environment and Natural Resource's Pollution Prevention and Environmental Assistance Program. The FHWA supplies 80% of funding for them				
Goal and Objective	To Involve Other Governmental Agencies, Enforcement Agencies, and Citizens Groups To Work Together to Reduce Litter				
Is It Being Measured	N/A				
How Is It Measured	N/A				
Who or What is Measuring	N/A				
Its Current Status	Commercials no longer running				
Understanding?	N/A				
Need for New Policy?	No				
Is It Consistent	N/A				
Training/Education Involved	No				
Need for further education	N/A				
Additional Resource Needs	More funding				
Timeframe	No				
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1030	Baldrige Excellence Criteria	Customer and Market Focus	Last Updated	2003
Contact Name	Landi, Helen				
Initiative Name	Anti Litter Educational Radio Campaign				
Initiative Description	The Anti-Litter Radio Campaign features messages about the litter laws, how to report litterbugs, and how a group or organization can "Adopt-A-Highway" and periodically collect any litter that is on their segment of road.				
Why are we doing	To raise awareness about the negative impact litter has on our state.				
How did it evolve	Citizens often call and request that the DOT sponsor an anti litter educational campaign. This was something we felt would help meet that need.				
Any Triggers	The problem and expense of littering across North Carolina.				
Proactive or Reactive	Both.				
Who is Doing	The NCDOT Office of Beautification Programs				
Goal and Objective	To raise awareness that littering has many negative impacts and is costly to control. To reduce the amounts of litter being left on the roadsides.				
Is It Being Measured	N/A				
How Is It Measured	N/A				
Who or What is Measuring	N/A				
Its Current Status	The radio spots are not currently airing but we hope to obtain funding to have some back on the air this fall.				
Understanding?	N/A				
Need for New Policy?	No, just a need for more funding.				
Is It Consistent	N/A				
Training/Education Involved	No				
Need for further education	N/A				
Additional Resource Needs	No. Advertising is very expensive and our budget is quite limited.				
Timeframe	We do try and place ads at high travel times or near DOT sponsored clean ups.				
Review?	N/A				
Additional Comments	Last year we ran ads every other week and received some good feedback. This year due to funding ad placement has been much more limited. The NC State Highway Patrol allows us to use *HP to report litterbugs and then their operators will file the report using our web page.				

NCDOT's Environmental Initiative Inventory

Initiative ID#	1040	Baldrige Excellence Criteria	Business Results	Last Updated	2003
Contact Name	Landi, Helen				
Initiative Name	YES! YES! We Can Stop Littering Project				
Initiative Description	This Initiative Consist of Civic Club Members Going to Schools and Teaching Anti-litter Lessons, as well as, Passing Out Anti-litter Promotional Items from the NCDOT.				
Why are we doing	? To teach young children that littering is an unacceptable behavior.				
How did it evolve	The Union County Rotary approached the Office of Beautification Programs about implementing the program.				
Any Triggers	The need to educate children about the negative impact littering has on our state.				
Proactive or Reactive	Proactive				
Who is Doing	It is a joint effort between the Union County Rotary, Union County Schools and the NCDOT's Office of Beautification Programs.				
Goal and Objective	To work with children and educate them over a multi year period instilling the ethic that littering is wrong.				
Is It Being Measured	The only measurement is the reaction of the children and the responses they give in their essays concerning littering.				
How Is It Measured	On a regular basis the children give feedback.				
Who or What is Measuring	The Union County Rotary receives the feedback				
Its Current Status	The program is in it's 3rd year in the Union County Schools.				
Understanding?	N/A				
Need for New Policy?	No				
Is It Consistent	N/A				
Training/Education Involved	Yes in that the program is educational in nature and takes place in the schools.				
Need for further education	There is a need to expand the program to other school systems should funding become available.				
Additional Resource Needs	More funding for supplies and rewards would be necessary to expand the program to other school districts.				
Timeframe	Yes. The program is involved in multi grade levels so the children are engaged several years in a row.				
Review?	Annually.				
Additional Comments	This is an excellent program. It incorporates volunteers and the DOT and the schools. The volunteers are involving the children several years in a row allowing them time to make their point over and over.				

