TEXAS TRANSPORTATION COMMISSION

ALL Counties

MINUTE ORDER

ALL Districts

Texas Government Code, Chapter 2056, requires that each state agency prepare a five-year strategic plan every biennium.

The strategic plan represents the commitment by the Texas Department of Transportation (department) to provide safe and productive movement of people and goods.

The vision, mission, philosophy, goal, objectives, strategies and measures in this plan focus on delivering the high quality, aesthetic and accessible systems expected by the ultimate users of the Texas transportation systems.

The strategic plan is dynamic and the department will continuously monitor external and internal conditions and issues, such as the update of the Texas Transportation Plan, for necessary refinements to objectives, strategies and measures.

A formal version of the strategic plan was submitted with commission approval on July 7, 2006.

The department has developed a public document, in tandem with the official 2007-2011 Strategic Plan, to more fully explain the agency's goals, strategies, and initiatives to the public.

IT IS THEREFORE ORDERED by the Texas Transportation Commission that the document as shown in Exhibit A is adopted and approved as the text to accompany the agency's 2007-2011 Strategic Plan; and the commission directs the Executive Director or his designee to proceed with the publication and distribution, including submission to the Governor's Office, the Legislative Budget Board and other required officials, of this document.

Submitted and Reviewed by:

Director, Government & Business Enterprises Division

Recommended by:

M. W. Behrens

Executive Director

110610 JUL 2706

Minute Number | Date Passed

Exhibit A
Text for Strategic Plan, 2007-2011

Letter from the Chair

Texans:

This Strategic Plan is a call to action.

It has been two years since we published our current Strategic Plan. In that time we have seen some remarkable changes in the way we do business and in our relationships with our private-sector and local partners. Our plan is an important component of our organizational culture. It is designed around five important goals and based on four broad strategies. Our plan reflects recent changes in the law and a growing recognition that Texans are ready to make critical decisions about the future of our great state.

The Texas transportation system does not meet the needs of our rapidly increasing population. Transportation leaders have identified $188 billion in needed construction projects in order to create an acceptable transportation system by 2030. While we estimate $102 billion will be available over the next 25 years, Texans will still end up with a transportation funding gap of $86 billion.

A large increase in funding from existing sources is not likely; however, we do have many new tools to help us pay for the future. Working together, the employees of TxDOT and local transportation leaders will develop a sound way to implement our new tools. Additionally, organizational efficiency will be important in meeting our future funding challenges. As an example, Commissioner Hope Andrade has convened a task force to assist the department in developing sound business plans that will streamline services and assist in reprioritizing funds to provide improved public transportation services in the State of Texas.

We believe reducing congestion, improving air quality, enhancing safety, encouraging economic opportunity and preserving the value of our transportation system are goals shared by all Texans. We intend to reach these goals by using every financial option granted to us by the Legislature, by transferring to local and regional leaders the authority to act on transportation matters, by using competition to drive down the cost of new assets and by focusing on transportation projects driven by consumer choice.

Across the state, we are approving Regional Mobility Authorities to expedite construction projects, negotiating Comprehensive Development Agreements to bring new money to our construction budget, distributing the Texas Mobility Fund to expedite construction projects, awarding revenues from the Safety Bond Program to finance safety-related projects and signing Pass-Through Toll Financing contracts to permit local and regional governments to move quickly on local and regional construction projects. In every corner of the state we are moving forward to improve our transportation system.

In December 2004, we achieved a major milestone awarding our first Comprehensive Development Agreement to the Texas/Spanish partnership of Cintra Zachry. Working with our private-sector partner, we will plan, design and develop the Trans-Texas Corridor to relieve congestion on and move truck traffic off I-35. Using the new tools advanced by Governor Perry and approved by the Legislature, we will create rail corridors to more quickly transport goods and people throughout the state.

While it is easy to get caught up in the details of day-to-day projects, we must keep in mind that the decisions we make today will affect the options available to Texans tomorrow. Our population is growing, and our future economic prosperity requires foresight, planning and investment today. Our responsibility is to create innovative, bold and dynamic plans to meet the transportation challenges of tomorrow. While there will be many challenges ahead, we on the Commission are fully committed to driving the actions that will continue to address today's transportation challenges so that we may develop an improved transportation system for the citizens and businesses of Texas.

Ric Williamson
Chair
Texas Transportation Commission

Texas Department of Transportation

VISION

We will deliver a 21st century, multi-modal transportation system that will enhance the quality of life for Texas citizens and increase the competitive position for Texas industry by implementing innovative and effective transportation programs.

