

TEXAS TRANSPORTATION COMMISSION

ALL Counties

MINUTE ORDER

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ALL Districts

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

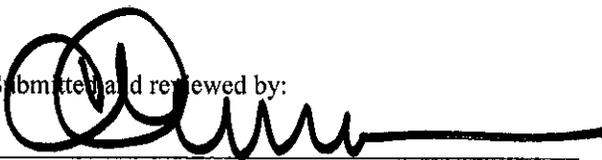
The strategic plan represents the commitment by the Texas Department of Transportation (department) to provide safe and productive movement of people and goods.

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.

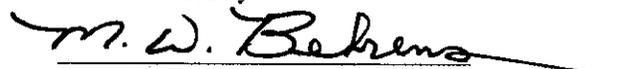
IT IS THEREFORE ORDERED by the Texas Transportation Commission that the document titled *Agency Strategic Plan for Fiscal Years 2007-11* as shown in Exhibit A, except as it may be altered as requested by the Legislative Budget Board and concurred in by the executive director or his designee, is adopted and approved for submission for the Governor's Office, the Legislative Budget Board and other required officials.

Submitted and reviewed by:



Director, Government & Business Enterprises Division

Recommended by:



Executive Director

110574 JUN 29 06

Minute
Number

Date
Passed

- Exhibit A -

AGENCY STRATEGIC PLAN

FOR THE FISCAL YEARS 2007-11 PERIOD

BY

TEXAS DEPARTMENT OF TRANSPORTATION

Commissioner Member	Home Town	Dates Of Term
Ric Williamson	Weatherford	2001-2007
John W Johnson	Houston	1999-2005
Hope Andrade	San Antonio	2004-2007
Ted Houghton, Jr	El Paso	2003-2009

July 7, 2006

Signed: 
Michael W. Behrens, P.E.
Executive Director

Approved: 
Ric Williamson
Commission Chair

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STATEWIDE VISION, MISSION, AND PHILOSOPHY

THE MISSION OF TEXAS STATE GOVERNMENT

TEXAS STATE GOVERNMENT MUST BE LIMITED, EFFICIENT, AND COMPLETELY ACCOUNTABLE. IT SHOULD FOSTER OPPORTUNITY AND ECONOMIC PROSPERITY, FOCUS ON CRITICAL PRIORITIES, AND SUPPORT THE CREATION OF STRONG FAMILY ENVIRONMENTS FOR OUR CHILDREN. THE STEWARDS OF THE PUBLIC TRUST MUST BE MEN AND WOMEN WHO ADMINISTER STATE GOVERNMENT IN A FAIR, JUST, AND RESPONSIBLE MANNER. TO HONOR THE PUBLIC TRUST, STATE OFFICIALS MUST SEEK NEW AND INNOVATIVE WAYS TO MEET STATE GOVERNMENT PRIORITIES IN A FISCALLY RESPONSIBLE MANNER.

AIM HIGH . . . WE ARE NOT HERE TO ACHIEVE INCONSEQUENTIAL THINGS!

THE PHILOSOPHY OF TEXAS STATE GOVERNMENT

The task before all state public servants is to govern in a manner worthy of this great state. We are a great enterprise, and as an enterprise we will promote the following core principles:

- First and foremost, Texas matters most. This is the overarching, guiding principle by which we will make decisions. Our state, and its future, is more important than party, politics, or individual recognition.
- Government should be limited in size and mission, but it must be highly effective in performing the tasks it undertakes.
- Decisions affecting individual Texans, in most instances, are best made by those individuals, their families, and the local government closest to their communities.
- Competition is the greatest incentive for achievement and excellence. It inspires ingenuity and requires individuals to set their sights high. Just as competition inspires excellence, a sense of personal responsibility drives individual citizens to do more for their future and the future of those they love.
- Public administration must be open and honest, pursuing the high road rather than the expedient course. We must be accountable to taxpayers for our actions.
- State government has a responsibility to safeguard taxpayer dollars by eliminating waste and abuse, and providing efficient and honest government.

Finally, state government should be humble, recognizing that all its power and authority is granted to it by the people of Texas, and those who make decisions wielding the power of the state should exercise their authority cautiously and fairly.

RELEVANT STATEWIDE GOALS AND BENCHMARKS

ECONOMIC DEVELOPMENT

PRIORITY GOAL

TO PROVIDE AN ATTRACTIVE ECONOMIC CLIMATE FOR CURRENT AND EMERGING INDUSTRIES THAT FOSTERS ECONOMIC OPPORTUNITY, JOB CREATION, CAPITAL INVESTMENT, AND INFRASTRUCTURE DEVELOPMENT BY:

- PROMOTING A FAVORABLE AND FAIR SYSTEM TO FUND NECESSARY STATE SERVICES;
- ADDRESSING TRANSPORTATION AND HOUSING NEEDS; AND
- DEVELOPING A WELL TRAINED, EDUCATED, AND PRODUCTIVE WORKFORCE.

BENCHMARKS

- Number of new jobs announced as a result of the Texas Enterprise Fund
- Amount of capital investment made in Texas as a result of grants provided through the Texas Enterprise Fund
- Number of employees in targeted industry sectors
- Number of new small businesses created
- Number of new non-government, non-farm jobs created
- Number of emerging technology research commercialization grants awarded
- Number of emerging technology research matching grants awarded
- Number of nationally and internationally recognized researchers recruited to Texas public institutions of higher education as a result of emerging technology research superiority grants
- Per capita gross state product
- State and local taxes as a percent of personal income
- Texas unemployment rate
- Median household income
- Percent of state highway system rated good or better based on the Pavement Management Information System Condition Score
- Number of lane miles contracted to increase capacity
- Number of Texans receiving job training services

RELEVANT STATEWIDE GOALS AND BENCHMARKS

PUBLIC SAFETY AND CRIMINAL JUSTICE

PRIORITY GOAL

TO PROTECT TEXANS BY:

- ENFORCING LAWS QUICKLY AND FAIRLY;
- MAINTAINING STATE AND LOCAL EMERGENCY, TERRORISM, AND DISASTER PREPAREDNESS AND RESPONSE PLANS;
- POLICING PUBLIC HIGHWAYS; AND
- CONFINING, SUPERVISING, AND REHABILITATING OFFENDERS.

BENCHMARKS

- Percent of Texas communities covered by current emergency and disaster prevention/recovery plans
- Percent of state's population whose local officials and emergency responders have completed a terrorism training/exercise program
- Percent of the state's population whose local officials and emergency responders have prepared a terrorism incident response annex to their emergency management plan
- Number of workdays Texas National Guard members spent in training and/or protecting and aiding Texans in times of need
- Funding awarded to border sheriffs for protection between ports of entry along the Texas-Mexico border
- Kilograms of drugs seized along the Texas-Mexico border
- Juvenile violent crime arrest rate per 100,000 population
- Adult violent crime arrest rate per 100,000 population
- Average rate of juvenile re-incarceration within three years of initial release
- Average rate of adult re-incarceration within three years of initial release
- Felony probation revocation rate
- Revocation rate for those released from prison with new offenses
- Average annual incarceration cost per inmate
- Methamphetamine lab seizures by law enforcement in Texas
- Number of traffic deaths per 100,000 population
- Number of traffic deaths per 100,000 population involving alcohol
- Number of driver's licenses suspended for safety reasons
- Percent reduction in recidivism after completing two years of a drug court sentence
- Percent of citizens responding to jury duty of those called to jury duty
- Percent of drivers carrying liability insurance
- Attrition rate for state judges

Agency Mission & Philosophy

TxDOT'S MISSION

To provide efficient and effective means for the safe movement of people and the facilitation of trade and economic opportunity by:

1. Reducing congestion,
2. Enhancing safety,
3. Improving air quality,
4. Expanding economic opportunity, and
5. Increasing the value of Texas' transportation assets.

AGENCY VISION

The quality of life for Texas citizens and the competitive position for Texas industry is maximized by the efficiency and effectiveness of its transportation system.

AGENCY PHILOSOPHY

Deliver a 21st-Century transportation system by:

- Implementing innovative practices,
- Empowerment of local and regional leaders,
- Taking advantage of free-market competition, and
- Heeding customer-driven decisions.

INTERNAL/EXTERNAL ASSESSMENT

A. Key Organizational Events, Change, and Impacts

The transportation needs of Texas are as diverse as the people that comprise this great state. TxDOT is committed to delivering maximum transportation value to Texas residents and visitors. The agency continuously reviews its business processes while focusing on institutional efficiencies. The agency's focus is on delivering the highest level of service possible for the taxpayer's dollar. In addition, TxDOT actively uses partnering and innovative financing methods such as toll equity, comprehensive development agreements, and the Texas Mobility Fund to leverage the transportation buying power of revenues collected.

In 1991, the Texas Department of Transportation was created by Sunset legislation which consolidated the State Department of Highways and Public Transportation, the Department of Aviation, and the Texas Motor Vehicle Commission. In 1995, the Motor Carrier Division was formed and assigned the motor carrier regulatory duties transferred to TxDOT from the Railroad Commission. In 1997, the Texas Turnpike Authority began operation as a TxDOT division with statewide jurisdiction for development of turnpikes. In 2005 the last remaining functions of the Railroad Commission related to railroad operations were transferred to TxDOT.

TxDOT is governed by a five-person commission, the Texas Transportation Commission, appointed by the governor with the advice and consent of the Texas Senate. The department's administration is comprised of four individuals with distinct lines of authority. The agency's primary, core responsibility of constructing, maintaining and operating the state highway system is organized around twenty-five regional offices. The agency's headquarters operations are comprised of twenty-one divisions and six offices. Each division and office provides support to the agency in a particular functional area.

In addition to the Transportation Commission, there is one other governor-appointed board affiliated with TxDOT. The seven-person Automobile Theft Prevention Authority administers an auto theft prevention grant program.

B. Budget

Although SAFETEA-LU improved the amount of federal apportioned to the state, Texas continues to be a “donor” state ... a state apportioned less than one dollar for every dollar of federal motor fuel tax paid. For every dollar Texans contribute to the Highway Trust Fund, Texas gets back only 10 cents in federal transit funds and only 30 cents in federal highway program funds to use toward needed mobility projects. The remaining Texas federal motor fuels tax dollar is sent to other states (6 cents transit and 14 cents highway), or is directed toward non-mobility purposes by SAFETEA-LU (40 cents). For highways and transit combined, SAFETEA-LU directs an estimated \$14.6 billion in Highway Trust Fund dollars attributable to Texas away from the state’s mobility funds.

Despite tremendous efforts to improve the equity of the federal-aid highway program, when all SAFETEA-LU highway program funds are taken into consideration, Texas’ minimum guaranteed rate of return under the bill is estimated at only 83% over the life of the bill (2005-2009).

In accordance with state guidelines, TxDOT has 18 strategies to accomplish its mission and four strategies for administration and support of the core strategies. In order to streamline and improve the efficiency of operations, TxDOT is proposing consolidation of the 18 core strategies into 16, and the four support strategies into one.