NCDOT's Environmental Initiative Inventory

Initiative ID#	1080	Baldrige Excellence Criteria	Business Results	Last Updated	2003
Contact Name	Landi, Helen				
Initiative Name	Caledonia Daylilies Project (partnership with the Dept of Correction to grow and plant flowers statewide for erosion control)				
Initiative Description	NCDOT works with the Department of Corrections to grow daylilies in quantities needed for state wide planting.				
Why are we doing	Production exceeds 200,000 1 gallon plants annually that are planted along NCDOT roadways. Daylilies provide soil stabilization and erosion control; provide an area of wildlife refuge for small game and song birds; provide colorful blooms for extended periods of time (270 days) for aesthetic value; have an inherent natural ability to inhibit weed growth; are relatively weed and insect free providing low maintenance; are salt tolerant; and provide a good fire buffer.				
How did it evolve					
Any Triggers					
Proactive or Reactive	Proactive				
Who is Doing	NCDOT and Department of Corrections				
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status					
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1090	Baldrige Excellence Criteria	Business Results	Last Updated	2003
Contact Name	Smith, Derek				
Initiative Name	Roadside Quail Habitat Area (Division 12)				
Initiative Description	The Roadside Environmental Unit has worked with the Division of Wildlife Resources to develop and enhance habitat suitable for quail on NCDOT rights-of-way in Division 12.				
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive	Proactive				
Who is Doing	Several landowners along this corridor agreed to work with NCDOT and Wildlife Resources to develop quail habitat on their land.				
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status	The work is still in progress.				
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1100	Baldrige Excellence Criteria	Information and Analysis	Last Updated	2003
Contact Name	Sherrod, Ted				
Initiative Name	Erosion Control Monitoring at Permitted Sites (401 and 404 Permits) (see #19)				
Initiative Description	The Permit Consultation Needed (PCN) process was initiated in Spring 2004 as an enhanced commitment to environmental stewardship on highway and bridge construction projects. If a permit issue needs to be elevated to management during the construction phase, REU Field Operations Engineers issue a PCN notice that requires resolution within a brief time period. Objective is to obtain permit compliance on all projects and FHWA funded projects. The highest level of environmental stewardship is being executed at these sites to ensure protection of NC's natural resources.				
Why are we doing	To preserve our nature resources during a transportation project.				
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status					
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1110	Baldrige Excellence Criteria	Process Management	Last Updated	2003
Contact Name	Lavender, Denese				
Initiative Name	Environmental Streamlining for Enhancement Projects: Categorical Exclusion Form				
Initiative Description					
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status	Unknown				
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1130	Baldrige Excellence Criteria	Process Management	Last Updated	2003
Contact Name	Lavender, Denese				
Initiative Name	NCDOT Enhancement Program Improvements Including the Enhancement Manager's Project Guide				
Initiative Description					
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status	Unknown				
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1140	Baldrige Excellence Criteria	Process Managemetn	Last Updated	2003
Contact Name	Lavender, Denese				
Initiative Name	Protection of Scenic Viewsheds along the Blue Ridge Parkway (5 properties purchased as of 7/02)				
Initiative Description	To protect the view sheds along the beautiful and historic Blue Ridge Parkway, NCDOT has acquired several properties adjacent to the rural corridor. (5 properties purchased as of 7/02)				
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status					
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1150	Baldrige Excellence Criteria	Business Results, Strategic Planning	Last Updated	2003
Contact Name	Wilkerson, Matt				
Initiative Name	Archaeology Predictive Modeling (Project)				
Initiative Description	The predictive modeling project has concluded task 1 in September 2003. The goals of the project are: Digitize Environmental and Cultural Information for the 3 Physiographic Provinces of North Carolina; update and convert all existing OSA Site Files to MS Access database; Digitize all site and survey area data into GIS; Develop GIS Prehistoric and Historic Archaeological Predictive Models; Create WWW-compatible GIS Model, Graphical User Interface (GUI) for NCDOT and SHPO Staff Use; Apply GIS Archaeological Predictive Models to Multiple Corridor/Alternative TIP Projects (aid in preferred selection) and; Field Test and Refine Model (using GPS Survey Transects) in upcoming NCDOT Projects				
Why are we doing	To have the ability to show where archaeological sites may be located early in the NCDOT's planning process.				
How did it evolve	Archaeology background reports give an excellent overview of a project however if new alternatives are added they require revision.				
Any Triggers	Projects with new ROW.				
Proactive or Reactive	Proactive.				
Who is Doing	NCDOT, Office of State Archaeology, FHWA.				
Goal and Objective	Allow archaeology information to be viewed in a secure web based environment for planning purposes.				
Is It Being Measured	Yes. Contract management, status of pilot project.				
How Is It Measured	Well.				
Who or What is Measuring	PDEA.				
Its Current Status	Pilot project 70% complete. Pending funding initial model for pilot projects seven counties to be developed by 12/02/03. Next phases are currently being developed. A need for resources.....				
Understanding?	Well.				
Need for New Policy?	This is already completed. We have an interagency agreement regarding the project.				
Is It Consistent	Yes				
Training/Education Involved	Arc GIS and Arc View ability will be needed to access most of the archaeology information.				
Need for further education	Yes.				
Additional Resource Needs	Funding may be an issue.				
Timeframe	See above for pilot project.				
Review?	Weekly				
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1160	Baldrige Excellence Criteria	Trusting Partnerships, Leadership	Last Updated	2003
Contact Name	Meister, Ehren				
Initiative Name	Purchase of Bird Island for Conservation				
Initiative Description	This project is a joint acquisition with the Department of Environment and Natural Resources to purchase Bird Island off the coast of Brunswick County.				
Why are we doing	The island will serve as a sanctuary for a variety of birds and sea turtles and is one of only three remaining undeveloped barrier islands in the state still in private ownership.				
How did it evolve	NCDOT has contributed \$720,000 towards the purchase of this \$4.2 million-property, which will now be part of the North Carolina Coastal Reserve System and be preserved from development forever.				
Any Triggers					
Proactive or Reactive	Proactive				
Who is Doing	DENR and NCDOT				
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status					
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1170	Baldrige Excellence Criteria	Business Results	Last Updated	2003
Contact Name	Norman, Tom				
Initiative Name	Coastal Roadway Improvements for Bicycles				
Initiative Description	The Coastal Roadways in Division 1, 2, and 3 are being improved to accommodate transportation by bicycle. This includes wide paved shoulders and/or simply installing a 54" guardrail on bridges.				
Why are we doing	This initiative improves the nature and human environment. The human environment is improved because this initiative enhances on-road bicycle safety. Non-motorized transportation always has a positive effect on the nature environment				
How did it evolve	This initiative evolved when the North Carolina Coast became a "hot spot" for bike riding. Since thousands of bicyclist have become a visible part of the traffic mix, the NCDOT Division of Bicycle and Pedestrian Transportation.				
Any Triggers					
Proactive or Reactive	Reactive				
Who is Doing	NCDOT Division of Bicycle and Pedestrian Transportation				
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status					
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1180	Baldrige Excellence Criteria	Customer Focus	Last Updated	2003
Contact Name	Norman, Tom				
Initiative Name	North Carolina Bike Maps				
Initiative Description					
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status					
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1190	Baldrige Excellence Criteria		Last Updated	2003
Contact Name	Wilkerson, Matt				
Initiative Name	Eastern Ban of Cherokees Initiative				
Initiative Description					
Why are we doing	The Eastern Band of the Cherokee Indians (EBCI) 0has asked to be informed of projects within a 27 county area.				
How did it evolve	We were asked by FHWA to act on there behalf.				
Any Triggers	Projects in the western part of the state that have new row.				
Proactive or Reactive	Proactive.				
Who is Doing	Project managers within PDEA				
Goal and Objective	To have the EBCI provide information on areas that may have site of significance to them.				
Is It Being Measured	NO				
How Is It Measured	No				
Who or What is Measuring	N/A				
Its Current Status	As of 4/03 PDEA has started requesting via letter the EBCI involment.				
Understanding?	Fair				
Need for New Policy?	No				
Is It Consistent	No. Division projects (state funded) are not part of this process.				
Training/Education Involved	No				
Need for further education	No				
Additional Resource Needs	NO				
Timeframe	No				
Review?	N/A				
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1200	Baldrige Excellence Criteria		Last Updated	2003
Contact Name	Thorpe, Greg				
Initiative Name	Ecobank Project				
Initiative Description					
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status					
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	122O	Baldrige Excellence Criteria	Business Results	Last Updated	2003
Contact Name	Schmidt, Derry or Phil Harris				
Initiative Name	DNA Genetic Analysis (freshwater mussels)				
Initiative Description					
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status	Unknown				
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1230	Baldrige Excellence Criteria	Business Results	Last Updated	2003
Contact Name	Wilkerson, Matt				
Initiative Name	Geographic Information Systems (GIS) for predicting archeology sites statewide				
Initiative Description	The use of GIS technology for predicting and quantifying potential archaeological impacts is viewed as a way to deal with archaeological resources early in the NEPA process – proactive use of GIS layering for potential archaeological sites.				
Why are we doing	To have the ability to show where archaeological sites may be located early in the NCDOT's planning process.				
How did it evolve	Archaeology background reports give an excellent overview of a project however if new alternatives are added they require revision. A GIS based model is flexible enough to quickly generate maps that show where sites may be.				
Any Triggers	Projects with new ROW.				
Proactive or Reactive	Proactive.				
Who is Doing	NCDOT, Office of State Archaeology, FHWA.				
Goal and Objective	Allow archaeology information to be viewed in a secure web based environment for planning purposes.				
Is It Being Measured	Yes. Contract management, status of pilot project.				
How Is It Measured	Well.				
Who or What is Measuring	PDEA.				
Its Current Status	See ID #125				
Understanding?	Well.				
Need for New Policy?	This is already completed. We have an interagency agreement regarding the project.				
Is It Consistent	yes				
Training/Education Involved	Arc GIS and Arc View ability will be needed to access most of the archaeology information.				
Need for further education	yes				
Additional Resource Needs	Funding may be an issue.				
Timeframe	See above for pilot project.				
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1300	Baldrige Excellence Criteria	Trusting Partnerships	Last Updated	2003
Contact Name	Wilkerson, Matt				
Initiative Name	Tribal Coordination				
Initiative Description	The North Carolina Department of Transportation (NCDOT) and the Federal Highway Administration (FHWA) NC Division are working closely with the Tribal Historic Preservation Officer and the archeological and cultural resources staff on the Eastern Band of the Cherokee Indians (EBCI). They have developed a streamlined consultation process for projects on Tribal lands and in areas of the state where the EBCI have cultural interests.				
Why are we doing	The Eastern Band of the Cherokee Indians (EBCI) 0has asked to be informed of projects within a 27 county area.				
How did it evolve	We were asked by FHWA to act on there behalf.				
Any Triggers	Projects in the western part of the state that have new row.				
Proactive or Reactive	Proactive.				
Who is Doing	Project managers within PDEA				
Goal and Objective	To have the EBCI provide information on areas that may have site of significance to them.				
Is It Being Measured	No.				
How Is It Measured	No.				
Who or What is Measuring	N/A				
Its Current Status	As of 4/03 PDEA has started requesting via letter the EBCI involmnt.				
Understanding?	Fair.				
Need for New Policy?	No.				
Is It Consistent	No. Division projects (state funded) are not part of this process.				
Training/Education Involved	No				
Need for further education	No.				
Additional Resource Needs	No				
Timeframe	No.				
Review?	N/A				
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1320	Baldrige Excellence Criteria	Information and Analysis	Last Updated	2003
Contact Name	Schmidt, Derry				
Initiative Name	Numerous Environmental Research Projects Completed and Underway (40% of all NCDOT's Research is Environmental-Related)				
Initiative Description					
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status					
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1330	Baldrige Excellence Criteria	Customer Focus, Human Resources	Last Updated	2003
Contact Name	Meister, Ehren				
Initiative Name	Context Sensitive Solutions Course				
Initiative Description	See ID#9				
Why are we doing	This Course				
How did it evolve					
Any Triggers					
Proactive or Reactive	Proactive				
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status	See ID#9				
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1340	Baldrige Excellence Criteria	Strategic Planning, Business Results	Last Updated	2003
Contact Name	Furr, Mary Pope				
Initiative Name	Establishment of Bridge Relocation and Reuse Program				
Initiative Description	The North Carolina Department of Transportation established a program for the relocation and reuse of the state's metal truss bridges in 1978.				
Why are we doing	Preserve some of the early transportation structures in this state. For the most part truss bridges remain in good structural condition, but they must be removed due to wider and heavier vehicles on today's roads. So by removing them from heavy traffic use, their lifespan increases. Moreover, these bridges are nostalgic symbols of the past and many individuals and communities seek grants to preserve these structures.				
How did it evolve	After the 1979 survey of truss bridges by NCDOT, the department made a commitment to save many of these bridges because the survey made it clear that they were being demolished at a rapid rate.				
Any Triggers	Whenever a truss bridge comes up for replacement				
Proactive or Reactive	Proactive				
Who is Doing	Historic Architecture Group, Enhancement Program, Division Bridge Maintenance				
Goal and Objective	Save the structures that can withstand a move. (In some cases we are able to preserve a bridge on its original site, but this is rare.)				
Is It Being Measured	We have a list of remaining truss bridges on the highway system and a list of people that have requested a bridge.				
How Is It Measured	Pretty well				
Who or What is Measuring	Historic Architecture Group				
Its Current Status	Program is running and positive				
Understanding?	Pretty well, we need more public awareness				
Need for New Policy?	No				
Is It Consistent	Yes				
Training/Education Involved	No				
Need for further education	No, just more public awareness				
Additional Resource Needs	No				
Timeframe	No				
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1370	Baldrige Excellence Criteria	Strategic Planning	Last Updated	2003
Contact Name	Shelton, Roy				
Initiative Name	Corridor Management Plan for the Outer Banks Scenic Byway (NC12) (FUTURE)				
Initiative Description					
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status					
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1380	Baldrige Excellence Criteria	Business Results	Last Updated	2003
Contact Name	Harbinson, Drew				
Initiative Name	Installation of Drip Pans on DOT equipment and vehicles that pose a threat of fluid leaks				
Initiative Description					
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status					
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1390	Baldrige Excellence Criteria	Customer Focus, Business Results	Last Updated	2003
Contact Name	Grimes, Gail				
Initiative Name	Development of Indirect and Cumulative Impacts Policy and Practitioners Handbook				
Initiative Description	* See ID#56				
Why are we doing	The National Environmental Policy Act and the North Carolina Environmental Policy Act require the evaluation of indirect and cumulative impacts of actions funded with state and/or federal funds.				
How did it evolve	The public was questioning the indirect and cumulative impacts of several projects. The failure of NCDOT to address indirect and cumulative impacts in several environmental impact statements was cited by plaintiffs in lawsuits.				
Any Triggers	The environmental document.				
Proactive or Reactive	Proactive				
Who is Doing	Project Development & Environmental Analysis Branch.				
Goal and Objective	Environmental documents that comply with NEPA and NCEPA.				
Is It Being Measured	N/A				
How Is It Measured	N/A				
Who or What is Measuring	N/A				
Its Current Status	The ICI guidance was published in November 2001. We are updating the guidance and working with DENR to develop guidance for projects other than transportation facilities.				
Understanding?	N/A				
Need for New Policy?	N/A				
Is It Consistent	N/A				
Training/Education Involved	Yes. We developed a 21/2 day training course.				
Need for further education	N/A				
Additional Resource Needs	N/A				
Timeframe	N/A				
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1400	Baldrige Excellence Criteria	Information and Analysis	Last Updated	2003
Contact Name	Ketchum, Brian				
Initiative Name	Raleigh Outer Loop Pilot Recycling Project				
Initiative Description	Since 1991, the NCDOT has pioneered the use of recycled products in highway construction. From chips to plastic, the department has introduced a variety of recycled materials (such as tire chips from old tires, wood and plastic) into construction projects throughout the state. Based on the success of these materials, NCDOT recently decided to showcase its experience in one section of interstate 540 (Raleigh's Outer Loop).				
Why are we doing	To divert waste from the State's landfill waste stream and in response to various articles of Senate Bill 111, House Bill 133, Executive Order 156 (State Government Environmental Sustainability, Reduction of Solid Waste, and Procurement of Environmentally Preferable Products), NC General Statute 136-28.8 (Use of Recycled Materials in Construction), and the Intermodal Surface Transportation Efficiency Act (ISTEA) pertaining to the usage of recycled and solid waste materials in highway construction and maintenance operations.				
How did it evolve	NCDOT has been using recycled materials in construction projects since 1991. In 1994, NCDOT decided to promote the use of recycled materials to do the I-540 project because this project had gained much attention in the transportation field as well as the public eye.				
Any Triggers	The mission of the Recycling and Solid Waste Management Utilization Task Force is to assist in the goal of reducing waste and preserving natural resources. This is done by providing leadership and expertise in the selection and recommended use of economically practical recycled or solid waste materials that meet engineering standards and are diverted from the solid waste stream and would otherwise contribute to the problem of declining space in landfills.				
Proactive or Reactive	This project is the result of a proactive attempt to identify opportunities to utilize materials in highway construction that are diverted from the solid waste stream and is also a reaction to policy and legislation that attempts to slow or shift the current trends in solid waste disposal. As the population grows, it becomes much harder and more expensive to site and construct new landfills. Therefore, all avenues are being explored to possibly extend the life of existing facilities. This effort will extend the life of current waste disposal facilities as well as conserve our natural resources.				
Who is Doing	Planning, Preconstruction, and Operations <input type="checkbox"/> Point of contact: Brian Ketchum (250-4128 xt.239)				
Goal and Objective	<ul style="list-style-type: none"> - To promote the use of recycled products and solid waste materials in construction projects. - To educate the public, DOT employees, and contractors about the opportunities and efforts. - To monitor the performance of these new products to assess their performance and determine future uses. 				
Is It Being Measured	Yes, A performance based visual assessment is done periodically to evaluate individual products.				
How Is It Measured	Current method of measurement is sufficient to project needs.				
Who or What is Measuring	Design Services, Research and Development, and the New Products Evaluation Committee				
Its Current Status	Completed				
Understanding?	It was embraced and well understood by DOT employees and contractors involved in the project. Other citizens were informed and educated on the basics of the project through newspaper and television coverage, however we are unsure of the publics understanding of the project details.				
Need for New Policy?	No				
Is It Consistent	Yes				
Training/Education Involved	Yes – contractors and DOT employees were educated/trained on-site about alternative material usage and process modifications.				
Need for further education	Yes				