MISSION

We will work to provide safe, efficient and effective means for the movement of people and goods throughout the state, facilitating trade and economic opportunity.

GOALS

1. Reduce congestion
2. Enhance safety
3. Expand economic opportunity
4. Improve air quality
5. Increase the value of transportation assets

STRATEGIES

1. We will use all available financial tools to build transportation projects.
2. We will empower local and regional leaders to solve local and regional transportation problems.
3. We will increase competitive pressure to drive down the cost of transportation projects.
4. We will demand consumer-driven decisions that respond to traditional market forces.

Executive Summary

Texas Has a Problem

The transportation system that exists today in the United States has become a cornerstone of the country's economic prosperity and quality of life. Given the sheer size of our state, a well-managed transportation system is critical for Texas and the country. The good news is that during the past 100 years, we have led the nation with our willingness to implement innovative ideas on a large scale. We will solve our 21st century transportation challenges with the same drive toward innovation.

Right now, however, we face increased congestion, deteriorating roads, safety issues, and air pollution, all of which hinder mobility as well as current and future economic opportunities. Behind these problems are some basic realities:

During the *past* 25 years in Texas …

- Population increased 57%.
- Road use grew 95%.
- State road capacity grew 8%.

During the *next* 25 years in Texas …

- Population will increase 64%.
- Road use will grow 214%.
- Absent a comprehensive plan, state road capacity will increase 6%.

It is clear that Texas' current and future transportation system capacity needs are significant. Our engineers have identified $188 billion of transportation infrastructure necessary to create an acceptable level of mobility by 2030. Current funding mechanisms will generate $102 billion over the next 25 years but we still find ourselves facing a sizeable funding gap of $86 billion.

TxDOT Has a Plan

Solving the problem will require innovation, focus and cooperation among multiple partners.
Our strategic plan is a call to action, with clearly defined goals and well thought-out strategies.

Our Goals

We have developed five well defined goals to help us achieve our mission and make it easy for the public to evaluate our effectiveness:

1. **Reduce congestion**
2. **Enhance safety**
3. **Expand economic opportunity**
4. **Improve air quality**
5. **Increase the value of transportation assets**

Our Strategies

We have developed four strategies to focus our actions on accomplishing our goals:

1. **We will use all available financial tools to build transportation projects.**
2. **We will empower local and regional leaders to solve local and regional transportation problems.**
3. **We will increase competitive pressure to drive down the cost of transportation projects.**
4. **We will demand consumer-driven decisions that respond to traditional market forces.**

Our Tactics

We're developing short-, mid-, and long-term tactics to accomplish our strategies. With limited funds for new construction, we have to look at all tactical options in support of our strategic decisions.

Short-term:

- The Texas State Infrastructure Bank (SIB)
- Parity for the Border Region
- Leveraging Local Funding Under the Behrens Bridge Program
- A Simplified Unified Transportation Program (UTP)
- Mobility Funding Category Allocations
- Regional Mobility Authority (RMA)
- Comprehensive Development Agreement (CDA)
- Statewide Mobility Program
- The Texas Metropolitan Mobility Plan (TMMP)

Mid-term:

- A Simplified Unified Transportation Program (UTP)
- Mobility Funding Category Allocations
- Regional Mobility Authority (RMA)
- Comprehensive Development Agreement (CDA)

- Pass-Through Toll Financing
- Statewide Mobility Program
- The Texas Metropolitan Mobility Plan (TMMP)

Long-term:

- A Simplified Unified Transportation Program (UTP)
- Mobility Funding Category Allocations
- Regional Mobility Authority (RMA)
- Trans-Texas Corridor (TTC)
- Comprehensive Development Agreement (CDA)
- Pass-Through Toll Financing
- Statewide Mobility Program
- The Texas Metropolitan Mobility Plan (TMMP)
- Rail Relocation

Funding

Funding is at the heart of all infrastructure solutions. By adding new financial tools to existing gas tax revenues, we are confident that we can meet the critical goals we have established.

Current transportation projects in Texas are funded through federal, state and local sources, including fuel taxes and other charges, such as vehicle registration fees. The federal and state fuel taxes are fixed, which means revenues for transportation needs do not rise with the price of gasoline. Our current forecast predicts, at best, slower growth in revenues from the fuel tax. When you compare the relatively flat source of revenue against the growth in demand for highway miles, it is obvious existing funding sources will not generate the dollars needed to expand and improve our transportation system.