As a result of the increased federal apportionment and proceeds from the Texas Mobility Fund, the FY 2007 funding to the strategies that emphasize system corridors, connectivity, and traveling safety was significantly increased from FY 2002. The following are a few of those strategies and their increases:

- Plan, design, and manage transportation projects (up 38.1%)
- Highway construction (up 65.8%)
- Contracted maintenance (up 31.5%)

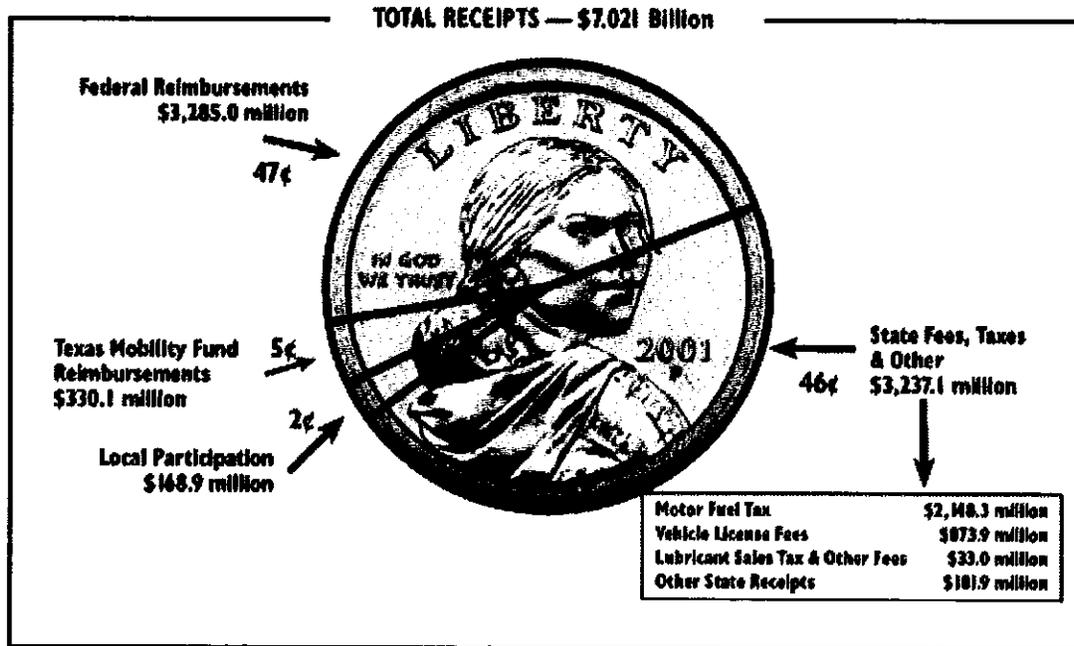
VISION 100, or the Century of Aviation Authorization Act is the primary source of funding for airport improvement projects for our nation and state’s general aviation airports. Through a federal block grant system, the state is responsible for carrying out the Airport Improvement Program (AIP) for non-reliever and reliever general aviation airports in Texas. Of the approximately \$181.2 million of total project costs for 2006 – 2008, the federal share will represent about \$119.7 million. The state share of these cost is approximately \$42.6 million, with local airport sponsors responsible for the remaining \$18.9 million.

Method of Finance

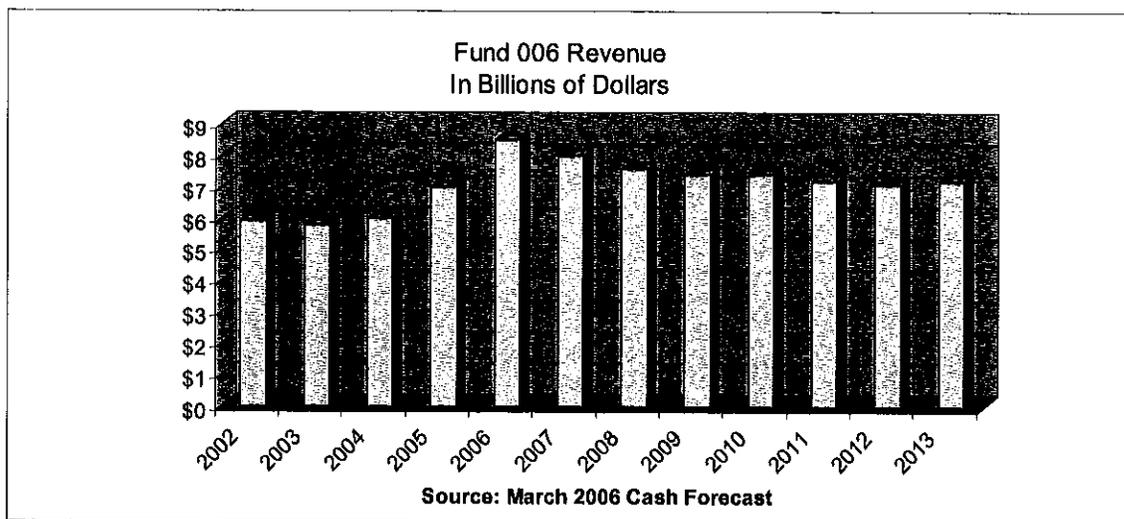
Funding sources for the agency appropriations include the following:

- State revenues deposited to the State Highway Fund No.006
- Federal reimbursement funds
- A minimal amount from the General Revenue Fund

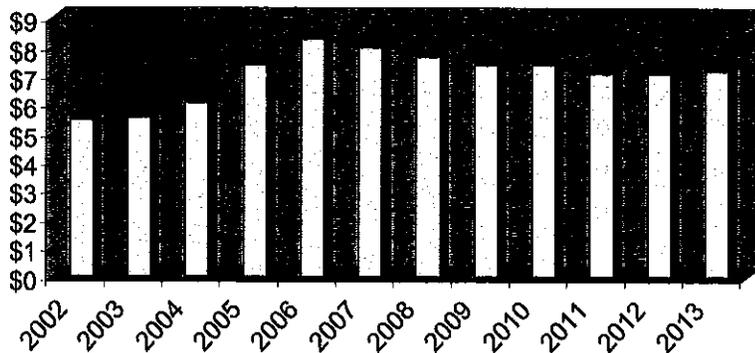
- Texas Highway Beautification Account 71, a special account within the General Revenue Fund, and
- Texas Mobility Fund



State revenues deposited into State Highway Fund No. 006 are the primary funding source for the agency, accounting for 39.7 percent of funds available for transportation projects. Slightly less than 75 percent of the state motor fuel tax revenues are dedicated for construction, improvement and maintenance of the state highway system. The available school fund receives approximately 25 percent.

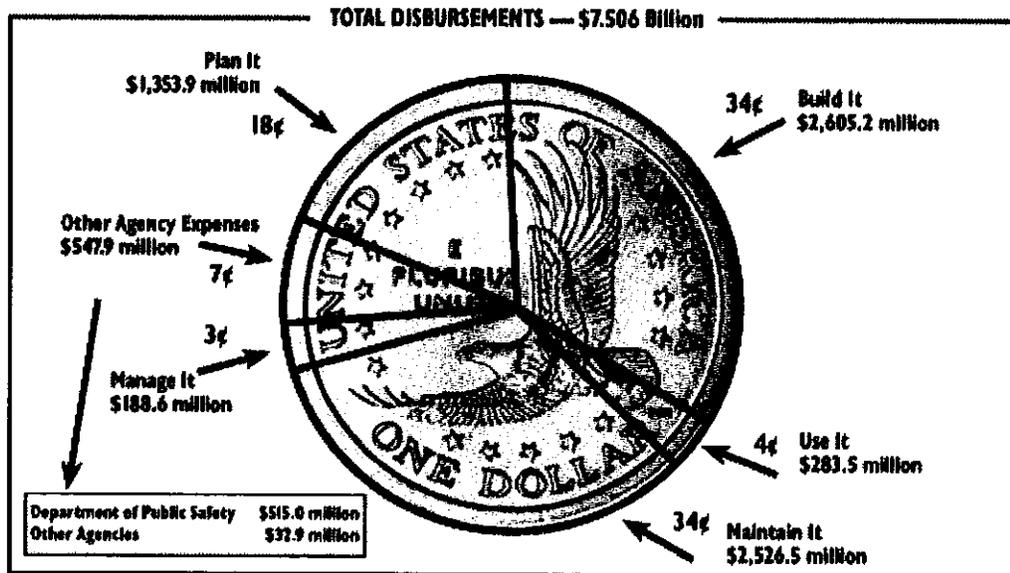


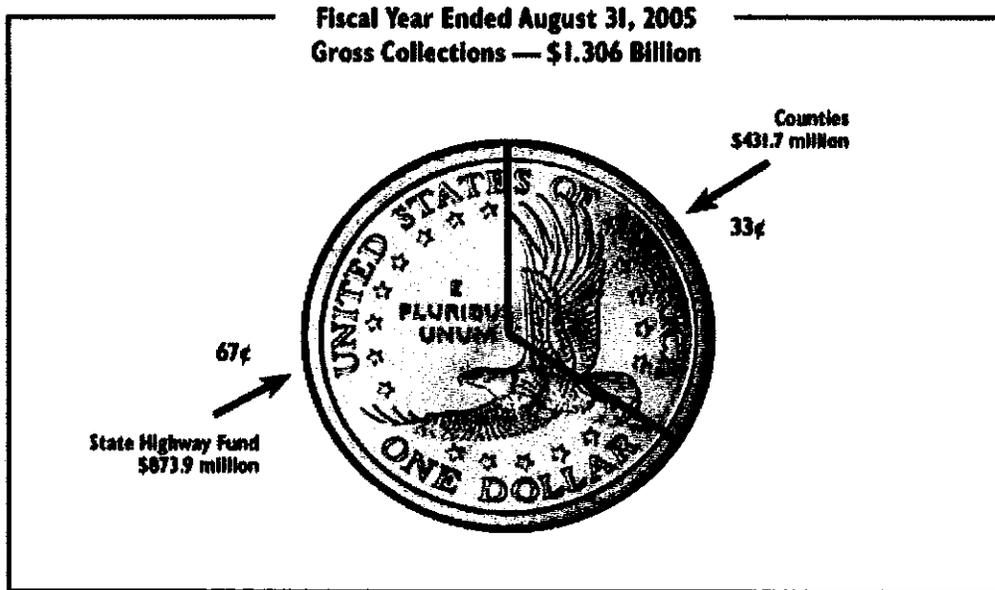
Fund 006 Actual and Forecasted Expenditures
In Billions of Dollars



Source: March 2006 Cash Forecast

TxDOT shares the vehicle registration responsibilities and fees collected with the county governments that assist TxDOT. TxDOT receives about 65 percent of the fees collected after each county retains its minimum allocation. Texas assesses no aviation fuel tax (only two other states do not tax aviation fuel) and none of the approximate \$2.7 billion in annual motor vehicle sales taxes are deposited into Fund No. 006.





Federal Role

Federal funds account for 46.5 percent of the agency's total 2006-2007 funds. The federal government taxes motor fuel at a rate of 18.4 cents per gallon for gasoline and 24.4 per gallon for diesel. Federal funds' use is restricted to aiding highway construction, planning and research, and related activities. The state must finance 100 percent of the cost of federal-aid projects up-front. As work is completed and payments are made by TxDOT, the state is reimbursed in accordance with the federal-state participation matching ratios established for the program categories. The federal Highway Trust Fund reimburses a portion (usually 80 percent, depending upon the program) of the cost of a participating project over the life of that project. In some projects, TxDOT has been using the Tapered Match program to accelerate the 80% federal participation, so that 100% of the first 80% is reimbursed, then the remaining 20% is 100% state funded, without reimbursement.

The predominant source of funding for the Texas' Transportation System continues to be revenues generated from the state motor fuel taxes and vehicle registration plus the federal user fees. The state motor fuel taxes were last increased, for both gasoline and diesel, to 20 cents per gallon in 1991. The state registration fee on vehicles was last changed beginning in 1984, with staggered increases in 1984, 1985, and 1986, the same year (1984) the basis for the fee was changed from vehicle weight to vehicle age

C. Border Region

Mexico and the United States are significant trading partners, sharing 1,254.7 miles of common border and twenty six crossings. Eighty percent of U.S.-Mexican trade, or \$243 billion of goods, travels over Texas highways. For the year 2005, approximately 3.1 million commercial trucks, 94 thousand buses, 46.9 million personally owned vehicles and 19 million pedestrians crossed the border northbound. By 2025, freight traffic is projected to grow 132 percent, which translates into an average of 260,465 commercial trucks each day on Texas roads. Currently two interstates serve the border area.