NCDOT's Environmental Initiative Inventory

Additional Resource Needs

No

Timeframe

No

Review?

Twice a year

Additional Comments

This project will support NCDOT's strategic goal of preserving and enhancing our state's human and natural environment.

NCDOT's Environmental Initiative Inventory

Initiative ID#	1410	Baldrige Excellence Criteria	Human Resources Focus	Last Updated	2003
Contact Name	Meister,Ehren				
Initiative Name	"7 Habits of Highly Effective People" Training Workshop				
Initiative Description	Course has been placed on hold due to Jim Kelenberger's retirement (Feb 2005)				
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status					
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1420	Baldrige Excellence Criteria		Last Updated	2003
Contact Name	Pace, Ken				
Initiative Name	Timely Program Delivery with Environmental Excellence Regional Training Sessions				
Initiative Description	This training initiative was provided to Division personnel in July 2003 by the DOT Administrator, FHWA, the Chief Engineer's office and the Division of Water Quality. It clearly defined expectations for environmental compliance during project development and implementation.				
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status	DOT conducted three regional meetings entitled, "Timely Program Delivery with Environmental Excellence," in 2003 that involved approximately 250 engineers from DOT and PEF's. The Highway Administrator hosted each session that featured sessions from the Deputy Secretary, FHWA, Chief Engineer, and DWQ.				
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1430	Baldrige Excellence Criteria	Trusting Partnership	Last Updated	6/1/04
Contact Name	Harris, Phil				
Initiative Name	NCDOT/USFWS - Dwarf-flowered Heartleaf delisted as a threatened species				
Initiative Description	NCDOT acquired 1000 acres of land in Cleveland county for a preserve to protect the federally threatened Dwarf-flowered Heartleaf herb. The acquisition also expanded the county's only greenway from 500 to 1500 acres.				
Why are we doing					
How did it evolve	Department of Transportation (NCDOT) acquired 1,000 acres of land in Cleveland County for a preserve to protect the federally threatened Dwarf-flowered Heartleaf herb. The dwarf-flowered heartleaf, a perennial herb that bears the smallest flowers of any variety of the genus known as the North American Hexastylis.				
Any Triggers					
Proactive or Reactive					
Who is Doing	NCDOT, EEP, DENR, Gardner-Webb University				
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status					
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1440	Baldrige Excellence Criteria	Customer and Market Focus	Last Updated	6/1/04
Contact Name	Smith, Dwayne				
Initiative Name	Improved roadsides thorough daylily program				
Initiative Description	The NCDOT Wildflower Program has planted daylilies along the sides of roadways in order to protect and improve the roadsides as well as increase the beauty. The daylily reduces erosion, inhibits the growth of weeds and retards the spread of wildfire. The cultivation of daylilies is very labor- intensive and a partnership was made with the Department of correction to manage the flowers. This fall each 14 NCDOT highway divisions will receive three acres worth of plants.				
Why are we doing	To beautify and protect North Carolina's highways				
How did it evolve					
Any Triggers					
Proactive or Reactive	Proactive				
Who is Doing	NCDOT/ Department of Correction				
Goal and Objective	To beautify and protect North Carolina's highways				
Is It Being Measured	N/A				
How Is It Measured	N/A				
Who or What is Measuring	N/A				
Its Current Status	Pending				
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1450	Baldrige Excellence Criteria	Information and Analysis	Last Updated	5/28/04
Contact Name	Hunkins, Julie				
Initiative Name	NCDOT's Planning & Design retreat				
Initiative Description	A retreat with a environmental streamlining initiative. The topics at the retreat were Pmii, Strategic corridors, access management, functional and preliminary design, travel demand models, traffic forecasting, merger process, integration updates, and context sensitive solutions.				
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective	To disperse information about planning and design.				
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status	Completed				
Understanding?	N/A				
Need for New Policy?	N/A				
Is It Consistent	N/A				
Training/Education Involved	N/A				
Need for further education	no				
Additional Resource Needs	No				
Timeframe	Complete				
Review?					
Additional Comments	streamlining initiative				

NCDOT's Environmental Initiative Inventory

Initiative ID#	1460	Baldrige Excellence Criteria	Human Resource Focus	Last Updated	6/4/04
Contact Name	Meister, Ehren				
Initiative Name	NCDOT and NCDHHS win national award for leadership in community transportation				
Initiative Description	NCDOT and NC Department of Health and Human Services received an award from the US Department of Transportation for their leadership in community transportation. The award is part of the federal initiative, 'United We Ride'. United We Ride is sponsored by the USDOT, NCDHHS, US Department of Labor and the US Department of Education. NCDOT and NCDHHS were cited for their commitment to improve the delivery of human transportation services. These improvements resulted in 85 transportation systems in the state in all 100 counties				
Why are we doing	The public transportation division of the NCDOT's mission is to help keep local systems safe, efficient and effective through financial support, technical and administrative assistance, statewide marketing and training.				
How did it evolve	The mass transit division was established in 1974, it was changed to the Public Transportation Division (PTD) in 1979. The PTD administers \$30 million in transit each year to the 120 public transportation systems. The NCDOT Public Transportation Division's Community Transportation Section assists North Carolina's 100 counties and the state's urban areas with populations less than 50,000 with planning, funding and operating transportation services.				
Any Triggers	N/A				
Proactive or Reactive	Reactive				
Who is Doing	USDOT, NCDHSS				
Goal and Objective	To improve the delivery of human service transportation services at the state and local levels. To improve community transportation systems in the state.				
Is It Being Measured	N/A				
How Is It Measured	N/A				
Who or What is Measuring	N/A				
Its Current Status	Completed				
Understanding?	N/A				
Need for New Policy?	N/A				
Is It Consistent	N/A				
Training/Education Involved	N/A				
Need for further education	No				
Additional Resource Needs	No				
Timeframe	Complete				
Review?	N/A				
Additional Comments	Award				