Here is a quick overview of our current sources of revenues and how those dollars are allocated in support of our transportation program.

(show revenue source graphic here)

Where does that revenue get spent? Currently, we divide our operations into five categories:

Plan It: This includes all planning, designing, and right-of-way acquiring for highways and other modes of transportation, as well as transportation research.

Build It: This includes building highways and bridges and airport improvements.

Use It: This includes managing public transportation, vehicle titles and registration, vehicle dealer registration, motor carrier registration, traffic safety, travel information and auto theft prevention.

Maintain It: This includes maintaining roadways, bridges, airports, the Gulf Intracoastal Waterway and ferry systems.

Manage It: This includes administering central and regional management, information resources, financial matters and other support services.

Moving Texas Forward

We are at a crossroads in our history. We see a great system of highways overburdened as it takes on too much additional traffic. We realize there is a need for new solutions. Fortunately, our state is blessed with many local leaders willing to help find those new solutions.

Our roadmap for tomorrow's transportation system includes you and your community. Though it will not be easy, our past success at building nearly 80,000 miles of world-class highways provides a solid foundation for meeting the mobility challenges of the next half century.

Our goals are measurable, and we are developing indices to create a measurement system that will quantify our progress.

Texas has a transportation problem and we have a plan to solve the problem. The safety of the traveling public, the expansion of our flourishing economy, and the promise for future generations of Texans depend upon it.

Our Strategic Plan

In just five years, we have changed our way of doing business. In order to create new partners at the local community level and to develop beneficial private sector relationships, we have developed a plan of action focused on five clear goals. This focus and our partnerships are necessary if we are to meet the transportation challenges of the next five decades.

The dilemma we face is two-fold. The state's population continues to grow and more people are using our highways more often. However, our financial resources to pay for building new infrastructure are not growing at a rate necessary to keep up with the traveling public's increasing demand.

Our plan is bold, innovative and effective. Our success will be extremely important to the future health of the Texas economy, and it is crucial we all act immediately to implement the plan.

Our five-year strategic plan is an important roadmap for our organization. It helps keep our focus on the near-term steps we must take to ensure long-term success.

Our plan is designed around five important goals and based on four broad strategies. Each day we develop tactics to carry out our plan.

Our goals are measurable, and we are in the process of developing indices to create a tracking system that makes sense, and tells us, the public, and the Legislature, how far we've come in achieving our goals, and what is still yet to be done.

Our Goals

GOAL 1: Reduce congestion

Congestion is not the only challenge our system faces, but to many Texans, it is the most visible. According to the Federal Highway Administration, most congestion is caused by bottlenecks, with traffic accidents as the next highest contributor.

Congestion on the roadway begins when a route approaches 90 percent of its operating capacity. At this point, average vehicle speed begins to decrease. Light congestion may increase total trip time by only 10-20 percent, while severe congestion can double or triple total trip time.

The Texas Transportation Institute's researchers, in their 2005 Urban Mobility Study found that many of Texas' metropolitan areas (Dallas, Fort Worth, Houston, San Antonio, Austin, El Paso, Laredo, Corpus Christi, Beaumont and Brownsville) are within the top 85 congested areas in the country. Houston ranked fifth for traveler delay. Dallas, Fort Worth and Arlington ranked sixth.

While traffic congestion is annoying to motorists, it is costly to all Texans. Congestion on our roadways costs Texans an average of $6.2 billion each year.

So how do we unlock the gridlock now chipping away at our economy and wasting Texans' quality time? We at the department and our regional partners are moving forward with short-, mid-, and long-term tactics such as Pass-Through Toll Financing, Regional Mobility Authorities, and the Trans-Texas Corridor.

GOAL 2: Enhance safety

We have a long-standing commitment to ensure that roadways are designed and maintained for safety. Our new technologies and new communications tools gather accurate and timely data about potentially unsafe roadway conditions. Breakaway signs, crash attenuators, median barriers, skid-resistant pavements, and safety lighting are all examples of innovations incorporated into the design of today's roadways.

The average Texan drives more than 10,000 miles per year over the course of 1,500 trips. Every year, vehicle crashes cost the U.S. economy more than $230 billion. About one-quarter of the cost of those traffic accidents is paid directly by those involved, while the rest is passed on to the public.