The population of the border area is approximately 10 million, and it is expected to increase by nearly sixty percent by the year 2020. This increase alone is greater than the population of twelve U.S. states. Furthermore, by 2020, inflation adjusted border retail sales are expected to increase to \$78 billion. It is anticipated that by 2020, machinery, electronics and transportation industries will be the Region's strongest growth industries.

Reflecting TxDOT's efforts to this crucial region, the Statewide Transportation Improvement Plan indicates that for the years of 2006-2008, funds equaling \$955.3 million have been committed to the El Paso, Pharr, and Laredo districts. TxDOT is divided into 25 districts; in terms of total portion of TxDOT's expenditures for 2006-2008 these districts rank respectively 7th, 8th and 10th. Additionally, TxDOT has already committed \$21 million to the construction of Border Safety Inspection Facilities (BSIFs), which will provide more efficient movement of goods across the border. Further, the Trans Texas Corridor is projected to provide a strong infrastructure for commercial flow between Mexico and the United States.

TxDOT, through its International Relations Office, coordinates with Mexican counterparts to plan for transportation needs in this important region

D. Technology Advances and Automation

Impact of technology on current agency operations

TxDOT develops partnerships and processes between the Information Systems Division's information technology (IT) providers and TxDOT business areas (DDOs). This partnering delivers IT products and services that promote effective and efficient information sharing. It ensures that the information provided is secure, accurate, timely, relevant, and easily available for integrated business solutions, which is an essential element of the information resources (IR) vision at TxDOT. Joint projects permit IT providers to research, implement, and integrate IT solutions that serve as the foundation for TxDOT business decisions and operations. It is this IT infrastructure that enables TxDOT to manage and deliver what it needs, when it needs it.

Development and continuous improvement of the department's enterprise technology architectures, standards, and infrastructure are essential elements of this vision and mission. Over three decades ago, TxDOT established and continues to build upon and maintain an IR environment with skilled personnel, and the necessary technology, infrastructure, policies, standards, procedures, and services to support all department operations and enable sound business solutions.

The department's strategic IR objectives include processes that:

- integrate IT planning and budgeting;
- structure an environment of best practices to leverage delivery success;
- define and continuously enhance data, application, and technology architecture;
- research, evaluate, select, develop, and deliver new technologies;
- provide customers with secure, timely, and efficient application and data access across all technical platforms;
- provide appropriate tools for the development, maintenance, and enhancement of applications;
- enable single points of contact for end user and service provider problem resolution;
- build capability to identify IR related training needs, design curricula, and deliver training for end users; and
- continue to build upon the established project management and quality assurance processes that are integrated into IR processes and business decisions.

These processes reduce costs, improve user satisfaction, reduce development and implementation timelines for applications and new technologies, and improve the quality and delivery of IT at TxDOT. The TxDOT Information Resource Council (IRC) is an example of these processes at work.

The IRC is responsible for IR prioritization at TxDOT. It serves this function by setting information resource strategic direction and policy. The IRC consists of the deputy executive

director, assistant executive director for engineering operations, assistant executive director for support operations, a district engineer selected by the executive director, and the director of the Information Systems Division (ISD), who also chairs the committee and serves as TxDOT's Chief Information Officer and Information Resources Manager. The IRC meets quarterly or at the call of the chairperson, and it publishes a list of currently approved projects.

Many years ago, TxDOT implemented a system development life cycle methodology as a standard process for developing IT projects. This methodology identifies a common or standard set of activities to be performed and deliverables to be produced for an IT project. Also identified are the roles that should be involved in these activities and the standards and guidelines to be followed.

The development and publication of "Office of Primary Responsibility (OPR) Roles and Responsibilities for Information Technology Assets" is another example of the efforts to continually improve IT communications. This document clarifies the roles and responsibilities forming the partnerships between the OPR and ISD for the life of IT assets. It also identifies OPR responsibilities and interrelated roles and provides references for existing and future enterprise IT efforts.

Impact of anticipated technological advances

Ongoing development and large projects benefit from the above initiatives and processes. The following is a summary of projects with significant impacts on TxDOT operations:

Safety:

Crash Records Information System (CRIS)

Motor vehicle crash information is collected by peace officers statewide. Data gathered from crash locations comprise the most comprehensive traffic safety information available and is the primary source of statistical information used to plan, fund, and monitor traffic safety programs throughout Texas. The Department of Public Safety (DPS) is the primary custodian of crash records in Texas and TxDOT uses this data to improve the safety of state-maintained roadways, railroad crossings, bridges, and all other traffic-related infrastructure and controls.

Bridge Management Information System (BMIS)

BMIS will migrate the existing National Bridge Inventory data currently stored in the Bridge Inspection database from the mainframe to a client/server database, store more elemental inspection data, implement the Maintenance and Inspection modules of the AASHTO application PONTIS, develop an automated structure log, and establish links between the client/server database and users in the districts and divisions. Districts will be able to identify and prioritize bridge maintenance projects more effectively and efficiently, plan bridge maintenance work, and provide ad-hoc reporting to justify future funding needs for 32,500 on-state system bridges and 16,500 off-state system structures in Texas.

TxRAIL Crossing Inventory System (RXIS)

RXIS will update the statewide highway-rail grade crossing inventory. This will include an on-site inventory update, verification of existing data, and collecting new data. This project will also upgrade and integrate existing and new IT architecture and infrastructure capabilities, i.e., geographic information system capabilities and multi-entity connectivity into the database. The upgrading and integration of the current database with web-based, multi-user functionality will facilitate timely, accurate and relevant analysis for effectively planning, funding and implementing the highway-rail grade crossing safety programs administered by TxDOT. Improved data collection will enable direct updates with the Transportation Planning and Programming Division, the Federal Railroad Administration and the Traffic Operations Division, and provide up-to-date data for analyzing and evaluating the efficiency of the railroad safety improvement programs.

Mobility:

Traffic Management

This project will further develop existing systems and build new traffic management systems in Texas that use information systems and communications technologies to monitor and respond to traffic conditions as they occur. These traffic systems are the foundation of intelligent transportation systems (ITS).

Statewide Analysis Model Version 2(SAM-V2)

SAM-V2 supports the analysis of complex transportation corridors. The passage of the North American Free Trade Agreement created a strong need to analyze freight traffic in the rural transportation corridors of Texas. In addition, federal legislation requires TxDOT to develop a statewide plan for all areas of the State that considers all modes of transportation. This project supports these objectives.

Electronic Government:

Licensing, Administration, Consumer Affairs and Enforcement System (LACE) Project

LACE will develop a new automated system and associated business applications to fulfill State mandates, service an increasing number of motor vehicle licensees, and provide the necessary tools, hardware, and software to accomplish these requirements in an efficient and comprehensive manner. Existing legacy systems cannot meet current requirements without a complete redesign and reprogramming.

Internet Enabling of the Texas International Registration Plan (IRPI)

This project will provide an integrated proprietary solution that includes Internet enabling for apportioned registration transactions and IRP system replacement. One vendor will provide support and routine maintenance for all automated IRP processing. Replacement and support

includes all current IRP transactions and TxDOT specific extensions for rental trailers, forestry vehicles, and 5-year token trailers. Interfaces to the Financial Information Management System, the Registration and Titling System, the Motor Carrier Credentialing System, and the Motor Vehicle Data Inquiry System are being implemented.

Internet Enabling of Motor Carrier Credentialing Processes (MCCS)

MCCS will develop an automated program to Internet enable motor carrier credentialing processes. The program will allow Motor Carrier Division customers to apply for and renew motor carrier registrations, make insurance filings, and receive motor carrier registration credentials via the Internet. Customers will be able to make vehicle substitutions, add vehicles, automatically calculate fees, and enter name and address changes online.

Traffic Safety Grant Management System (TRF e-Grants)

e-Grants will implement an Internet-enabled electronic grants and contracts system. The system will collect, process, and store all data and transactions related to processing and accounting for federal/state grants initially available through Traffic Safety. The Traffic Operations Division, with financial support from the National Highway Traffic Safety Administration, proposes to develop an electronic grants system that is a model for the Public Transportation Division, Aviation Division, Vehicle Titles and Registration Division, and Research and Technology Implementation Office grant processing. An interface with the Financial Information Management System is planned.

Efficiency in TxDOT operations planning, designing, building, operating and maintaining the transportation system:

Laboratory Information Management System (LIMS)

LIMS will define, analyze, and develop a streamlined materials testing laboratory operation process that minimizes potential errors.

LRFD / STD Precast Prestressed Concrete Girder Design and Analysis Program

This project will provide TxDOT bridge engineers and consultants with prestressed concrete bridge girder design and analysis software that is compliant with the AASHTO Load and Resistance Factor Design (LRFD) Specifications and with TxDOT design, analysis and construction policies.

Wide Area RTK Project (WARP)

WARP will provide Global Positioning System (GPS) Real-Time Kinematic (RTK) solutions to TxDOT and TxDOT contractors. This project will research, evaluate, and develop area RTK networks in various Districts based on existing TxDOT GPS stations and associated infrastructure and recommendations for long-term project direction. These networks will then be tested and integrated to support statewide solutions.

Enterprise Document Technologies Implementation and Support Project (EDTIS)

EDTIS will create a standard architecture for all TxDOT document management projects and a central infrastructure to support Austin area electronic document management users. This project will produce a standard enterprise access model and a publishing model to facilitate universal document sharing within TxDOT.

Budget Information System (BIS)

BIS will replace the current Budget Monitoring and Budget Preparation systems with a customized software package, making it easier and faster to prepare budgets, view budget data, execute budget reports, prepare reconciliations, run forecasts and view audit and history reports. This project will enhance the budgeting process for the entire agency. The new software will better integrate 14 budget processes; improve approval, balance and audit controls; add reporting flexibility; and reduce human intervention.

Stronger partnerships/Increased accountability for contractors:

Electronic Project Records System (EPRS)

EPRS will improve TxDOT's communications with its contractors. Phase 1 of this project will enable contractors to electronically submit payroll data via a secure method for update and storage. Digital certificates will be used to prevent unauthorized access to the data.

Anticipated need for automation

In order for TxDOT to complete these projects and continue to take advantage of ever changing technological advances, the following critical success factors must be an integral part of all activities of the organization:

- maintaining a TxDOT IR organization that manages and readily adapts to continuous technological innovations and changes;
- retaining qualified information resources professionals;
- improving IT project management and the development life cycle;
- improving the speed and efficiency of the procurement process and the accuracy and efficiency of the project planning process;
- delivering quality products promptly;
- researching, evaluating and implementing new technology; and
- creating an enterprise computing environment that promotes cross platform migration, uniform development, and a comprehensive technology infrastructure.

The IT activities and implementations below reflect the critical success factors for the future:

- ongoing support for doing business on the web;
- implementation of new technologies and procedures to effectively integrate geographic

- information systems with business processes and applications;
- continued investigation into integrating geographic information and global positioning data with survey and design;
- ongoing support for computer aided design, drafting and surveying technologies;
- ongoing implementation and support of electronic document management, imaging and electronic forms technologies; and
- continued development of Enterprise Systems Management to manage the network infrastructure.