NCDOT's Environmental Initiative Inventory

Initiative ID#	1470	Baldrige Excellence Criteria	Customer Focus	Last Updated	6/4/04
Contact Name	Meletiou, Mary (ITRE)				
Initiative Name	Bicycle and Pedestrian planning grant initiative				
Initiative Description	New grant program to encourage the development of comprehensive bicycle and pedestrian plans by municipalities across the state. The new program will provide a total of \$750,000 to municipalities over the next two years. 10 to 12 grants will be awarded each year. The money comes from a special allocation approved by the North Carolina General Assembly in 2003, and federal funds. To assist in the planning process, NCDOT has developed a plan outline and expanded template to use as a guide and to help municipalities identify all bicycle or pedestrian needs.				
Why are we doing	the departments increasing emphasis on bicycle and pedestrian transportation.				
How did it evolve	The sponsorship of NCDOT Division of Bicycle and Pedestrian Transportation (DBPT) and the Statewide Planning Branch(SWP)				
Any Triggers	N/A				
Proactive or Reactive	Proactive				
Who is Doing	DBPT, SWP				
Goal and Objective	To encourage municipalites to apply and receive the grants. Excluding regional and county governments, colleges, universitites and other non-municipal entities.				
Is It Being Measured	N/A				
How Is It Measured	N/A				
Who or What is Measuring	N/A				
Its Current Status	Ongoing untill 2005.				
Understanding?	N/A				
Need for New Policy?	No				
Is It Consistent	N/A				
Training/Education Involved	N/A				
Need for further education	No				
Additional Resource Needs	No				
Timeframe	2005				
Review?	N/A				
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1480	Baldrige Excellence Criteria	Human Resources Focus	Last Updated	6/4/04
Contact Name	Peterson, Jason				
Initiative Name	2003 State Award given to NCDOT and S.T. Wooten Corporation by the National Partnership for Highway Quality.				
Initiative Description	The project received accolades for heavily involving the community and finishing 14 months ahead of schedule to minimize the impact on the tourist town. NPHQ is a partnership of federal and state highway officials and leaders in the roadway industry who advocate customer-centered practices for roads that are completed quicker, ride better, last longer, reduce congestion and improve safety.				
Why are we doing	Meetings held to char the concerns of the community and prompt continuous process improvements.				
How did it evolve					
Any Triggers	N/A				
Proactive or Reactive	Reactive				
Who is Doing	NPHQ				
Goal and Objective	To present award for outstanding quality				
Is It Being Measured	N/A				
How Is It Measured	N/A				
Who or What is Measuring	N/A				
Its Current Status	Completed				
Understanding?	N/A				
Need for New Policy?	N/A				
Is It Consistent	N/A				
Training/Education Involved	N/A				
Need for further education	No				
Additional Resource Needs	No				
Timeframe	Complete				
Review?	N/A				
Additional Comments	Award				

NCDOT's Environmental Initiative Inventory

Initiative ID#	1490	Baldrige Excellence Criteria	Trusting Partnerships, Leadership, Business Results	Last Updated	6/4/04
Contact Name	Hunkins, Julie				
Initiative Name	Joint DOT/FHWA workplans				
Initiative Description	***				
Why are we doing					
How did it evolve					
Any Triggers	NA				
Proactive or Reactive	Proactive				
Who is Doing	DOT, FHW				
Goal and Objective	To create orgainzation and efficiency				
Is It Being Measured	N/A				
How Is It Measured	N/A				
Who or What is Measuring	N/A				
Its Current Status	Workplans have been identified with team leaders. Process was launched in March 2003 and will continue ongiong.				
Understanding?	N/A				
Need for New Policy?	N/A				
Is It Consistent	N/A				
Training/Education Involved	N/A				
Need for further education	No				
Additional Resource Needs	No				
Timeframe	No				
Review?	N/A				
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1500	Baldrige Excellence Criteria	Process Management	Last Updated	6/4/04
Contact Name	Hunkins, Juile				
Initiative Name	Integration of systems planning and project development				
Initiative Description	***				
Why are we doing					
How did it evolve					
Any Triggers	N/A				
Proactive or Reactive	Proactive				
Who is Doing					
Goal and Objective					
Is It Being Measured	N/A				
How Is It Measured	N/A				
Who or What is Measuring	N/A				
Its Current Status	Process improvement workshop have been conducted to begin integration				
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1510	Baldrige Excellence Criteria	Information and Analysis	Last Updated	6/4/04
Contact Name	Landi, Helen				
Initiative Name	Information pamphlet on reducing water pollution along NC Highways				
Initiative Description	A pamphlet that contains information about water pollution along highways, which is done so citizens can recognize the pollution and take the necessary measures to help stop it. The pamphlet encourages citizens to fill out the attached water pollution report and send it to the DOT Office of Beautification Programs. Information includes locating illegal dumping, hazardous material, illegal drainage, etc.				
Why are we doing	To keep the states water at its highest level of quality				
How did it evolve	Office of Beautification				
Any Triggers	N/A				
Proactive or Reactive	Proactive				
Who is Doing	NCDOT Office of Beautification				
Goal and Objective	To locate illegal dumping, hazardous materials, and illegal draiage in the roadside right-of-way and the stormwater collection systems				
Is It Being Measured	N/A				
How Is It Measured	N/A				
Who or What is Measuring	N/A				
Its Current Status	Ongoing				
Understanding?	Yes				
Need for New Policy?	No				
Is It Consistent	N/A				
Training/Education Involved	N/A				
Need for further education	No				
Additional Resource Needs	No				
Timeframe	No				
Review?	N/A				
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1520	Baldrige Excellence Criteria	Human Resource Focus	Last Updated	6/11/04
Contact Name	Meister, Ehren				
Initiative Name	NCDOT & NCDENR receive Conservation Partner of the Year Award				
Initiative Description	The N.C Departments of Environment and Natural Resources and Transportation recognized for their role in creating the N.C. Ecosystem Enhancement Program (EEP). The EEP is an initiative that supports the vitality of natural resources and responsible growth. EEP is designed to help offset unavoidable environmental impacts associated with transportation construction and economic development. The annual awards acknowledge the partnership between government and local and regional land trusts to protect land and water resources in the state.				
Why are we doing	EEP have helped protect 17,125 acres of high-quality sites.				
How did it evolve	In october 2003, the EEP entered into a innovative agreement with the Conservation Trust of North Carolina to coordinate accelerated land preservation efforts.EEP have helped protect 17,125 acres of high-quality sites.				
Any Triggers	N/A				
Proactive or Reactive	Reactive				
Who is Doing	Gov. Easley and the N.C. Land Trust Council				
Goal and Objective	The EEP is an initiative that supports both the vitality of natural resources and responsible growth. EEP is designed to help offset unavoidable environmental impacts associated with transportation construction and economic development				
Is It Being Measured	N/A				
How Is It Measured	N/A				
Who or What is Measuring	N/A				
Its Current Status	Completed				
Understanding?	N/A				
Need for New Policy?	N/A				
Is It Consistent	N/A				
Training/Education Involved	N/A				
Need for further education	No				
Additional Resource Needs	No				
Timeframe	No				
Review?	N/A				
Additional Comments	Award				

NCDOT's Environmental Initiative Inventory

Initiative ID#	1530	Baldrige Excellence Criteria	Partnership	Last Updated	6/11/04
Contact Name	Harbinson, Drew				
Initiative Name	Memorandum of Understanding between the Department of Transportation and the US Department of Energy on behalf of the Centralina Clean Fuels Coalition.				
Initiative Description	NCDOT and U.S. Department of Energy signed a memorandum for the Centralina Clean Fuels Coalition.				
Why are we doing	The purpose of the memorandum was to set forth the agreements, respective responsibilities, and procedures necessary to carry out the objectives of the DOE Clean Cities program which accelerates the introduction and expands the use of alternative fuels and alternative fuel vehicles.				
How did it evolve	The Energy Policy Act of 1992, supplemented by the 1993 Executive order 12844; Federal Use of Alternative Fule Vehicles, and the Clean Air Act Amendments of 1990, all establish guidelines for effecting a favorable energy and environmental situation in the transportaion sector. The DOE Clean Cities program is an umbrella to structure and achieve Energy Policy Act program goals and to coordinate objectives of governments and other Federal directives, such as the Clean Air Act.				
Any Triggers	N/A				
Proactive or Reactive	Reactive				
Who is Doing	NCDOT, U.S. Department of Energy				
Goal and Objective	To create a more efficient, domestically secure, environmentally harmonious, sustainable and safe american energy transportation sector				
Is It Being Measured	N/A				
How Is It Measured	N/A				
Who or What is Measuring	N/A				
Its Current Status	Ongoing				
Understanding?	N/A				
Need for New Policy?	N/A				
Is It Consistent	N/A				
Training/Education Involved	N/A				
Need for further education	No				
Additional Resource Needs	No				
Timeframe	No				
Review?	N/A				
Additional Comments	CCFC				