We are continuously looking at new innovations and policies to enhance safety. Each year, we commission research to develop new technology and improved structures and pavements to enhance the safety of Texas roads, bridges and tunnels.

Policies aimed at segregating large trucks from general traffic have been very successful in areas such as Houston. The TTC, a multi-use statewide network of transportation routes, offers a more permanent solution. Within each segment of the TTC, cars, trucks and railways will eventually be separated into their own lanes.

Reducing annual road deaths will require us to examine more than just improved roadway design and technology. Human factors must also be taken into account. Speeding, reckless driving and alcohol/drug impairment are serious problems. To reduce these, we are working with the Legislature, the Texas Department of Public Safety and local officials.

We also recognize the need to address the increasing number of older drivers. We are making highway signs more legible, and we are providing greater reflectivity in pavement markings.

Bond funding for safety projects across the state is yet another way we are preventing injuries and saving lives. These bonds provide for the widening of highways, the building of barriers and left-turn lanes, as well as highway overpasses, among other safety-enhancing projects.

In safety, as in other transportation challenges, we lead the nation in developing solutions that work. We know that continued research into new safety technologies and cooperation

with our partners will be required to ensure the safety of Texas' drivers in our ever-growing transportation network.

GOAL 3: Expand economic opportunity

In an era of global competition, efficient transportation networks are a vital part of economic competitiveness. Decades of hard work and investment by generations of Texans have given us one of the world's best transportation networks. Our high-quality transportation system has played a major role in fueling the Texas economy, which now ranks as the eighth-largest economy in the world.

Our proximity to Mexico and the Gulf of Mexico gives our state international trade advantages. Moving goods through the state creates additional traffic, but it also creates tens of thousands of jobs. Balancing the economic benefits with downsides of more cargo traffic is a key consideration in making long-term investments.

We are seeing international trade movement patterns growing more diverse. In the near future, a greater percentage of cargo from Mexico is expected to shift from trucks to rail. The surge in trade with China has meant more containers on the state's rail network. The proposed deepening of the Panama Canal could change freight patterns in our state even more.

Trade from Central America will pick up with the passage of the Dominican Republic–Central America Free Trade Agreement. This agreement will immediately eliminate 80 percent of tariffs on U.S. goods exported to many Central American countries, which will increase volumes at Texas ports and on road networks leading from ports to producers and consumers.

To ensure that the state continues to enjoy the economic benefits of a well-designed transportation network, we evaluate projects on the basis of their economic impacts. Our Economic Opportunity Index calculates the travel-time savings realized from an expansion project, as well as the economic penalty that could result from inaction. Through the index, a project's contribution to Texas' global competitiveness will be factored into transportation investment decisions.

GOAL 4: Improve air quality

In the urban areas of our state, concentrations of emissions from automotive exhaust pose a potential threat to human health. To improve the overall air quality in the state, we must encourage transportation alternatives, assist efforts to reduce the overall emissions rates of vehicles, and reduce the time vehicles spend idling.

Because vehicles produce substantially higher levels of pollution when running at low speeds, we can reduce vehicle emissions by reducing the percentage of time cars spend idling.

For example, adding capacity to highways with new lane miles would reduce the time motorists spend in gridlock conditions, which could substantially lower the release of harmful pollutants like carbon monoxide. Improvements to rail crossings could eliminate vehicle stopping, which would help to reduce harmful emissions and keep traffic flowing.

Whenever we weigh the benefit and cost of a new project, we examine its likely impact on air quality. We do this by calculating the change in average speed and/or reduction in idling that will result from the project, which allows us to gain a more complete picture of how transportation investments affect the quality of life for Texans.

GOAL 5: Increase the value of transportation assets

Traditionally, roads have been paid for from revenue generated from the state's fuel tax and Texas' portion of the federal fuel tax. However, with a system currently at nearly 80,000 centerline miles, the majority of our fuel-tax dollars go for maintenance costs, at the expense of new mobility projects.

Our asset-value approach resolves this conflict in several ways. By tolling new high-traffic projects, we can get capacity built in the areas that need them faster and without tapping limited fuel-tax dollars. Currently, we are devising a way to measure a facility's value as an asset, which will ultimately help us to chart our progress in the achievement of this goal.

Additionally, when a tolled project is built, it preserves the value of our system by diverting traffic away from existing roadways, thereby reducing wear-and-tear maintenance costs on the existing system. A toll project will pay for its own maintenance as well as generating additional funds for other needed mobility projects in the area.