Critical External Threat:

Thousands of dollars are spent annually on the detection, monitoring, and clean-up of viruses. TxDOT network monitoring indicates a yearly growth rate of 500% over the last 3 years, from 50,000 to 250,000 viruses in 2004. In 2005, there were 789,280 virus attempts on our systems. All microcomputers, including servers, are scanned for viruses to prevent loss of information or damage to files from a virus attack or infection. Virus scanning software on the TxDOT GroupWise e-mail server detects and isolates externally introduced e-mail viruses.

Degree of agency automation, telecommunications, etc.

TxDOT has over 250 software applications with associated databases or data stores. Of these, 40 are mission or agency critical, with over \$60 million invested in entering data into these systems. TxDOT supports over 15,300 workstations on the TxDOT domain at more than 840 locations statewide.

TxDOT's Enterprise Information Technology Architecture provides the framework, principles, guidelines, standards, specifications, policies, and procedures to direct the process of designing, acquiring, constructing, modifying, maintaining, and interfacing technologies, data, applications, and other information resources required to support TxDOT's business needs. The Enterprise Information Technology Architecture is designed to be secure, manageable, consistent, comprehensive, scalable, supportable, and easily integrated.

TxDOT's Core Technology Architecture defines the strategic direction for networking, telecommunications, operating systems, workstations, servers, mainframes, printers, plotters, database management systems, general purpose workstation software, groupware, enterprise system management, information systems security, and reliability and fault tolerance. The Core Technology Architecture and the associated Technology Infrastructure provide the foundation for all information resources and services at TxDOT.

The Technology Infrastructure is the result of the physical implementation of the core technologies identified in the Core Technology Architecture. The Technology Infrastructure consists of the specific components that make up the local area network, wide area network, servers, operating systems, common desktop software, and relational database management systems.

TxDOT's Geographic Information System (GIS) and Computer Aided Design and Drafting (CADD) Architectures provide the framework, principles, guidelines, standards, specifications, policies and procedures, which direct the process of acquiring, constructing, and enhancing TxDOT's engineering applications. These architectures extend the technology architecture defined in the Core Technology Architecture and utilize the basic components of the core technology infrastructure.

The Document Management Architecture provides the framework, principles, guidelines, standards, specifications, policies and procedures to direct the process of acquiring, constructing and enhancing applications that capture, store, access, and manage documents and related information. This architecture extends the technology architecture defined by the Core Technology Architecture and utilizes the basic components of the core technology infrastructure. It is also being developed in conjunction with the GIS and CADD Architecture to ensure that vector and raster engineering drawings, plan sheets, maps, orthophotography, and digital photo logs are addressed.

The Data Architecture is the conceptual description of how the data components of a computer system are organized and integrated. TxDOT's Data Architecture provides guidance for the data design process in the form of data naming, modeling, and dictionary standards, and provides a standard format for documenting system interfaces. To promote understanding and data sharing, TxDOT's Data Architecture includes a data inventory, TxDOT Online Data and Application Inventory (TODAI).

The Agency Configuration Management Plan provides overall definition and methods that form a configuration management environment for information technology assets. Configuration management provides for the identification, control, reporting, and auditing of selected configuration items.

The Application Architecture is the conceptual description of the organization and integration of computer programs. The TxDOT Online Data and Application Inventory (TODAI) provide an inventory of TxDOT applications. The TxDOT System Interface Diagrams (TSID) provides a description of the integration of TxDOT applications.

TxDOT Presence on the Internet:

TxDOT maintains a presence on the Internet to provide information and online services related to TxDOT business areas. There are over 280,000 visitors to TxDOT's web site per month and 750 email requests for information are received monthly through the web. TxDOT's web site contains over 60,000 documents. There are 2.3 million average hits to the web site each month. TxDOT also maintains 5 Intelligent Traffic System (ITS) web sites for the Amarillo, Dallas / Fort Worth, El Paso, Houston, and San Antonio districts. These sites provide a variety of traffic related information to the public. The Texas Highways web site provides information about cultural events, destinations, and other travel related information.

Applications Supported at TxDOT:

ISD is responsible for more than 82 major software application systems that support the business and engineering functions of TxDOT. The majority of these applications were developed by ISD staff, although some were purchased or developed by third party providers. These applications utilize one of the six supported operating systems, more than a dozen programming languages and over eight data management technologies on both mainframe and client/server platforms. TxDOT has 1,473 MicroStation licenses which are utilized statewide (in all 25 districts and 15 divisions) to provide CADD support for TxDOT's annual construction letting of over \$3 billion.

Engineering Production Services at TxDOT:

ISD has a Photogrammetry Branch which provides support for Planimetric Mapping, Digital Terrain Models, Aerial Photography, Digital Ortho Photos, and county and city coverage flights for approximately 500 miles of roadway in TxDOT districts each year.

ISD also has a photo lab, and film archives. Over 8,500 photographic products such as enlargements, photo indexes, contact prints, negative map reproduction, and county aperture card maps are produced each year.

TxDOT's Regional Reference Points (RRP) Network is comprised of fifty-seven Global Positioning System (GPS) base stations collecting high accuracy reference data 24 hours a day, 7 days a week. Data is available via the TxDOT web site and is accessed by surveyors, Geographic Information System (GIS) professionals, engineers, and scientists. The TxDOT RRP Network served as a model for, and is a component of the National Geodetic Survey (NGS) Continuously Operating Reference Station (CORS) network that provides a high accuracy reference framework in support of positioning across the United States.

E. Capital Improvements

TxDOT's facilities are considered significant structures that either directly or indirectly support the agency's mission and transportation functions and highway operations.

TxDOT continues to be committed to a comprehensive facilities master plan to either replace or renovate all significant substandard, noncompliant facilities statewide. Due to limited funding for capital expenditures each legislative session, TxDOT has redirected its primary goal to perform essential maintenance, emergency repairs and renovation of existing facilities.

TxDOT continues to operate in substandard facilities that are in critical need of essential repair or replacement resulting in increased emergency repairs each biennium. As a result, we are experiencing an increasing number of safety and code deficiencies and toxic mold and indoor air quality problems.

Proposed limited capital funding for new construction and major reductions during the last three biennium capital budgets, funding for new facilities will be apportioned to those that have reached the end of their useful life, have life safety concerns and code compliance deficiencies, outdated mechanical systems, are functionally inadequate and operationally inefficient due to current size of the operations.

The priorities for the FY 2008-2009 capital improvement projects are:

1. Essential maintenance and repairs, including life safety and code compliance related projects required to provide for a safe working environment for all employees.
2. Additions to and renovations of existing facilities, and
3. Land acquisitions for the expansion of existing facilities or construction of a new facility.
4. Construction of new facilities.

Appendices

- A. Description of Agency's Planning Process
- B. Current Organizational Chart
- C. Five-year Projections for Outcomes
- D. List of Measure Definitions (only for Governor's Office & LBB)
- E. Workforce Plan
- F. Survey of Organizational Excellence
- G. TxDOT Historically Underutilized Business Plan

APPENDIX A

DESCRIPTION OF AGENCY'S PLANNING PROCESS

The Texas Government Code, Chapter 2056, requires that all state agencies submit a five-year strategic plan every biennium. TxDOT's strategic plan is a formal document that communicates the agency's goals, directions, and outcomes to various audiences, including the governor and the Legislature, client and constituency groups, the general public, and the agency's employees.

A formal strategic plan has been required of all state agencies since 1992. The instructions, written by the Governor's Office and the Legislative Budget Board, tabulate the areas required to be covered in the plans. These include topics such as assessment of internal and external developments, performance measures, goals, and strategies. The instructions continue to grant some latitude in composing the strategic plan, saying "*When developing strategic plans for fiscal years 2007-11, an agency is not required to link all elements of their budget structure (i.e., goals, strategies, measures, measure definitions, and other items of appropriation) to its strategic plan.*" This gives some freedom to produce a strategic plan in whatever form makes the most sense for an agency – in contrast to the budget structure in the Legislative Appropriation Request, which is basically a detailed accounting document which must be in a very particular form for all agencies.

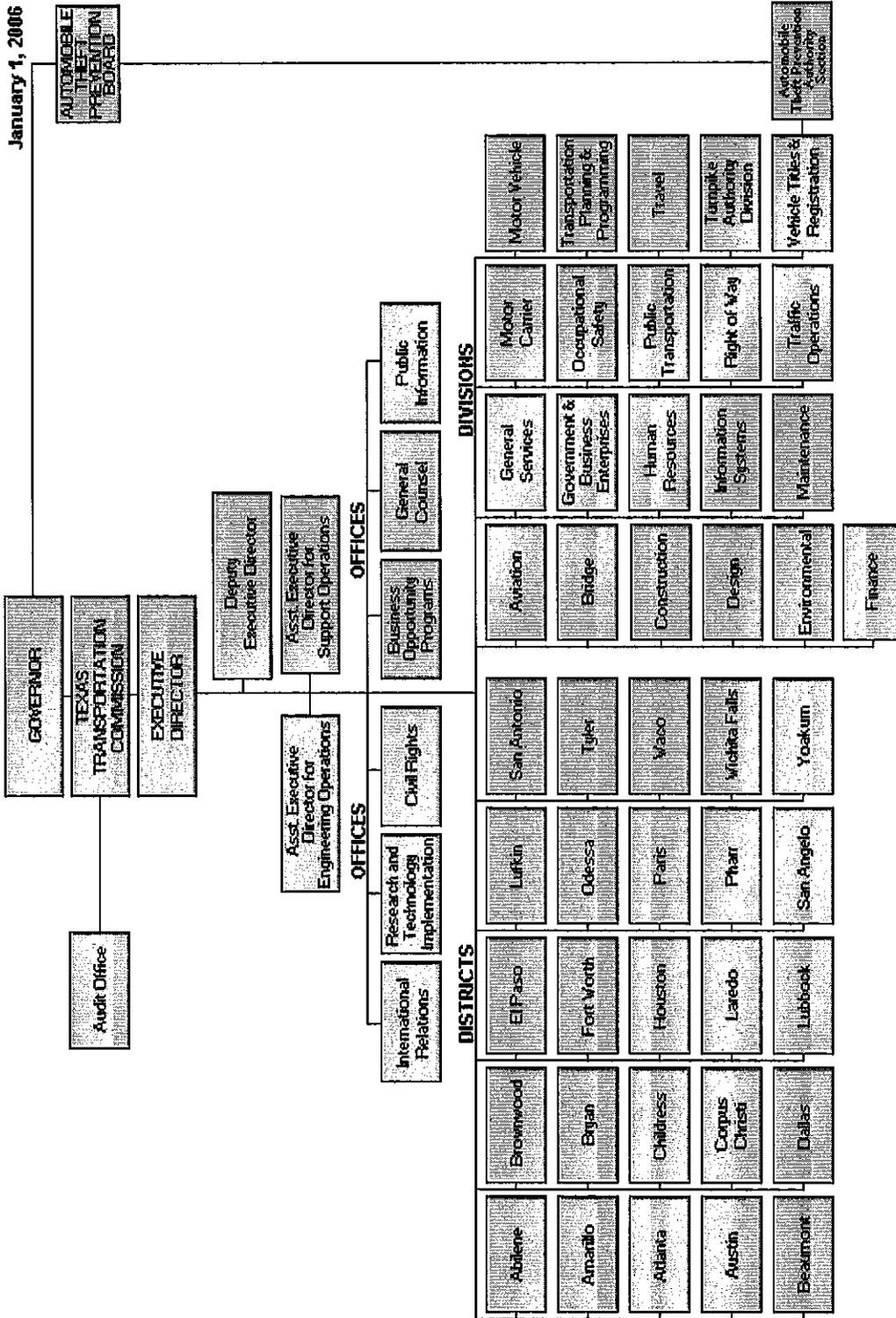
The current TxDOT planning process is centered on five Commission-approved goals:

1. Reducing congestion
2. Enhancing safety
3. Improving air quality
4. Expanding economic opportunity
5. Increasing the value of Texas' transportation assets

A mix of four fundamental strategies will be employed to carry these out:

1. Implementing innovative practices
2. Empowerment of local and regional leaders
3. Taking advantage of free-market competition
4. Focusing on customer-driven decisions

APPENDIX B CURRENT ORGANIZATION CHART



APPENDIX C
FIVE YEAR PROJECTIONS FOR OUTCOMES

Outcome Measures			Estimated Targets - FY 2007-11					
Reporting Division	Goal / Objective	Measure	Measure Type	FY 2007 TARGETS	FY 2008 TARGETS	FY 2009 TARGETS	FY 2010 TARGETS	FY 2011 TARGETS
DES	01-01	.01	OC	1.1	1.1	1.1	1.1	1
DES		.02	OC	100%	100	100%	100%	100%
CST	02-01	01	OC	80%	82%	82%	99%	99%
TRF		02	OC	53.0%	53.5%	54.0%	54.5%	55.0%
TRF		03	OC	52.2%	53.4%	54.6%	55.8%	57.0%
CST		04	OC	84%	84%	85%	74%	77%
TRF		05	OC	1.40	1.40	1.45	1.45	1.45
TRF		06	OC	1.10	1.10	1.10	1.10	1.10
BRG	03-01	.01	OC	78%	78%	78%	79%	80%
MNT		02	OC	80	80	80	80	80
TRF		03	OC	76	76.5	76.5	77.0	77.0
PTN	04-01	.01	OC	0.31%	0.31%	0.31%	0.31%	0.31%
MVD		.02	OC	70%	70%	70%	70%	70%
TRF	04-02	.01	OC	1.6	1.6	1.6	1.5	1.5

APPENDIX D
LIST OF MEASURE DEFINITIONS
(ONLY FOR GOVERNOR'S OFFICE AND LBB)

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Agency Code: 601	Agency:	Department of Transportation
Objective No. 1	1	Transportation Planning
Goal No. 1	1	Effective Planning and Design
Outcome No. 1	1	Project to Funding Ratio

Calculation Method: N Key Measure: Y New Measure: N Target Attainment: H Priority: H Cross Reference:

BL 2006 Definition

Dollar volume of projects available to be awarded divided by dollar volume of projects awarded.

BL 2006 Data Limitations

Projects can be delayed and default within the same fiscal year allowing the possibility of counting the same project more than once. This information is only applicable at the end of a fiscal year review.

BL 2006 Data Source

The primary source of the data is the dollar volume of projects awarded as reported by the Construction Division plus the backlog dollar volume of projects as reported in the Design Division Tracking System.

BL 2006 Methodology

The dollar volume of projects awarded as reported by the Construction Division plus the backlog dollar volume of projects as reported in the Design Division Tracking System divided by the dollar volume of projects awarded.

BL 2006 Purpose

This measure reflects the Departments performance toward reaching a previously established project annual letting volume goal. Meeting the established letting goal reflects the Department's commitment to planning, designing, and managing, the highway projects that meet the needs of the traveling public and developing an efficient and effective transportation system.

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Agency Code: 601	Agency:	Department of Transportation
Objective No. 1		Transportation Planning
Goal No. 1		Effective Planning and Design
Outcome No. 2		Percent of Projects Awarded on Schedule

Calculation Method: N Key Measure: Y New Measure: N Target Attainment: H Priority: H Cross Reference:

BL 2006 Definition

The dollar amount of construction contracts that are awarded each year by the Commission divided by the dollar amount of contracts scheduled to be awarded.

BL 2006 Data Limitations

This information is only applicable at the end of a fiscal year review.

BL 2006 Data Source

The primary source of the data is the dollar volume of projects awarded as reported by the Construction Division and the dollar volume of projects scheduled to be awarded on the 12 Month Letting Schedule.

BL 2006 Methodology

The dollar volume of projects awarded as reported by the Construction Division divided by the dollar volume of projects scheduled to be awarded on the 12 Month Letting Schedule minus the backlog and projects that do not go through the letting process.

BL 2006 Purpose

This measure reflects the Department's performance toward reaching a previously established project annual letting volume goal. Meeting the established letting goal reflects the Department's commitment to planning, designing and managing the highway projects that meet the needs of the traveling public and developing an efficient and effective transportation system.

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Agency Code: 601	Agency:	Department of Transportation
Objective No.	2	Transportation Construction
Goal No.	1	Construction and Reconstruction
Outcome No.	1	Percent of Construction Projects Completed on Budget

Calculation Method: N Key Measure: Y New Measure: N Target Attainment: H Priority: H Cross Reference:

BL 2006 Definition

The number of contracts completed with less than a one percent increase in cost for change orders for rework or delay due to design error compared to the total amount paid for contracts completed.

BL 2006 Data Limitations

None

BL 2006 Data Source

Data will be collected from the following computer systems: Decision Support System/Bid Analysis Management System (DSS/BAMS), Change Order Tracking System (CTS), and SiteManager.

BL 2006 Methodology

Step 1. DSS/BAMS queried to determine the number of contracts completed in a fiscal year. Step 2. CTS and SiteManager queried to determine those contracts with change order codes indicating a design error with cost increase less than one percent due to rework or delay. Step 3. Determine the final total dollar value for those contracts with design errors. Step 4. Divide sum in Step 3 by total final dollar value of completed contracts.

BL 2006 Purpose

The purpose of this measure is to determine the percentage of contracts completed within the budgeted amount. The completion of contracts within budget is an essential element in determining the department's efficiency in design.

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Agency Code: 601 Agency: Department of Transportation
Objective No. 2 Transportation Construction
Goal No 1 Construction and Reconstruction
Outcome No. 2 Percent of Two-lane Highways with Improved Shoulders

Calculation Method: N Key Measure: Y New Measure: N Target Attainment: H Priority: H Cross Reference:

BL 2006 Definition

The number of centerline miles of two-lane highways equal to or greater than 24 feet pavement width (includes shoulders) as a percent of total two lane highway centerline miles in the state.

BL 2006 Data Limitations

The data should be relatively easy to obtain through the Texas Reference Marker database as certified for the calendar year ending.

BL 2006 Data Source

Texas Reference Marker database.

BL 2006 Methodology

Total Centerline Miles of Two-lane Highways less Total Centerline Miles of Two-lane Highways less than 24 feet divided by the Total Centerline Miles of Two-lane Highways equal Percent of Two-lane Highways with Improved Shoulders.

BL 2006 Purpose

Studies have indicated that safety is improved on two-lane highways when pavement width is at least 24 feet.

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Agency Code: 601	Agency:	Department of Transportation
Objective No.	2	Transportation Construction
Goal No.	1	Construction and Reconstruction
Outcome No.	3	Percent of Railroad Crossings with Signalization

Calculation Method: N Key Measure: Y New Measure: N Target Attainment: H Priority: H Cross Reference:

BL 2006 Definition

Number of public railroad crossings in the state with signalization as a percent of the total number of public railroad crossings in the state. Signalization is defined as train activated warning devices consisting of flashing light signals or flashing light signals with gate arms.

BL 2006 Data Limitations

TxDOT maintains data on the number of signalized public railroad grade crossings in the state and the total number of crossings. It is possible that some signalization devices may be installed on public crossings off of the state highway system by railroad companies, counties, or municipalities that may not be reported to TxDOT and therefore not reported within this measure. In addition, abandonment of active rail lines, and/or elimination of crossings through projects to consolidate and close redundant, unnecessary crossings may affect this measure on a year-to-year basis.

BL 2006 Data Source

The number of total public crossings and the number of these crossings with signal devices is collected and maintained by TxDOT.

BL 2006 Methodology

The total number of public railroad crossings is divided by the number of public railroad crossing with signalization to derive the percentage of signalized public railroad crossings.

BL 2006 Purpose

Texas has more public railroad grade crossings than any other state. TxDOT administers a Federal construction program of work to install active warning devices at un-signalized public railroad grade crossings. This program has proved to be very effective in reducing the number of auto-train involved collisions, injuries, and fatalities.

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Agency Code: 601	Agency:	Department of Transportation
Objective No.	2	Transportation Construction
Goal No.	1	Construction and Reconstruction
Outcome No.	5	Urban Congestion Index

Calculation Method: N Key Measure: Y New Measure: N Target Attainment: L Priority: H Cross Reference:

BL 2006 Definition

The percentage of additional travel time due to peak period congestion. The measure uses free-flow traffic conditions on freeways and major streets as the benchmark. The measure will be calculated for the 8 transportation management areas.

BL 2006 Data Limitations

The travel times are estimates based on traffic volume counts. Directly collected travel times would be better.

BL 2006 Data Source

Highway Performance Monitoring System database and speed estimation equations developed by the Texas Transportation Institute (TTI)-for all Texas urban areas.

BL 2006 Methodology

Urban Congestion Index = Peak Period Travel Time/Free-flow Travel Time.

BL 2006 Purpose

Urban congestion results in extra travel time for people and goods. This has a negative effect on quality of life and business productivity. The solutions to urban congestion problems will require a range of different types of improvements.

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Agency Code: 601	Agency:	Department of Transportation
Objective No.	2	Transportation Construction
Goal No.	1	Construction and Reconstruction
Outcome No.	6	Statewide Congestion Index

Calculation Method: N Key Measure: Y New Measure: N Target Attainment: L Priority: H Cross Reference:

BL 2006 Definition

The percentage of additional travel time due to peak period congestion. The measure uses free-flow traffic conditions on freeways and major streets as the benchmark. The measure will be calculated for urbanized areas other than the 8 transportation management areas.

BL 2006 Data Limitations

The travel times are estimates based on traffic volume counts. Directly collected travel times would be better.

BL 2006 Data Source

Highway Performance Monitoring System database and speed estimation equations developed by the Texas Transportation Institute (TTI)-for all Texas urban areas.

BL 2006 Methodology

Statewide Congestion Index = Peak Period Travel Time/Free-flow Travel Time.

BL 2006 Purpose

Urban congestion results in extra travel time for people and goods. This has a negative effect on quality of life and business productivity. The solutions to urban congestion problems will require a range of different types of improvements.

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Agency Code: 601	Agency:	Department of Transportation
Goal No. 3		Maintenance and Preservation
Objective No. 1		System Maintenance
Outcome No. 1		Percent of Bridges Rated in Good Condition or Higher

Calculation Method: N Key Measure: Y New Measure: N Target Attainment: H Priority: H Cross Reference:

BL 2006 Definition

Number of on-system and off-system bridges not identified as structurally deficient, functionally obsolete, or substandard for load in the Bridge Inspection Database as a percentage of the total number of on-system and off-system bridges in the state.

BL 2006 Data Limitations

Specific bridge condition data are collected and input in the Bridge Inspection Database on the two-year safety inspection frequency. Accordingly, a lag may occur in database updates that show the improved bridge (rehabilitation or replacement) condition.

BL 2006 Data Source

Bridge Inspection Database maintained by the Bridge Division.

BL 2006 Methodology

Total number of on-system and off-system bridges not identified as structurally deficient, functionally obsolete, or substandard for load in the Bridge Inspection Database divided by the total number of on-system and off-system bridges in the Bridge Inspection Database, shown as a percentage.

BL 2006 Purpose

Tracking this measure over time helps TxDOT evaluate the effectiveness of its bridge replacement and rehabilitation efforts and the adequacy of overall bridge funding.