NCDOT's Environmental Initiative Inventory

Initiative ID#	1540	Baldrige Excellence Criteria	Strategic Planning	Last Updated	6/13/04
Contact Name	Bruff, Mike				
Initiative Name	North Carolina Rural Transportation Planning Organizations (RPOs)				
Initiative Description	RPOs are voluntary organizations composed of local elected officials and local transportation system representatives that will serve in an advisory role for the department.				
Why are we doing	To develop long-range local and regional multi-modal transportation plans and prioritize suggestions for transportation projects to be included in the Transportation Improvement Program (TIP).				
How did it evolve	The ability to use \$17 million for transportation improvements in rural and urban areas that will boost economic development.				
Any Triggers	N/A				
Proactive or Reactive	Reactive				
Who is Doing	NCDOT				
Goal and Objective	To develop long-range local and regional multi-modal transportation plans and prioritize suggestions for transportation projects to be included in the Transportation Improvement Program (TIP).				
Is It Being Measured	N/A				
How Is It Measured	N/A				
Who or What is Measuring	N/A				
Its Current Status	Ongoing				
Understanding?	N/A				
Need for New Policy?	N/A				
Is It Consistent	N/A				
Training/Education Involved	N/A				
Need for further education	No				
Additional Resource Needs					
Timeframe	No				
Review?	N/A				
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1550	Baldrige Excellence Criteria	Human Resource Focus	Last Updated	6/18/04
Contact Name	Meister, Ehren				
Initiative Name	NCDOT wins national environmental stewardship award				
Initiative Description	American Association of State Highway and Transportation Officials presented the NCDOT with its Best Practices in Environmental Stewardship Award in the category of Organizational Change.				
Why are we doing	To promote environmental stewardship on the nations DOT's				
How did it evolve					
Any Triggers	N/A				
Proactive or Reactive	Reactive				
Who is Doing	NCDOT, AASHTO				
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status					
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1560	Baldrige Excellence Criteria	Strategic Planning	Last Updated	6/18/04
Contact Name	Bruff, Mike				
Initiative Name	North Carolina's Rural Consultation Process				
Initiative Description	Rural Transportation Planning Organizations (RPO) are voluntary organizations made up of local officials and other representatives of local transportation systems. A Memorandum of Understanding will be mutually adopted and used to form the RPO. The RPO is responsible for helping NCDOT develop long range local and regional multi-modal transportation plans. They also provide a forum for public participation in the transportation planning process; developing and prioritizing suggestions for projects that the organization believes should be included in the state's TIP; providing transportation related information to local governments and other interested persons.				
Why are we doing	North Carolina is the 29th largest state in land area. 40% of North Carolina's population and 80% of the land is non-urban. 80% of the NC roads are rural.				
How did it evolve	The Intermodal Surface Transportation Efficiency Act (ISTEA) of 1991 and the Transportation Equity Act for the 21-st Century (TEA-21)				
Any Triggers	N/A				
Proactive or Reactive	Reactive				
Who is Doing	North Carolina Department of Transportation, Rural Planning Organizations, Federal Highway Administration, Federal Transit Administration, NC Association of Counties, NC League of Municipalities, NC Council of Government				
Goal and Objective	A process to standardize and increase efficiency of the Rural Planning Organizations. To help empower the Rural Planning Organizations to carry out transportation planning and implementation.				
Is It Being Measured	N/A				
How Is It Measured	N/A				
Who or What is Measuring	N/A				
Its Current Status	Ongoing				
Understanding?	N/A				
Need for New Policy?	N/A				
Is It Consistent	N/A				
Training/Education Involved	N/A				
Need for further education	No				
Additional Resource Needs	N/A				
Timeframe	No				
Review?	No				
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1570	Baldrige Excellence Criteria	Customer and Market focus	Last Updated	6/21/04
Contact Name	Schmidt, Derry				
Initiative Name	Tracking Wildlife to Build Safer Highway				
Initiative Description	Wildlife on the move will have three new safe passageways following the completion of special underpasses as part of the US 64 widening project in Washington County. These underpasses are specially designed to prevent motorist and wildlife interaction along US 64. They were developed as the result of a partnership with the N.C. Wildlife Resources Commission to monitor wildlife movement through special technologies such as infrared cameras and radio telemetry.				
Why are we doing	To protect the motorists of US 64 as well as the wildlife				
How did it evolve	NCDOT provided 115,000 in funding to the Wildlife Commission to determine where the most animal movement occurs along the U.S. 64 area. Research in Florida by the Florida Department of Transportation has proven that wildlife use underpasses, thereby reducing wildlife-motorist contact.				
Any Triggers	N/A				
Proactive or Reactive	Reactive				
Who is Doing	NCDOT, NCWRC, Wildlife Commission				
Goal and Objective	To ensure motorist safety and reduce vehicle accidents				
Is It Being Measured	N/A				
How Is It Measured	N/A				
Who or What is Measuring	N/A				
Its Current Status	Ongoing				
Understanding?	N/A				
Need for New Policy?	N/A				
Is It Consistent	N/A				
Training/Education Involved	N/A				
Need for further education	No				
Additional Resource Needs	N/A				
Timeframe	No				
Review?	No				
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1580	Baldrige Excellence Criteria	Partnership	Last Updated	6/21/04
Contact Name	Pace, Ken				
Initiative Name	NCDOT & NC State partner on new erosion control project.				
Initiative Description	New erosion control technologies on I-485 (Charlotte Outer Loop) between NC 27 and Oakdale road in Mecklenburg County. Researchers are using Polyacrylamide (PAM) Polymers and specially designed porous screens, called baffles, to decrease the turbidity, or cloudiness, of area waters. The PAM polymer attracts soil particles suspended in water and attaches to them in larger masses. The baffles, in turn, decrease the speed of water flowing through the water basins. PAM is shown to be 95% effective in decreasing turbidity.				
Why are we doing	To reduce the impacts of highway construction and help improve area water quality				
How did it evolve	NC State University teamed with NCDOT after the department was awarded a federal grant early in 2003. The research team has also partnered with the Mecklenburg county Department of Environmental Protection (MCDEP) and the NC Department of Environment and Natural Resources (NCDENR) to assist in the effort.				
Any Triggers					
Proactive or Reactive	Proactive				
Who is Doing	NCDOT, NCDENR, NC State University and MCDEP				
Goal and Objective	To improve North Carolina's environmental stewardship, to preserve the state's natural resources and enhance environmental efforts on future construction projects.				
Is It Being Measured	N/A				
How Is It Measured	N/A				
Who or What is Measuring	N/A				
Its Current Status	Research done until 2005				
Understanding?	N/A				
Need for New Policy?	N/A				
Is It Consistent	N/A				
Training/Education Involved	N/A				
Need for further education	Yes				
Additional Resource Needs	N/A				
Timeframe	2005				
Review?	No				
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1590	Baldrige Excellence Criteria	Strategic Planning	Last Updated	6/21/04
Contact Name	Moose, Barry				
Initiative Name	North Carolina's first High Occupancy Vehicle lane opens Fall 2004				
Initiative Description	Carbon monoxide from vehicle emissions is a major contributor to air pollution. Car-poolers, vanpoolers and bus riders are contributing to a cleaner healthier environment. As part of a comprehensive vision to improve transportation in the Charlotte area, NCDOT is pleased to partner with the Charlotte Area Transit System (CATS) and the city of Charlotte to build the state's first HOV lanes on I-77 north of Charlotte.				
Why are we doing	Every time citizens choose HOV travel over driving alone, they help the environment through reducing harmful vehicle emissions.				
How did it evolve	The increasing problem of traffic in the Charlotte area.				
Any Triggers	N/A				
Proactive or Reactive	Reactive				
Who is Doing	NCDOT, CATS, the city of Charlotte				
Goal and Objective	To reduce traffic and improve travel time, save money, lower pollution and stress.				
Is It Being Measured	N/A				
How Is It Measured	N/A				
Who or What is Measuring	N/A				
Its Current Status	Coming Fall 2004				
Understanding?	N/A				
Need for New Policy?	N/A				
Is It Consistent	N/A				
Training/Education Involved	N/a				
Need for further education	No				
Additional Resource Needs	N/A				
Timeframe	2004				
Review?	No				
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1610	Baldrige Excellence Criteria	Information and Analysis	Last Updated	6/22/04
Contact Name	Rob Hanson				
Initiative Name	"Living Waters" aquatic education project NCDENR				
Initiative Description	A mussel education needs meeting to discuss the Mussel training (and other aquatic species) needs of NCDOT and other local governments.				
Why are we doing	To discuss the Mussel training (and other aquatic species) needs of NCDOT and other local governments.				
How did it evolve					
Any Triggers	N/A				
Proactive or Reactive	Reactive				
Who is Doing	NCDENR, SWP?				
Goal and Objective	To educate about mussle and aquatic species needs				
Is It Being Measured	N/A				
How Is It Measured	N/A				
Who or What is Measuring	N/A				
Its Current Status	Completed				
Understanding?	N/A				
Need for New Policy?	N/A				
Is It Consistent	N/A				
Training/Education Involved	N/A				
Need for further education	No				
Additional Resource Needs	N/A				
Timeframe	No				
Review?	No				
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1620	Baldrige Excellence Criteria	Partnership	Last Updated	6/23/04
Contact Name	Hunkins, Julie				
Initiative Name	A Partnership for Improving North Carolina's environment				
Initiative Description	The North Carolina Department of Environment and Natural Resources and the North Carolina Department of Transportation formalized their partnership in 2001 in the form of a Memorandum of Understanding, which outlined a set of common goals that support environmental stewardship and responsible and timely transportation decision-making. The two agencies have introduced numerous environmental stewardship and streamlining initiatives including process improvements in the areas of environmental permitting and wetland, stream and buffer mitigation. The agencies also hold monthly Senior Staff Meetings where strategic issues about transportation and the environment are discussed.				
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status					
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1630	Baldrige Excellence Criteria	Information and Analysis	Last Updated	6/22/04
Contact Name	Ayers, Rob (FHWA)				
Initiative Name	Field Environmental Leadership Workshop				
Initiative Description	The Southeast Natural Resource Leaders Group (SENRLG), comprised of such groups as the Department of Defense, the Federal Highway Administration, the Environmental Protection Agency, the Tennessee Valley Authority and many others, held their Field Environmental Leadership Workshop in January of 2003. Much of the workshop focused on the application of SENRLG's guiding principles to the actions of each respective agency.				
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status					
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1650	Baldrige Excellence Criteria	Strategic Planning	Last Updated	6/23/04
Contact Name	Garrett, Paul				
Initiative Name	Stream restoration and Highway Projects Case Studies				
Initiative Description	This project by the Federal Highway Administration's Water and Ecosystems Team examined six case histories of stream restoration on highway and road construction from across the nation. It promotes awareness of the importance of restoring our streams after road construction, and presents some new, innovative and state-of-the-art approaches to project design and construction of restored channels. The Six case studies of the project, which are recorded on video cassette are : 1. New Jersey- State Route 205 in northern New Jersey; 2. North Carolina- Interstate 26 in Madison county, NC; 3. Oregon- Pearson Creek near Pendleton, OR; 4. Washington - Iron creek Bridge project in Randall, WA; 5. Montana - West Fork Bitterroot River highway reconstruction; 6. New Mexico - Cibola National Forest in the Mt. Taylor district of central New Mexico.				
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective	The goal of the project is to streamline stream restoration across the country by identifying different "best practices" and emphasizing interagency cooperation and partnerships.				
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status					
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1660	Baldrige Excellence Criteria	Information and Analysis	Last Updated	6/24/04
Contact Name	Love, Lacy				
Initiative Name	Hurricane Floyd Lessons Learned				
Initiative Description	Hurricane Floyd, a Category IV storm with wind gusts cresting to Category V levels, reached the NC coast the morning of September 15, 1999. Floyd brought as much as 22 inches of rain. Combined with rains from Hurricane Dennis just weeks earlier. Hurricane Floyd caused record flooding in Central and Eastern North Carolina. NCDOT's response to Hurricane Floyd, identifies strengths and weaknesses, and develops recommendations. Interviews were conducted with employees throughout the department. Those interviewed included the field staff, who performed response and recovery activities, and central office personnel, who focused on public information, coordination, policies, and procedures.				
Why are we doing	Amidst the tragedy and destruction caused by Floyd, the Department had a plan, prestaged forces, materials and equipment, maintained open lines of communication with customers and worked to open 1500 flooded roads. While proud of its response the Department believes in Continuous Process Improvement (CPI) and recognizes that Floyd presented a unique opportunity to improve readiness for future events.				
How did it evolve	The findings section of the report is grouped into four areas: Readiness, Operations, Logistics, and Administration.				
Any Triggers	N/A				
Proactive or Reactive	Reactive				
Who is Doing	NCDOT				
Goal and Objective	To make operational changes that will improve NCDOT's response to natural disasters (hurricanes, tornadoes, rock slides, etc.) as well as day-to-day incidents (crashes, hazardous material spills, etc.) that affect North Carolina's transportation system.				
Is It Being Measured	N/A				
How Is It Measured	N/A				
Who or What is Measuring	N/A				
Its Current Status	Ongoing				
Understanding?	N/A				
Need for New Policy?	N/A				
Is It Consistent	N/A				
Training/Education Involved	N/A				
Need for further education	No				
Additional Resource Needs	N/A				
Timeframe	No				
Review?	No				
Additional Comments	www.doh.dot.state.nc.us/operations/floydlessons/pdf/hurricanefloydll.pdf				