This allows us to develop a comprehensive maintenance plan that will preserve our system longer. That means fewer potholes, fewer cracks, fewer total road reconstructions due to delays in maintenance from a lack of funding. In other words, we will not only gain more capacity, but the infrastructure we already have will be better maintained and more valuable and functional to users of the system.

Our Strategies

STRATEGY 1: We will use all available financial tools to build transportation projects.

The Governor and the Legislature have authorized new revenue tools, including the Texas Mobility Fund, toll equity, and toll debt, to build projects. We are using these new tools and leveraging existing tax revenues to build projects sooner at a lower cost. We are also inviting the private sector to participate in financing our transportation projects. We are matching private-sector capital with public-sector capital to pay for long-term solutions.

STRATEGY 2: We will empower local and regional leaders to solve local and regional transportation problems.

We are partnering with local and regional leaders in the use of Pass-Through Toll Financing, the creation of Regional Mobility Authorities (RMAs), and the stability of the Texas Metropolitan Mobility Plan. To protect the public's interest, we are developing indices to measure results and basing authority to plan and approve projects on the success of these results. We are separating planning and execution of local projects, regional projects, and state projects, reaching out to local and regional leaders to be partners in this effort.

STRATEGY 3: We will increase competitive pressure to drive down the cost of transportation projects.

The private sector will play a major role in developing Texas' future transportation system. A public-private partnership can open the door to accelerate the finance, design, construction, operation and maintenance of a project, all of which help to keep costs down and prices competitive.

STRATEGY 4: We will demand consumer-driven decisions that respond to traditional market forces.

Toll roads, new corridors, and consumer-friendly commuter rail systems all create new mobility solutions, giving travelers an alternative to increasingly congested roads and highways. We are making our asset-investment decisions based on short-, mid-, and long-term solutions. We are considering transportation solutions other than roads and highways, again giving consumers a choice between increasingly congested roads and dependable commuter rail service.

Our Tactics

The Texas State Infrastructure Bank (SIB)
The goal of the SIB program is to provide innovative financing methods that add to the list of options available to communities to assist them in meeting their infrastructure needs. The SIB program allows borrowers to access capital funds at, or lower than, market interest rates.

Goal: Reduce Congestion
Strategy: Use All Financial Tools and Empower Local and Regional Leaders
Solution: Short-term

Parity for the Border Region
At the insistence of then-Lieutenant Governor Perry and transportation leaders in the Senate, an unprecedented commitment was made to fund $1.8 billion in border

transportation improvements through 2009. TxDOT has gone to contract on $1.4 billion worth of projects associated with this commitment.

Goal: Reduce Congestion, Expand Economic Opportunity, Enhance Safety
Strategy: Use All Financial Tools
Solution: Short-term

Leveraging Local Funding Under the Behrens Bridge Program
The program leverages the funding available to local governments for off-state system bridge repair by waiving the ten percent local match if the local government spends an equal amount on other deficient bridges of their choosing in the area.

Goal: Enhance Safety
Strategy: Empower Local and Regional Leaders
Solution: Short-term

A Simplified Unified Transportation Program (UTP)
Following the recommendations of an exhaustive Senate interim report on the subject, Governor Perry instructed TxDOT to simplify its project planning process. The Transportation Commission appointed a work group to make recommendations for a simplified process. In October 2001, the UTP was simplified and Transportation Working Group Report was released. Funding categories were reduced from 34 to 12. Mobility categories were revamped to complete corridor development in metropolitan areas, smaller urban areas and then statewide connectivity corridors.

Goal: All Goals
Strategy: Empower Local and Regional Leaders
Solution: Short-term, Mid-term and Long-term

Mobility Funding Category Allocations
As part of simplifying the UTP, working groups developed a formula to allocate mobility category funding to Metropolitan Planning Organizations (MPO). As a result, MPOs now prioritize their projects based on a fiscally constrained plan. In addition, the Transportation Commission still has the choice to use strategic priority money on projects of statewide significance, pass-through toll financing, and other strategic needs as determined by the commission.

Goal: All Goals
Strategy: Empower Local and Regional Leaders
Solution: Short-term, Mid-term and Long-term

Regional Mobility Authority (RMA)
An RMA empowers local and regional leaders to solve local and regional problems. They benefit the state by offering multi-modal options to improve mobility in each region.