OBJECTIVE OUTCOME DEFINITIONS REPORT
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Agency Code: 601 Agency: Department of Transportation
Goal No. 3 Maintenance and Preservation
Objective No. 1 System Maintenance
Outcome No. 2 Statewide Maintenance Assessment Program Condition Score

Calculation Method: C Key Measure: Y New Measure: N Target Attainment: H Priority: H Cross Reference:

BL 2006 Definition

The Texas Maintenance Assessment Program (TxMAP) provides for the evaluation of 21 elements of the highway infrastructure divided into three main components; Pavement, Traffic Operations and Roadside. Elements are rated on a scale of one to five on randomly selected one-mile sections. Approximately 5% of the Non-Interstate System and 10% of the Interstate System are evaluated.

BL 2006 Data Limitations

This composite score is an indication of the maintenance level of service for the state's highways and roadsides. The score may vary from year to year and will be affected by available funds, traffic volumes, unexpected needs and weather.

BL 2006 Data Source

Field assessments are conducted annually under TxMAP. These evaluations are performed by personnel from the Maintenance Division.

BL 2006 Methodology

A statewide composite score is determined by taking a weighted average of the districts' average scores based on their percent of the state centerline miles.

BL 2006 Purpose

TxMAP documents are the overall condition of the highway system and allows maintenance managers to monitor the condition for determining resource needs.

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Agency Code: 601	Agency:	Department of Transportation
Goal No. 3		Maintenance and Preservation
Objective No. 1		System Maintenance
Outcome No. 3		Statewide Traffic Assessment Program Condition Score

Calculation Method: C Key Measure: Y New Measure: N Target Attainment: H Priority: H Cross Reference:

BL 2006 Definition

The statewide score as assessed by TxDOT Traffic Operations Division in the Texas Traffic Assessment Program (TxTAP).

BL 2006 Data Limitations

Since it is not possible to evaluate every traffic control device statewide, TxTAP scores are based on a relatively small sample of all traffic control devices. However, TxDOT believes that the TxTAP process provides an accurate and valuable snapshot of the uniformity/condition of traffic control devices on the state highway system both in a localized geographic area and for the state highway system as a whole.

BL 2006 Data Source

The Traffic Operations Division conducts a yearly statewide field review of traffic control devices for each TxDOT District.

BL 2006 Methodology

Various traffic control devices are evaluated in each TxDOT district annually and each district receives a score for uniformity, quality, and consistency of these devices. These twenty-five individual district scores are then averaged to derive an annual statewide average.

BL 2006 Purpose

Traffic control devices (such as pavement markings, signs, and traffic signals) play an important role in highway safety and efficiency. The TxTAP program is a tool used by the department to evaluate uniformity, quality, and consistency of traffic control devices in place on the state highway system. Use of this process allows for the agency to obtain a sampling of the uniformity/condition of traffic control devices on the state highway system and track progress in this area.

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Agency Code: 601	Agency:	Department of Transportation
Objective No. 4		Optimize Services and Systems
Goal No. 1		Optimize Services, Medical Transport, Systems, Programs, and Resources
Outcome No. 1		Percent Change in the Number of Public Transportation Trips

Calculation Method: N Key Measure: Y New Measure: N Target Attainment: H Priority: H Cross Reference:

BL 2006 Definition

The percent change in the number of trips delivered by public transportation systems statewide from the previous year.

BL 2006 Data Limitations

None.

BL 2006 Data Source

Data are submitted by transit providers to the Public Transportation Division. Projections are based on information available from the previous years and from population growth reported in the latest decennial U.S. Census, more recently published census data from the Texas State Data Center, and other demographic information.

BL 2006 Methodology

Percent increase from previous year, factoring past trends and known changes.

BL 2006 Purpose

To record the percent change in public transportation ridership.

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Agency Code: 601	Agency:	Department of Transportation
Objective No. 4		Optimize Services and Systems
Goal No. 1		Optimize Services, Medical Transport, Systems, Programs, and Resources
Outcome No. 2		Percent of Motor Vehicle Consumer Complaints Resolved

Calculation Method: N Key Measure: Y New Measure: N Target Attainment: H Priority: M Cross Reference:

BL 2006 Definition

The total of all consumer complaints resolved through informal actions, mediation, and formal hearings, divided by the total of all written consumer complaints received, expressed as a percentage. This includes Lemon Law complaints, warranty repair complaints and other written complaints received from consumers.

BL 2006 Data Limitations

Both internal (staffing, training and experience levels of personnel) and external (number of new motor vehicles sold, quality of the vehicles, and how proactive are the manufacturers) factors affect the outcome.

BL 2006 Data Source

Sources of data are the databases for Lemon Law complaint files, warranty repair complaint files and other consumer complaint files showing disposition and resolution of complaints. Records are maintained by the Motor Vehicle Division consumer complaint section.

BL 2006 Methodology

Calculations are based on the actual number of all complaints resolved divided by the number of complaints received during the period, including carryovers from prior fiscal years.

BL 2006 Purpose

The purpose of the measure is to determine the effectiveness of the agency in processing and resolving warranty complaints filed by purchasers or lessees of motor vehicles against manufacturers, distributors and converters and their dealers.

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Agency Code: 601	Agency:	Department of Transportation
Objective No.	4	Optimize Services and Systems
Goal No.	2	Public Safety and Security
Outcome No.	1	Number of Fatalities Per 100,000,000 Miles Traveled

Calculation Method: N Key Measure: Y New Measure: N Target Attainment: L Priority: H Cross Reference:

BL 2006 Definition

The number of fatalities per 100,000,000 vehicle miles traveled in the state.

BL 2006 Data Limitations

Although change in this measure is a straightforward and useful measure, many external factors can influence the measure such as inclement weather, driver behavior, and increases in vehicle miles traveled. Statewide end of year fatality data is subject to the Texas Department of Public Safety release date.

BL 2006 Data Source

The number of statewide traffic fatalities is compiled on a calendar year basis by the Texas Department of Public Safety. The number of annual vehicle miles driven are compiled by TxDOT's Transportation Planning and Programming Division.

BL 2006 Methodology

This measure is calculated by dividing the total annual statewide vehicle miles traveled by 100 million. The total number of statewide traffic fatalities are then divided by this figure which results in the number of traffic fatalities per 100 million vehicle miles traveled.

BL 2006 Purpose

Changes in the number of persons killed per 100 million vehicles miles traveled is an important measure used to evaluate overall transportation safety and provides a useful historical indicator of progress in this area.

STRATEGY-RELATED MEASURES DEFINITIONS REPORT
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Agency Code: 601	Agency:	Department of Transportation
Goal No.	1	Transportation Planning
Objective No.	1	Effective Planning and Design
Strategy No.	1	Plan, Design, and Manage Transportation Projects
Measure Type	OP	
Measure No	1	Number of Construction Project Preliminary Engineering Plans Completed

Calculation Method: C Key Measure: Y New Measure: N Target Attainment: H Priority: H Cross Reference:

BL 2006 Definition

The number of construction plans processed for letting in the Design Division and the Traffic Operations Division.

BL 2006 Data Limitations

None

BL 2006 Data Source

The primary source of the data are processed plans by the Field Area Sections. At the end of each month the Field Area Sections report the number of plans that were processed for that month.

BL 2006 Methodology

The three months of a particular quarter are added together for a total. Projections are based on historical trends of the ratio of the number of highway construction plans contracted to projected cash flow dollars for future construction letting.

BL 2006 Purpose

This measure reflects the Department's performance toward reaching a previously established goal of completing a certain number of plans. Meeting our established goals reflects the Department's commitment to planning, designing and managing highway projects that meet the needs of the traveling public, and developing an efficient and effective transportation system.

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Agency Code: 601	Agency:	Department of Transportation
Goal No. 1		Transportation Planning
Objective No. 1		Effective Planning and Design
Strategy No. 1		Plan, Design, and Manage Transportation Projects
Measure Type	OP	
Measure No. 2		Dollar Volume of Construction Contracts Awarded in Fiscal Year

Calculation Method: C Key Measure: Y New Measure: N Target Attainment: H Priority: H Cross Reference:

BL 2006 Definition

Cumulative low bid total of construction contracts awarded by the Commission within a TxDOT fiscal year (September 1 through August 31).

BL 2006 Data Limitations

None

BL 2006 Data Source

Data for this measure is obtained from letting information contained in the Design Construction Information System (DCIS) adjusted based upon those projects actually awarded and not rejected by the Commission.

BL 2006 Methodology

The data collected is based on the lowest total dollar value submitted by winning contractor in relation to other contractors bidding on the same construction contract. Performance for this measure is reported in millions.

BL 2006 Purpose

This measure provides information regarding the cost incurred by the department in the execution of contracts to construct, maintain and rehabilitate the highways and bridges in Texas.

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Agency Code: 601	Agency:	Department of Transportation
Goal No.	1	Transportation Planning
Objective No.	1	Effective Planning and Design
Strategy No.	1	Plan, Design, and Manage Transportation Projects
Measure Type	OP	
Measure No	3	Number of Projects Awarded

Calculation Method: C Key Measure: Y New Measure: N Target Attainment: H Priority: H Cross Reference:

BL 2006 Definition

The number of construction contracts that are awarded each fiscal year by the Commission.

BL 2006 Data Limitations

Unforeseen economic developments that may increase or decrease projected cash flow dollar for construction lettings will affect the anticipated target.

BL 2006 Data Source

Construction Information System (CIS) files are used as a source of data for a program that produces a report with this information. The Construction Division and the Design Division are responsible for the data.

BL 2006 Methodology

A simple count of contracts awarded during the fiscal year, taken from the aforementioned report. The method of projection is based on historical trends: the ratio of the number of highway construction contracts awarded to the projected cash available for construction lettings.

BL 2006 Purpose

This measure provides information regarding the number of highway construction contracts awarded by the department each fiscal year.

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Agency Code: 601	Agency:	Department of Transportation
Goal No.	2	Transportation Construction
Objective No.	1	Construction and Reconstruction
Strategy No.	2	Support and Promote General Aviation
Measure Type	EF	
Measure No	1	Administration & Support Costs as % of Expended Funds

Calculation Method: N Key Measure: Y New Measure: N Target Attainment: L Priority: L Cross Reference:

BL 2006 Definition

This measure represents the percentage of all the administrative and support costs associated with the amount of airport grant payments made during a given period.

BL 2006 Data Limitations

The limitation of this measure is its inability to demonstrate the efficiency with which the Department administrative activity operates. This measure depends entirely on funding received from both federal and state sources for airport development grants.

BL 2006 Data Source

Data for this measure are taken from Budget Monitoring Reports.

BL 2006 Methodology

The administrative and support costs, as determined by the Aviation Division, are all objects of expense except objects for airport grant payments (383, 384 and 385), airport loans (388), and retainage (357) for the division Airport Development Program. Administration and support also includes the indirect costs of support operations as determined by the Finance Division. To determine the administrative and support costs, the quarterly administrative and support costs expended are divided by the total quarterly grant funds expended.

BL 2006 Purpose

This measure represents the percentage of all the administrative and support costs associated with the amount of airport grant payments made during a given period.

STRATEGY-RELATED MEASURES DEFINITIONS REPORT

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Agency Code: 601	Agency:	Department of Transportation
Goal No.	2	Transportation Construction
Objective No.	1	Construction and Reconstruction
Strategy No.	2	Support and Promote General Aviation
Measure Type	OP	
Measure No	1	Number of Airports Selected for Financial Assistance

Calculation Method: C Key Measure: Y New Measure: N Target Attainment: H Priority: H Cross Reference:

BL 2006 Definition

This measure is the sum of all the airport capital improvement grants that are approved by the Transportation Commission for state or federal financial assistance.