NCDOT's Environmental Initiative Inventory

Initiative ID#	1670	Baldrige Excellence Criteria	Business Results, Information and Analysis	Last Updated	6/23/04
Contact Name	Lauffer, Matt				
Initiative Name	North Carolina Department of Transportation NPDES Compliance Program				
Initiative Description	NC Division of Water Quality issued National Pollutant Discharge Elimination System (NPDES) permit no. NCS000250 to NCDOT. The program guiding principles comply with permit requirements. These requirements address the following: manage, minimize, and reduce stormwater pollutants from roadways and industrial areas; develop programs that can be effectively managed, implemented and integrated into NCDOT; and develop solutions that improve program delivery that are proactive, form partnerships, have technical merit and are fiscally responsible.				
Why are we doing	The mission is to provide and support a safe and integrated transportation system that enhances the state				
How did it evolve	The permit issued to NCDOT by the National Pollutant Discharge Elimination System				
Any Triggers	N/A				
Proactive or Reactive	Reactive				
Who is Doing	NCDOT, NPDES				
Goal and Objective	To manage, minimize, and reduce stormwater pollution (not complete elimination) through the use of both Non-Structural and Structural Stormwater Best Management Practices (BMPs)				
Is It Being Measured	N/A				
How Is It Measured	N/A				
Who or What is Measuring	N/A				
Its Current Status	Completed				
Understanding?	N/A				
Need for New Policy?	N/A				
Is It Consistent	N/A				
Training/Education Involved	N/A				
Need for further education	No				
Additional Resource Needs	N/A				
Timeframe	No				
Review?	No				
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1680	Baldrige Excellence Criteria	Information and Analysis	Last Updated	6/24/04
Contact Name	Wasserman, David				
Initiative Name	Strategic Highway Corridors (SHC) website				
Initiative Description	The official Strategic Highway Corridors (SHC) website is now up and running. The website contains information about the SHC concept, maps, presentations, public involvement, and the corridor studies currently underway (US 64/NC 49, US 17, and NC 73). The Strategic Highway Corridors concept is still under development, so elements may change in the future, particularly in regards to mapping and way the corridors are designated. The maps currently on the website are somewhat different than those shown at the Public Forums. The statewide and regional designations for each corridor have been removed along with showing three separate regions in the state.				
Why are we doing	To inform the public and those in the department about the SHC.				
How did it evolve	The Strategic Highway Corridors concept is still under development, so elements may change in the future, particularly in regards to mapping and way the corridors are designated. The maps currently on the website are somewhat diferent than those shown at the Public Forums. After reviewing all the comments we received at the nine forums, additional corridors have been added.				
Any Triggers	N/A				
Proactive or Reactive	Proactive				
Who is Doing	NCDOT				
Goal and Objective	To provide a website that has information about the SHC.				
Is It Being Measured	N/A				
How Is It Measured	N/A				
Who or What is Measuring	N/A				
Its Current Status	Completed				
Understanding?	N/A				
Need for New Policy?	N/A				
Is It Consistent	N/A				
Training/Education Involved	N/A				
Need for further education	No				
Additional Resource Needs	N/A				
Timeframe	No				
Review?	No				
Additional Comments	www.ncdot.org/planning/statewide/SHC/				

NCDOT's Environmental Initiative Inventory

Initiative ID#	1690	Baldrige Excellence Criteria	Strategic Planning	Last Updated	6/24/04
Contact Name	Terry Wyatt				
Initiative Name	2004 Strategic Program Business Planning with Environmental Excellence				
Initiative Description					
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status					
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1700	Baldrige Excellence Criteria	Partnership	Last Updated	6/24/04
Contact Name	Barbour, Debbie				
Initiative Name	Pre-TIP process (?)				
Initiative Description	DOT must produce a TIP and update that TIP on a biennial basis. Within the TIP the anticipated dates for project activities to include Preliminary engineering, R/W, construction, etc. With this information DOT has the ability to forecast impacts for projects through several means. Method 1 is a GIS forecast based on their book of maps. Method 2 will identify projects that are closer to letting, under some type of NEPA or SEPA investigation and have field verified assessment through their biologists. These two sources are combined such that the most accurate data is used to forecast 7-year TIP impacts.				
Why are we doing	With this information the EEP can start the process of planning and implementing projects that are in the out years. In the simplest of terms to start planning and building projects so that by the time of impact the mitigation is the ground functioning.				
How did it evolve	The mitigation plan was approved and the mitigation project was not started until after the roadway project was under construction. This caused several problems. The regulatory agencies, their concern was that the impact to the environment happened before mitigation was started. This did not meet the golden objective of no net loss. Many of the mitigation sites did not perform as planned and the result was deficit to the permit and subsequent remedial action, a permit modification and possibly a new mitigation site launched to account for the failure. Considering monitoring requirement, mitigation was not normally satisfied until a 5 to 7 year monitoring period was complete and the site closed. Bottom line is that the highway project was built, had cars on it, while the natural systems staff were still finishing mitigation.				
Any Triggers	N/A				
Proactive or Reactive	Reactive				
Who is Doing	NCDOT, EEP				
Goal and Objective					
Is It Being Measured	N/A				
How Is It Measured	N/A				
Who or What is Measuring	N/A				
Its Current Status					
Understanding?	N/A				
Need for New Policy?	N/A				
Is It Consistent	N/A				
Training/Education Involved	N/A				
Need for further education	No				
Additional Resource Needs	N/A				
Timeframe	No				
Review?	No				