Goal: All Five Goals
Strategy: Empower Local Leaders, Increase Competition, Demand Consumer-Driven Decisions
Solution: Short-term, Mid-term and Long-term

Trans-Texas Corridor (TTC)
In 2002, Governor Perry released his plan for the TTC. The TTC is an innovative transportation blueprint that will move the transportation of hazardous materials out of urban population centers, relieve congestion, reduce air pollution, and significantly improve opportunities for economic development in Texas. The TTC incorporates toll roads, high-speed freight and commuter rail, water lines, oil and gas pipelines, electric transmission lines, broadband and other telecommunications infrastructure in the same corridors. The state -- in cooperation with regional authorities and public-private partnerships -- will build 4,000 miles of state-owned corridors during the next 50 years.

The completed corridor could potentially bring 434,000 new jobs through increased economic efficiency, and another 2.2 million from the development it would stimulate.

Goal: All Five Goals
Strategy: Demand Consumer-Driven Decisions, Increase Competition, Use All Financial Tools
Solution: Long-term

Comprehensive Development Agreement (CDA)
Traditional financial or funding resources are not adequate to keep pace with the increasing demand for transportation infrastructure. As such, the legislature enacted legislation that authorized the use of a CDA for toll projects. Since then, the department has reviewed both solicited and unsolicited proposals from the private sector to finance, develop, and operate a variety of transportation projects across the state.

Goal: All Five Goals
Strategy: Increase Competition, Demand Consumer-Driven Decisions, Use All Financial Tools
Solution: Short-term, Mid-term, and Long-term

Pass-Through Toll Financing
HB 3588 created a new financing tool known as pass-through tolling which allows local governments to fund improvements to the state highway system and be reimbursed by the department over time, based on the level of usage. This program lets local officials reprioritize and accelerate projects important to the region.

Goal: Reduce Congestion, Enhance Safety, Expand Economic Opportunity
Strategy: Empower Local and Regional Leaders, Use All Financial Tools
Solution: Mid-term and Long-term

Statewide Mobility Program
At the direction of Governor Perry, the Transportation Commission has approved a $21.5 billion plan called the Statewide Mobility Program that will help reduce urban congestion and provide statewide highway, aviation and public transportation funding through 2015. This program guides transportation project development and construction over the next decade.

Approval of this mobility program is the result of several years of work toward simplifying the project selection process to make it easier for local officials and citizens to be involved in planning for the future of transportation in Texas.

Goal: All Five Goals
Strategy: Use All Financial Tools and Empower Local Leaders
Solution: Short-term, Mid-term and Long-term

The Texas Metropolitan Mobility Plan (TMMP)
Under this plan, the Texas Transportation Commission will no longer fund metropolitan projects on a project-by-project basis. The plan instead provides each of Texas' eight metro areas with funding and flexibility to develop local and regional mobility plans that consider all modes of transportation. Under the TMMP, nearly 90 percent of metropolitan mobility projects planned for the next 12 years can begin in half the time.

Goal: All Five Goals
Strategy: Use All Financial Tools and Empower Local Leaders
Solution: Short-term, Mid-term and Long-term

Rail Relocation
In 2005, Governor Perry signed historic pacts with Union Pacific and Burlington Northern Santa Fe that provide that public and private funds spent for railroad tracks should match, respectively, public and private benefits. The public benefits are reduced congestion, increased air quality, improved economic opportunity, safety enhancement, and an increase in the value of our transportation assets. Private benefits include updated infrastructure, faster routes, and safer movement of goods.

Goal: Reduce Congestion, Enhance Safety and Expand Economic Opportunity
Strategy: Use All Financial Tools, Demand Consumer-Driven Decisions
Solution: Long-term

Conclusion

It's a fact: Texas has a transportation problem. But, the good news is we at TxDOT have a plan to solve that problem.

We have been hard at work, and with the help of the public, the governor, the Legislature, and the commission, we have developed and are implementing a real plan to reduce

congestion, enhance safety, improve air quality, expand economic opportunity and increase the value of our transportation assets.

To achieve our goals, we're opening our doors to private businesses and to innovative partnerships. Our strategies give us the ability to reduce congestion, to prioritize projects, and to deliver the transportation system Texans expect sooner rather than later and at a lower cost than would otherwise be possible.

We will use all financial options, empower local and regional leaders to solve local and regional problems, drive down costs through competition, and make decisions that respond to consumer demand.

We have a problem, and we have a plan, and we will soon see more open roads, cleaner air, fewer hazards, more jobs and a much improved transportation system that will move Texas forward.