BL 2006 Data Limitations

This measure is entirely dependent upon the amount of funding approved by the Legislature for state grants and the amount of federal funds allocated to Texas.

BL 2006 Data Source

The count comes from the minute orders approved by the Transportation Commission for the appropriate period.

BL 2006 Methodology

Each grant approved by Commission for capital improvement projects is counted to determine the number of grants approved.

BL 2006 Purpose

This measure shows the number of capital improvement grants issued to local governments for airport improvements.

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Agency Code: 601	Agency:	Department of Transportation
Goal No.	3	Maintenance and Preservation
Objective No.	1	System Maintenance
Strategy No.	1	Contract for Transportation System Maintenance Program
Measure Type	OP	
Measure No	1	Number of Lane Miles Contracted for Resurfacing

Calculation Method: C Key Measure: Y New Measure: N Target Attainment: H Priority: H Cross Reference:

BL 2006 Definition

This measure calculates the total number of lane miles receiving roadway surface improvements. These surface improvements include asphalt seal coats and asphalt concrete pavement overlays completed throughout the state by contract.

BL 2006 Data Limitations

The accuracy of the data is dependent upon the work units input into the Maintenance Management Information System (MMIS) by personnel in the district and work units input into the Design and Construction Information System (DCIS) by personnel in the Design Division.

BL 2006 Data Source

The source of data used to collect this measure is the computerized MMIS and DCIS. While MMIS reports resurfacing in square yards, the square yard units are converted to lane miles by dividing the square yards by 7,040 square yards per lane mile. DCIS reports resurfacing directly in lane miles.

BL 2006 Methodology

The actual output is arrived at by collecting the number of lane miles by the various surface treatments applied to the state's roadways by contract from MMIS and DCIS reports and summarizing them.

BL 2006 Purpose

Providing safe roadways for the traveling public and protection of the infrastructure of these roadways are of prime importance. Asphaltic seal coats protect roadway infrastructure from water intrusion into the underlying structural layers. This helps deter the water from deteriorating the base material, thereby causing a pavement failure. The presence of water in the base material during cold weather can be harmful due to the heave caused by freezing. Asphalt concrete pavement overlays are applied to not only reshape a roadway to eliminate hazardous surface aberrations, but also to add structure to a roadway to facilitate increased load carrying capabilities. Both of these measures can also provide a safer roadway by providing increased surface friction.

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Agency Code: 601	Agency:	Department of Transportation
Goal No.	3	Maintenance and Preservation
Objective No.	1	System Maintenance
Strategy No.	2	Provide for State Transportation System Routine Maintenance/Operations
Measure Type	OP	
Measure No	1	# Oversize/Overweight Permits Issued

Calculation Method: C Key Measure: Y New Measure: N Target Attainment: H Priority: M Cross Reference:

BL 2006 Definition

The number of oversize/overweight permits issued annually.

BL 2006 Data Limitations

None.

BL 2006 Data Source

This number is obtained through the automated Central Processing System.

BL 2006 Methodology

The number is obtained through the automated Central Processing System.

BL 2006 Purpose

Indicates the efficiency of oversize/overweight permitting processes as well as customer service levels. However, this number is influenced by outside factors such as the state's economy, i.e. if the economy is strong, the number of permit requests increases and vice versa.

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Agency Code: 601 Agency: Department of Transportation

Goal No.	3	Maintenance and Preservation
Objective No.	1	System Maintenance
Strategy No.	2	Provide for State Transportation System Routine Maintenance/Operations
Measure Type	OP	
Measure No	2	Number of Highway Lane Miles Resurfaced by State Forces

Calculation Method: C Key Measure: Y New Measure: N Target Attainment: H Priority: H Cross Reference:

BL 2006 Definition

This measure calculates the total number of lane miles receiving roadway surface improvements. These surface improvements include asphalt seal coats and asphalt concrete pavement overlays completed throughout the state by state forces.

BL 2006 Data Limitations

The accuracy of the data is dependent upon the work units input into the Maintenance Management Information System (MMIS) by district personnel.

BL 2006 Data Source

The source of data used to collect this measure is the computerized MMIS. While MMIS reports resurfacing in square yards, the square yard units are converted to lane miles by dividing the square yards by 7,040 square yards per lane mile.

BL 2006 Methodology

The actual output is arrived at by collecting the number of lane miles by the various surface treatments applied to the state's roadways by state forces from MMIS reports and summarizing them.

BL 2006 Purpose

Providing safe roadways for the traveling public and protection of the infrastructure of these roadways are of prime importance. Asphaltic seal coats protect roadway infrastructure from water intrusion into the underlying structural layers. This helps deter the water from deteriorating the base material, thereby causing a pavement failure. The presence of water in the base material during cold weather can be harmful due to the heave caused by freezing. Asphalt concrete pavement overlays are applied to not only reshape a roadway to eliminate hazardous surface aberrations, but also to add structure to a roadway to facilitate increased load carrying capabilities. Both of these measures can also provide a safer roadway by providing increased surface friction.

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Agency Code: 601	Agency:	Department of Transportation
Goal No.	4	Optimize Services and Systems
Objective No.	1	Optimize Services, Medical Transport, Systems, Programs, and Resources
Strategy No.	1	Support and Promote Public Transportation
Measure Type	EF	
Measure No	1	Administration and Support Costs as a Percent of Grant Expended

Calculation Method: N Key Measure: Y New Measure: N Target Attainment: L Priority: M Cross Reference:

BL 2006 Definition

The amount expended by the department in administering state and federal programs in relation to the grant dollars expended by local recipients, expressed as a percentage.

BL 2006 Data Limitations

Administrative costs remain fairly constant, while grant dollars, which are dependent on state and federal financing, fluctuate throughout the year. Constant administrative costs divided by a fluctuating grant expense distorts the efficiency value.

BL 2006 Data Source Sources of data are records maintained by the Finance Division and the Public Transportation Division. Projections are based on the review and analysis of historical expenditure records for administrative costs, combined with estimates of state and federal grant dollars available.

BL 2006 Methodology

Agency wide administrative budget expenditures are summarized and divided by the amount of grant dollars spent.

BL 2006 Purpose

To rate the efficiency of administering public transportation grants.

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Agency Code: 601	Agency:	Department of Transportation
Goal No.	4	Optimize Services and Systems
Objective No.	1	Optimize Services, Medical Transport, Systems, Programs, and Resources
Strategy No.	2	Support Medical Transportation
Measure Type	EF	
Measure No	1	Average Cost Per One-way Trip

Calculation Method: N Key Measure: Y New Measure: N Target Attainment: L Priority: H Cross Reference:

BL 2006 Definition

This measure provides an efficiency indication of the cost of providing client transportation services.

BL 2006 Data Limitations

Complete data may not be available for the reporting period at the time the report is due; therefore, projections may be included based on the data available.

BL 2006 Data Source

Sources of data are records maintained by the Public Transportation Division. Projections are based on the review and analysis of historical expenditure records.

BL 2006 Methodology

The average cost is derived by dividing the total cost of services by the number of paid one-way trips.

BL 2006 Purpose

The purpose of this measure is to report the average cost of client transportation trips.

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Agency Code: 601	Agency:	Department of Transportation
Goal No.	4	Optimize Services and Systems
Objective No.	1	Optimize Services, Medical Transport, Systems, Programs, and Resources
Strategy No.	2	Support Medical Transportation
Measure Type	OP	
Measure No	1	Recipient One-way Trips

Calculation Method: C Key Measure: Y New Measure: N Target Attainment: H Priority: L Cross Reference:

BL 2006 Definition

This measure reports the number of client transportation trips provided.

BL 2006 Data Limitations

Complete data may not be available for the reporting period at the time the report is due; therefore, projections may be included based on the data available.

BL 2006 Data Source

Sources of data are records maintained by the Public Transportation Division. Projections are based on the review and analysis of historical expenditure records.

BL 2006 Methodology

Calculations are based on actual count of client transportation trips provided.

BL 2006 Purpose

The purpose of this measure is to report the number of client transportation trips.

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Agency Code: 601	Agency:	Department of Transportation
Goal No.	4	Optimize Services and Systems
Objective No.	1	Optimize Services, Medical Transport, Systems, Programs, and Resources
Strategy No.	3	Registration and Titling
Measure Type	OP	
Measure No	1	Number of Vehicle Titles Issued

Calculation Method: C Key Measure: Y New Measure: N Target Attainment: H Priority: H Cross Reference:

BL 2006 Definition I

This measure shows the total number of all motor vehicle titles issued to vehicle owners (and lien holders) by the Vehicle Titles and Registration Division (VTR) of TxDOT in a given fiscal year. It includes all title applications processed through the County Tax Assessor-Collectors' offices, and the VTR regional and headquarters' offices. The following types of titles are included in this measure: certificates of Title (COT), Field Special COT, Title Only COT, Exempt COT, Corrected COT, Certified Copy of COT, Certificate of Authority, Salvage Vehicle Title, and Non-repairable Vehicle Title.

BL 2006 Data Limitations

No significant limitations

BL 2006 Data Source

The data for this measure is obtained from several sources, including a monthly report compiled by the VTR's Title Control Systems Branch titled, "VTR Title Production Report"; a monthly report compiled by the VTR Field Operation's Section combining the titles issued by the VTR regional offices; and a monthly exempt vehicle title report compiled by VTR's Special Plates Branch.

BL 2006 Methodology

The vehicle titles issued on the above reports are added together for a total. A projection for a future fiscal year is made through trend analysis using electronic spreadsheet software and using data from past fiscal years and current economic factors.

BL 2006 Purpose

This measure provides an understanding of the volume of all types of vehicle titles processed by the TxDOT and required by Texas laws.

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Agency Code: 601	Agency:	Department of Transportation
Goal No.	4	Optimize Services and Systems
Objective No.	1	Optimize Services, Medical Transport, Systems, Programs, and Resources
Strategy No.	3	Registration and Titling
Measure Type	OP	
Measure No	2	Number of Vehicles Registered

Calculation Method: C Key Measure: Y New Measure: N Target Attainment: H Priority: H Cross Reference:

BL 2006 Definition

This measure shows the total number of vehicles registered in Texas during a given fiscal year including those that are fee exempt. Vehicles registered in Texas are inclusive of registrations processed through the County Tax Assessor-Collectors' offices; and vehicle registrations processed directly by TxDOT's Vehicle Titles and Registration (VTR) Division.

BL 2006 Data Limitations

The third quarter of each fiscal year will have a higher volume of vehicle registrations, because many vehicle special license plate registrations are renewed in March and April. Thus, the third quarter reported performance may be higher than the allowed five percent variance. Also, since all of the exempt vehicle registrations will be reported in the fourth quarter, the fourth quarter may be higher than the allowed 5 percent variance. The year-to-date totals should be within variance.

BL 2006 Data Source

The data is retrieved from several sources including: (1) the Registration and Title System's (RTS) monthly "Registration and Title Summary Report", which provides the vehicle registrations processed by the county tax offices, and (2) monthly reports compiled by VTR SPB and Field Operations Section, which identify the special license plate registrations processed by the VTR SPB and regional offices.

Note: Report names may change with the implementation of programming changes to the RTS. If the programming changes are not implemented prior to FY06, a registration class code count report run/printed at the end of the fiscal year will be used to collect exempt registered vehicle data for this measure.

BL 2006 Methodology

The vehicles registered on the above reports are added together for a total. A projection for a future fiscal year is made by correlating past fiscal years of registration data with applicable state economic factors (past and forecasted) such as resident population.

BL 2006 Purpose

This measure tracks output performance required to administer the provisions of the motor vehicle registration and titling statutes.