NCDOT's Environmental Initiative Inventory

Additional Comments			
Initiative ID#	1710	Baldrige Excellence Criteria	Information and Analysis
Contact Name	Sharp, John		
Initiative Name	Recyclables		
Initiative Description	All the departments are using a new recycling program, which has binders for cardboard, plastic, aluminum, and paper. A memo was sent to all the departments to remind everyone in the department to recycle.		
Why are we doing	To reducing trash, promote recycling resulting and increase productivity in trash collection allowing more effore to be placed in cleaning up the workplace.		
How did it evolve	The State Government Environmental Sustainability, Reduction of Solid Waste, and Procurement of Environmentally Preferable Products by General Statue 136-28.8 and the use of recycled materials in construction by executive order no. 156		
Any Triggers	N/A		
Proactive or Reactive	Reactive		
Who is Doing	NCDOT		
Goal and Objective	To inform the employee's of DOT about the importance, and chances to recycle.		
Is It Being Measured	N/A		
How Is It Measured	N/A		
Who or What is Measuring	N/A		
Its Current Status	Completed		
Understanding?	N/A		
Need for New Policy?	N/A		
Is It Consistent	N/A		
Training/Education Involved	N/A		
Need for further education	No		
Additional Resource Needs	N/A		
Timeframe	No		
Review?	No		
Additional Comments	"When in doubt, leave it out!....and ask your Recycling Coordinator		

NCDOT's Environmental Initiative Inventory

Initiative ID#	1720	Baldrige Excellence Criteria	Partnerships	Last Updated	6/24/04
Contact Name	Hunkins, Julie				
Initiative Name	Tennessee Department of Transportation and North Carolina Department of Transportation Peer-to-Peer Exchange				
Initiative Description	North Carolina Peer Exchange to Improve Environmental Processes. The Peer Exchange held through Transportation Planning Capacity Building (TPCB) Program, which is jointly sponsored by the Federal Highway Administration (FHWA) and Federal Transit Administration (FTA). The North Carolina Department of Transportation's (NCDOT) Office of Environmental Quality hosted a two and one half day workshop for the Tennessee Department of Transportation (TDOT) in order to help illuminate recent and ongoing developments with NCDOT's planning environmental, and streamlining processes and organizational operations.				
Why are we doing	The primary objective of the Peer Exchange was to provide TDOT with ideas, explanations, and sometimes, anecdotal insight into how TDOT might begin institutionalizing new planning and environmental procedures similar to those NCDOT incorporates. Currently, TDOT is evaluating its planning and environmental processes and organizational structure and is seeking to become better equipped with the knowledge and information necessary to improved its operations.				
How did it evolve	TDOT is beginning the development of its first long-range strategic statewide multimodal transportation plan. A comprehensive environmental screening component is being included in the plan, allowing for the improvement of the implementation of environmental regulations. TDOT also intends to advance project schedule and budget planning and to ensure that environmental processes are streamlined, meeting one of its program goals. However, currently TDOT is confronting organizational and programmatic designs that may hinder the ease with which streamlining goals are realized.				
Any Triggers	N/A				
Proactive or Reactive	Proactive				
Who is Doing	K. Lynn Berry of FHWA Resource Center in Atlanta, GA facilitated the Peer Exchange. Participants included transportation professionals with diverse backgrounds from NCDOT, TDOT, the United States Army Corps of Engineers (USACE), FHWA NC Division, FHWA TN Division, FHWA Resource Center, and the USDOT Volpe Center. The Peer Exchange was held from December 15th to 17th, 2003 in Raleigh, NC.				
Goal and Objective	To provide TDOT with ideas, explanations, and sometimes, anecdotal insight into how TDOT might begin institutionalizing new planning and environmental procedures similar to those NCDOT incorporates.				
Is It Being Measured	N/A				
How Is It Measured	N/A				
Who or What is Measuring	N/A				
Its Current Status	Completed				
Understanding?	N/A				
Need for New Policy?	N/A				
Is It Consistent	N/A				
Training/Education Involved	N/A				
Need for further education	No				
Additional Resource Needs	N/A				
Timeframe	No				

NCDOT's Environmental Initiative Inventory

Review?

Additional Comments

NCDOT's Environmental Initiative Inventory

Initiative ID#	1730	Baldrige Excellence Criteria	Human Resource Focus	Last Updated	6/25/04
Contact Name	Ketchem, Brian				
Initiative Name	Recycled Products and Solid Waste Utilization Task Force				
Initiative Description	DOT formed a Task Force in 1992 to evaluate the use of recycled content products and solid waste with beneficial reuse possibilities on highway projects. This Task Force is very active and meets every other month. The scope of this group has gradually expanded and they now work directly with DENR on statewide solid waste issues to assist in determining alternate uses for industrial byproducts produced by industries across the state.				
Why are we doing	To evaluate the use of recycled content products and solid waste with beneficial reuse possibilities on highway projects.				
How did it evolve	Several Task Forces have been established with the NCDOT in response to various articles of Senate Bill 111, House Bill 133, and the Intermodal Surface Transportation Efficiency Act (ISTEA) pertaining -to the usage of recycled and solid waste materials in highway construction and maintenance operations. None of these groups, however, has the direct responsibility of providing consistent direction for one of Senate Bill 111 requirements "... encourage the development of the state's recycling industry by promoting the successful development of markets for recycled goods." To address this issue, the Department established the "Recycled Products and Solid Waste Utilization Task Force" in a September 30, 1992 memorandum to prospective Task Force members.				
Any Triggers	N/A				
Proactive or Reactive	Reactive				
Who is Doing					
Goal and Objective	The mission of the Recycling and Solid Waste Management Utilization Task Force is to provide leadership and expertise in the selection of and recommended use of recycled materials, where economically practical and meeting engineering standards, that are currently part of the solid waste stream and contribute to problems of declining space in landfills, to reduce waste and preserve natural resources. This will be accomplished through: research,demonstration projects, bid procedures, specifications that encourages contractors to initiate, develop and utilize recycle or solid waste products, education of the public, NCDOT and private industry, project reviews, and outreach to private manufacturing industries				
Is It Being Measured	N/A				
How Is It Measured	N/A				
Who or What is Measuring	N/A				
Its Current Status	Completed				
Understanding?	N/A				
Need for New Policy?	N/A				
Is It Consistent	N/A				
Training/Education Involved	N/A				
Need for further education	No				
Additional Resource Needs	N/A				

NCDOT's Environmental Initiative Inventory

Timeframe

Review?

Additional Comments

NCDOT's Environmental Initiative Inventory

Initiative ID#	1740	Baldrige Excellence Criteria		Last Updated	7/13/04
Contact Name	Wilkerson, Matt				
Initiative Name	Cultural Resources Programmatic Review				
Initiative Description	The NCDOT Cultural Resources Unit and the Roadside Environmental Unit were interested in reducing the amount of paperwork, review time and project delays required to obtain State Historic Preservation Office review on Division projects. The need for a more proactive approach was identified. Meetings with the Office of State Archeology, the Historic Preservation Office, and the US Army Corps of Engineers resulted in a process flowchart and final protocol that required more information early in the review process. Coordination with Federal lands and Tribal lands was also included. By including site specific information well in advance of project construction for batch submittal of anticipated projects, the Division Environmental Officers were able to obtain final comments well enough in advance to be able to obtain survey information and compliance approval without delaying program delivery.				
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status					
Understanding?	Utilizing this programmatic approach resulted in timesaving, labor savings, and environmental sustainability. A timesaving of 4300 hours and a labo cost savings of \$144,000 was calculated. The improved review proccess will also result in improved resource by the secondary road maintenance program and improved interagency relationships.				
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1750	Baldrige Excellence Criteria		Last Updated	7/13/04
Contact Name	Venable, Mike				
Initiative Name	Improved Litter Trucks				
Initiative Description	Due to a shortage of guards to operate the Honor Guard Litter Pick Up Crews and fewer DOT employees to pick up trash. Maintenance experienced a reduction of 63% of its regular litter patrol crews. A review of equipment usage and needs showed that the amount of litter a crew could carry was limited to the size of the truck bed. In addition, some debris, typically appliances, is too large and/or too heavy for two individuals to load into a pickup. The team determined that the current pick up trucks should be replaced with alternative equipment. Larger trucks with Tommy Lifts were purchased when it was time to replace the pick up trucks. The number of times the crews had to travel to the landfill. In addition the added Tommy Lifts enabled the existing two-person crews to load large appliances into the truck without assistance, reducing the need for multiple trips to a single pick up site.				
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status	Crews are able to stay in the field longer and pick up more debris between trips to the landfill. The time saved in travel is then used more effectively in picking up debris. There was also a reduction in the number of times a crew would call for assistance and interrupt the work of another crew.				
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1760	Baldrige Excellence Criteria		Last Updated	7/13/04
Contact Name	Lassiter, Arnold				
Initiative Name	Daylily Planting				
Initiative Description	As a part of the TIP projects for the US 64 and US 74 Bypasses, the Division 8 Roadside Environmental Unit initiated planting contracts to do plantings covering 45.5 acres and 19.24 acres respectively. Part of the landscape design for these TIP projects called for the planting of daylilies. Contracts were issued and a total of 46,162 daylily plants were to be used. The Roadside Environmental Unit in Raleigh has been working with the Department of Correction to grow daylilies for use by the Department of Transportation. The Division 8 Roadside Environmental Unit chose to incorporate the daylilies grown by the DOC into the contract planting of the TIP project.				
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status	By purchasing the plants from the DOC and providing them to the contractors, the Department was able to save on average \$3.07 per plant to complete the two projects. This represented total savings of \$141,768.18 . The positive public response to the beauty of the plantings has shown that the enhancement to our highway system does not go unnoticed or unappreciated. Additionally, a saving has been generated from not having to mow the 64.74 acres involved in the planting project.				
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1770	Baldrige Excellence Criteria		Last Updated	7/13/04
Contact Name	Bennett, Dennis				
Initiative Name	Portable Temporary Bridge				
Initiative Description	<p>In the past, The Bridge Maintenance unit in Division 11 has had to ask for temporary detours by placing pipe in stream to maintain traffic while bridge construction or repair was under way. To eliminate the permit requirement, maintain traffic, and perform environmental stewardship, a "portable temporary bridge" was designed and implemented. The bridge is built with salvage steel and one initial cost for timber flooring. This bridge is built at the bridge yard, then dismantled into 4 or 5 separate pieces that can be easily handled and transported. This procedure has been done with a one-time initial cost of approximately \$13,000.00. The portable bridge was loaded, transported and installed in approximately 5 hours with absolutely no impact to the stream. After this initial cost, the only additional coast that will be incurred will be labor and equipment cost for transporting, installing, and dismantling, which is approximately \$3,000.00 per site.</p>				
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status	The savings that is realized for each site is at least \$20,000.00 per site with no impact to the environment, and saving weeks within the construction tmie frame.				
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1790	Baldrige Excellence Criteria		Last Updated	7/13/04
Contact Name	Venable, Mike				
Initiative Name	Recycled Appliances & Cross Line Pipes				
Initiative Description	In 2000, while facing a serious budget problem, Division 7 laid off the temporary Transportation workers and the Department of Corrections followed with cut backs in their personnel. With a shortage of guards to operate the litter crews and fewer DOT employees to pick up trash, the Maintenance and Bridge Unit experienced a reduction of 63% in the litter patrol crews. In an effort to be more efficient, the Transportation Workers on the litter crew decided that they could drop off the large appliances and scrap metal at the recycling plant since they drove by it on their way to the county landfill. They could then make room in their trucks and return the field without wasting time traveling to the landfill. After getting approval to dispose of the metal at the local recycling plant, other units approached the team about taking old metal cross line pipes to the recycling plant.				
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status	As a result of this project, the Alamance Maintenancy and Bridge Unit in Division 7 met their goal for environmental sustainability by recycling 199,370 pounds of scrap appliances and metal cross line pipes. In addition they have improved cycle time, created revenue, and reduced the amountof trash and fees at the county landfill.				
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1800	Baldrige Excellence Criteria		Last Updated	7/13/04
Contact Name	Kizziah, Barry				
Initiative Name	Early Seeding & Mulching				
Initiative Description	The Guilford Bridge Department in Division 7 has been seeding and mulching the areas of impact at each bridge replacement site immediately after completion for the past five years. By doing this they do not have to wait 10 to 15 days for Roadside Environmental to perform the same work. The bare soil is covered and the seed gets a head start at each site. Erosion control and environmental concerns are quickly and efficiently addressed.				
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status	Environmental damage is reduced or minimized by using this method and travel time to the site is eliminated for Roadside Environmental. The Guilford Bridge Department completes the seeding and mulching during a normal scheduled workday trip to the site and can obtain the materials needed for repair from Roadside Environmental. No specialized equipment is required for this work.				
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1810	Baldrige Excellence Criteria		Last Updated	7/13/04
Contact Name	Smith, Derek				
Initiative Name	Decision Aid for Wildflower Management Program				
Initiative Description	Wildflowers are a recognizable component of North Carolina's Roadside Enhancement Program. Tourists and citizens alike write to comment on the positive impact these flowers make on their driving experiences. Keeping these beds looking their best is not an easy task because of weed competition. Prior to 1999, little research was available to the vegetation management specialist concerning wildflower management techniques. At that time, under the direction of researchers at NC State University, NCDOT entered into an agreement to evaluate cultural and chemical management techniques for wildflowers. Since then, greenhouse and field trails on 28 species of wildflowers have been conducted and the effectiveness of 31 herbicides on these wildflowers have been evaluated. Application timing, products rates, and placement; either soil incorporated or topical applications have been examined.				
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status	In order to share this information with other Transportation Departments across the United States and our Division personnel, NCDOT requested that NCSU generate an interactive wildflower management CD. This interactive CD, based on the research data, allows managers to cross-reference various combinations of wildflowers, herbicides, and weed species to determine the best control methodology for their specific planting sites. O				
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					

NCDOT's Environmental Initiative Inventory

Additional Comments

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NCDOT's Environmental Initiative Inventory

Initiative ID#	1820	Baldrige Excellence Criteria		Last Updated	7/13/04
Contact Name	Queen, Richard				
Initiative Name	Median Guardrail Turf Conversion				
Initiative Description	Placement of guardrail in grass medians creates new challenges for maintenance of the turf. Established turf is generally Kentucky 31, which requires moving six to seven times per year. Previous methods of changing the turf vegetation involved sodding and overseeding over a period of two to three years. Once the median guardrail is installed, the use of seeding equipment around the guardrail becomes more difficult. The Roadside Environmental unit in Division 14 identified the use of a more desirable mix of hard fescue/bluegrass because it is a cool weather grass more suitable for areas west of Raleigh and provides a more pleasing aesthetic quality with its dark green color and good stand density. It's year-round growth means more fire resistance, reducing the hazard to traffic from smoke, as well as the hazard to requirements and is very drought tolerant.				
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status	Maintenance cost reductions have been established by mowing the median only every other mowing cycle. The active year-round grass provides a better pollution absorption field. With a hardier grass mix suitable for poor soils and drought conditions, less fertilized is used, thereby helping the environment with less runoff.				
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1830	Baldrige Excellence Criteria		Last Updated	7/13/04
Contact Name	Setzer, Joel				
Initiative Name	Secondary Road Paving Standars Context Sensitive Solutions				
Initiative Description	The Division 14 Maintenance unit received continuous scrutiny of their secondary road paving standards. Property owners are concerned with the amount of property needed for an improved and paved road. Environmental Agencies desire reduced impacts to the natural environment. Local advocacy groups are concerned with the visual impact of secondary road construction and maintenance. Division 14 needed to establish uniform standards that were safe and effective, but minimized the disturbance of property and reduced impacts to the natural environment. A team of Transportation Engineers experienced in constructing and maintaining roads within Division 14 developed a document entitled "Secondary Road Paving Standards" which gives an engineer guidance on selecting the least disruptive, but adequate section for a project, based on the service to be provided				
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status	Resukts from the implementation of the new standards are as follows : 1) increased availability of donated right of way from porperty owners and improved public relations; 2) less impacts to the natural environment on lower volume road improvements; 3)less cost of construction on lower volume road improvements; and 4) better relations with environmental permitting agencies.				
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1840	Baldrige Excellence Criteria		Last Updated	7/13/04
Contact Name	Venable, Mike				
Initiative Name	Colored & Uniformed Survey Stakes for Environmental Areas				
Initiative Description	<p>In the summer of 2001, NCDOT initiated a new program to address environmental stewardship. A Division Environmental Officer (DEO_ position was created in each division to assist field units in identifying environmentally sensitive areas and to minimize adverse impact. The first challenge of this position was to communicate this new emphasis to the front line. The DEO attempted to communicate through memos, emails, staff meetings, and one-on-one meetings. A work site audit indicated that the new goals and responsibilities were not having the expected impact. The CPI team discovered that "white" and "red" top stakes were used to mark sensitive areas. To employees, white meant right of way and red meant other important information that should not be disturbed. Also, symbols were used on the stakes that were not understood. The team decided to introduce "pink" stakes for environmentally sensitive areas.</p>				
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status	<p>Following the use of pink stakes for environmentally sensitive areas there have been no further mishaps and the division has eliminated all confusion that may be a detriment to these areas. The DEO meets with the CME and field supervisors to advise them of the importance of pink stakes.</p>				
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1850	Baldrige Excellence Criteria		Last Updated	7/13/04
Contact Name	Sharp, John				
Initiative Name	NCDOT long-term water conservation plan				
Initiative Description	NCDOT completed this water efficiency evaluation and long-term efficiency plan in compliance with Gov. Easley's Executive Order #26 and House Bill 1215 of 2002. Executive order #26 decrees that all state agencies must develop and implement a long-term water efficiency plan. House Bill 1215 declares that all North Carolina state agencies must reduce water consumption by 10 percent. NCDOT employees have a concern for environmental health and desire to operate in sustainable ways that minimize environmental impacts. Water conservation is an important part of sustainable living.				
Why are we doing	Gov. Easley's Executive Order #26 and House Bill 1215 of 2002.				
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status	See chart in water conservation plan				
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1860	Baldrige Excellence Criteria		Last Updated	7/13/04
Contact Name	Meister, Ehren				
Initiative Name	Development of an Environmental Strategic/Management Plan				
Initiative Description	To prepare an environmental management plan that sets specific environmental goals and objectives for the Department, as well as performance measures for environmental stewardship and streamlining.				
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status	Under development (just getting started)				
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					

NCDOT's Environmental Initiative Inventory

Initiative ID#	1870	Baldrige Excellence Criteria		Last Updated	
Contact Name	Donna Dancausse				
Initiative Name	Section 106 Process improvement				
Initiative Description					
Why are we doing					
How did it evolve					
Any Triggers					
Proactive or Reactive					
Who is Doing					
Goal and Objective					
Is It Being Measured					
How Is It Measured					
Who or What is Measuring					
Its Current Status					
Understanding?					
Need for New Policy?					
Is It Consistent					
Training/Education Involved					
Need for further education					
Additional Resource Needs					
Timeframe					
Review?					
Additional Comments					