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Agency Code: 601	Agency:	Department of Transportation
Goal No.	4	Optimize Services and Systems
Objective No.	1	Optimize Services, Medical Transport, Systems, Programs, and Resources
Strategy No.	4	Vehicle Dealer Regulation
Measure Type	EF	
Measure No	1	Avg Number of Weeks to Resolve a Motor Vehicle Complaint Resolution

Calculation Method: N Key Measure: Y New Measure: N Target Attainment: L Priority: M Cross Reference:

BL 2006 Definition

The average time required for a Lemon Law complaint to be resolved through the complaint resolution process, including issuance of a final decision.

BL 2006 Data Limitations

Staffing, training and the experience level of the agency's personnel impacts how long it takes to process complaints. External factors, such as the proactiveness of manufacturers and resources of consumers, impact processing times.

BL 2006 Data Source

Sources of data are the databases for Lemon Law complaint files showing the complaint filing date and the date of the final order. Records are maintained by the Motor Vehicle Division's Consumer Affairs Section.

BL 2006 Methodology

Calculation is based on average time between the complaint filing fee date and the date of the final order for all Lemon Law cases closed during the period.

BL 2006 Purpose

The purpose of the measure is to determine how efficiently the agency processes Lemon Law complaints.

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Agency Code: 601 Agency: Department of Transportation

Goal No.	4	Optimize Services and Systems
Objective No.	1	Optimize Services, Medical Transport, Systems, Programs, and Resources
Strategy No.	4	Vehicle Dealer Regulation
Measure Type	OP	
Measure No	1	Number of Motor Vehicle Consumer Complaints Resolved

Calculation Method: C Key Measure: Y New Measure: N Target Attainment: H Priority: M Cross Reference:

BL 2006 Definition

The total of all consumer complaints resolved through informal actions, mediation and formal hearings. This includes Lemon Law complaints, warranty repair complaints and other written complaints received from consumers.

BL 2006 Data Limitations

Internal factors, such as, staffing, training and experience levels of the agency's personnel impact the number of complaints resolved. External factors, such as, how proactive are the manufacturers, converters, distributors and dealers, affect the number of complaints resolved.

BL 2006 Data Source

Sources of data are the databases for Lemon Law complaint files warranty repair complaint files and other consumer complaint files showing disposition and resolution of complaints. Records are maintained by the Motor Vehicle Division's Consumer Affairs Section.

BL 2006 Methodology

Calculations are based on actual count of complaints resolved and closed during the period.

BL 2006 Purpose

The measure indicates the number of consumer complaints the agency resolves. In other words, the output of the agency.

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Agency Code: 601	Agency:	Department of Transportation
Goal No.	4	Optimize Services and Systems
Objective No.	4	Auto Theft Prevention
Strategy No.	1	Automobile Theft Prevention
Measure Type	EF	
Measure No	1	ATPA Admin & Support Costs as Percentage of Total Expenditures

Calculation Method: N **key Measure:** Y **New Measure:** N **Target Attainment:** L **Priority:** H **Cross Reference:**

BL 2006 Definition

This key measure gives the percentage of all administrative and support costs associated with the total amount of expenditures in a given fiscal year by the Automobile Theft Prevention Authority (ATPA) of the Vehicle Titles and Registration Division.

BL 2006 Data Limitations

This measure is dependent upon: 1) the level of funding received from legislative appropriations, 2) statutory provisions that allow unexpended ATPA program dollars in a given fiscal year to be rolled forward to the next fiscal year within and between biennia, and 3) statutory provisions that allow grantees up to 90 days past the end of the fiscal year to request encumbered grant dollars. Thus, the target for this measure will not be met until December after the fiscal year's end.

BL 2006 Data Source

The source of the data is the monthly Budget Monitoring Reports of the ATPA, maintained by the Finance Division, which identify current monthly expenditures.

BL 2006 Methodology

The percentage can be calculated by taking the total quarterly expenditures, less the dollar amount of grants expended for the quarter, divided by the total quarterly expenses, and multiplied by 100. Projections are based on historical expenditure records for administrative costs. A projection for a future fiscal year can be calculated by multiplying 8 percent per annum (the statutory cap on administrative and support costs) times the total projected ATPA appropriations to be established by the Legislature for the fiscal year targeted.

BL 2006 Purpose

This measure shows the proportionate cost of input resources required to administer the ATPA program which shows the level of efficiency in reducing the statewide auto theft rate.

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Agency Code: 601	Agency:	Department of Transportation
Goal No.	4	Optimize Services and Systems
Objective No.	4	Auto Theft Prevention
Strategy No.	1	Automobile Theft Prevention
Measure Type	OP	
Measure No	1	Number of Cars Stolen Per 100,000

Calculation Method: C key Measure: Y New Measure: N Target Attainment: L Priority: H Cross Reference:

BL 2006 Definition

Number of cars reported stolen per 100,000 registered vehicles in the state.

BL 2006 Data Limitations

Currently, the DPS Uniform Crime Report compiles the vehicle theft data by calendar year instead of fiscal year and the data is not available on a quarterly basis. Therefore, the data reported in this measure is for the calendar year and cannot be reported until the fourth quarter of each fiscal year.

BL 2006 Data Source

The source of data is the Unified Crime Reports (UCR) published by the Department of Public Safety (DPS) and the TxDOT Finance Division vehicle registration calendar year report. The UCR compiles statewide vehicle theft data that DPS has received from law enforcement entities. The Finance Division report compiles the vehicles registered statewide for the year.

BL 2006 Methodology

The auto theft rate is calculated by taking the total number of vehicles reported stolen in Texas from the DPS Unified Crime Reports for the calendar year, divided by the total number of vehicles registered in Texas for the same calendar year, and multiplied by 100,000. To project performance targets for a future year, a trend analysis of vehicle thefts for the past five years and current economic factors are used to project the future number of stolen vehicles by calendar year. Then, the projected number of stolen vehicles is divided by the projected number of registered vehicles in the same calendar year, and multiplied by 100,000.

BL 2006 Purpose

The purpose is to measure the performance of initiatives to reduce auto thefts in Texas.

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Agency Code: 601	Agency:	Department of Transportation
Goal No.	4	Optimize Services and Systems
Objective No.	5	Improve Rail Safety
Strategy No.	1	Rail Safety
Measure Type	OP	
Measure No	1	Number of Federal Railroad Administration (FRA) Units Inspected

Calculation Method: C **key Measure: Y** **New Measure: N** **Target Attainment: H** **Priority: H** **Cross Reference:**

BL 2006 Definition

The number of federal units (as defined by the FRA) of railroad equipment, facilities, and operations (such as trains, locomotives, freight cars, track, hazmat loading racks, or highway crossing signals) inspected by each inspector in the five rail safety disciplines of Track, Signal and Train Control, Hazardous Materials, Motive Power and Equipment, and Operating Practices.

BL 2006 Data Limitations

None.

BL 2006 Data Source

Each inspector fills out a report that details the specific inspection activity engaged in and the number of units inspected. This report is uploaded into a federal database weekly.

BL 2006 Methodology

The federal database can be accessed by supervisory personnel to total the inspections based upon the particular kind of inspection activity involved.

BL 2006 Purpose This measure is intended to show the productivity of railroad safety inspectors by making it possible to compare the amount of actual work produced by a particular inspector with the goal previously established for that inspector. This measure is important because it provides supervisors and division management with an objective basis for the evaluation of performance of individual employees, and because it also allows the Commission to determine overall division performance.

APPENDIX E: WORKFORCE PLAN

Agency Overview

Under the stewardship of a five-member Texas Transportation Commission, the Department of Transportation (TxDOT) oversees all modes of transportation. With its headquarters located in Austin, TxDOT staffs 20 divisions and 7 offices working closely with districts located in 25 geographical locations.

District offices are responsible for transportation planning and development, design, right-of-way acquisition, construction oversight and maintenance. The offices also offer access to local citizens and regional authorities who want to participate in the transportation development process. The divisions and offices form a central resource. They develop and implement policy, manage and/or perform statewide programs and provide other support and services for the districts and the public.

TxDOT's Mission/Philosophy

To provide effective and efficient means for the safe movement of people and the facilitation of trade and economic opportunity.

To maintain and enhance its position as an internationally recognized leader in the research, planning, delivery and maintenance of a world-class multi-modal transportation system.

To identify new ways of financing transportation improvements to ensure that every dollar devoted to transportation goes to addressing five key goals.

- Reduce congestion
- Enhance safety
- Improve air quality
- Expand economic opportunity
- Increase the value of the state's transportation assets

Four Fundamental Strategies

- ▶ Use new financial options to build transportation projects.
- ▶ Empower local and regional leaders to solve local and regional transportation problems.
- ▶ Increase competitive pressure to drive down the cost of transportation projects.
- ▶ Demand consumer driven decisions that respond to traditional market forces.

Five Operational Categories

Plan It: Includes all planning, designing, right of way acquisition for highways and other modes of transportation and transportation research that saves lives and money.

Build It: Includes highway and bridge construction and airport improvements.

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

Maintain It: Includes roadways, bridges, airports, the Gulf Intracoastal Waterway and ferry systems.

Manage It: Includes central and regional administration, information resources, financial matters and other support services.

Texas Department of Transportation

Workforce Plan

2007 - 2011

Anticipated Changes Over Next Five Years

Historically, the Texas transportation system has served the state well. However in recent decades it has been unable to keep pace with the state's population growth, increased road usage, new trade agreements, changing trends in business practices, and the need for additional funding and revenue sources. The transportation infrastructure, much of it built many decades ago, is now badly in need of rehabilitation and reconstruction. Significant mobility needs are at a critical point, some requiring immediate infrastructure improvements while at the same time promoting long-term economic prosperity, and a sustained ability to provide a safer transportation system and cleaner air to all Texans.

The state's leadership, Governor Rick Perry, proposes several new strategic directions for TxDOT in meeting tomorrow's transportation challenges. Project prioritizing will be at the regional level allowing local leaders to better meet their transportation needs and concerns. Funding new capacity projects will be through toll revenues so that regional and local beneficiaries realize the true cost of highway improvements. The escalating cost of highway construction and automobile fuel has made other modes of transportation more favorable as transit options; therefore, expanding transportation planning will increase into areas such as commuter/freight rail.

The economic prosperity of the state and all Texan's quality of life are inextricably tied to the value and convenience of the state's transportation systems. Infrastructure improvements, whether to the existing systems or through new alternatives, are needed to address congestion, efficiency and safety issues and will promote and sustain job growth in Texas. Texas must have multi-modal transportation systems that can economically move people and goods throughout the state. This is essential to support long-term economic vitality, quality of life, the natural environment, U.S. military preparedness, and to minimize dependency on foreign energy.

The department employs up to approximately 14,800 state workers and exercises control of a \$7.7 billion budget for transportation needs of the state. Emerging technologies, consumer demands for viable transportation options and the necessity for the right mix of workforce skills, competencies and experiences are redefining TxDOT's role and responsibility as the state's transportation leader.

A system whereby the department can develop well-trained and productive employees must include innovative foresight for progressive advancement in acquiring skills, abilities and knowledge competencies. Strategic workforce planning will allow the department to proactively integrate organizational processes that avoid labor surpluses, mitigate talent shortages (panic hiring), and establish opportunities for competent employees to advance.

The following workforce plan examines our current workforce skills level, assesses required future worker competencies and advocates for a progressive succession system, which will enhance the department's efforts in cultivating talent workers capable of meeting the challenges of the department.

Texas Department of Transportation Workforce Plan 2007 - 2011

Current Workforce Profile (Supply Analysis)

A. Critical Workforce Skills

The department employs qualified individuals in a myriad of program disciplines. Strong employee competencies are critical to meet ongoing business objectives and goals.

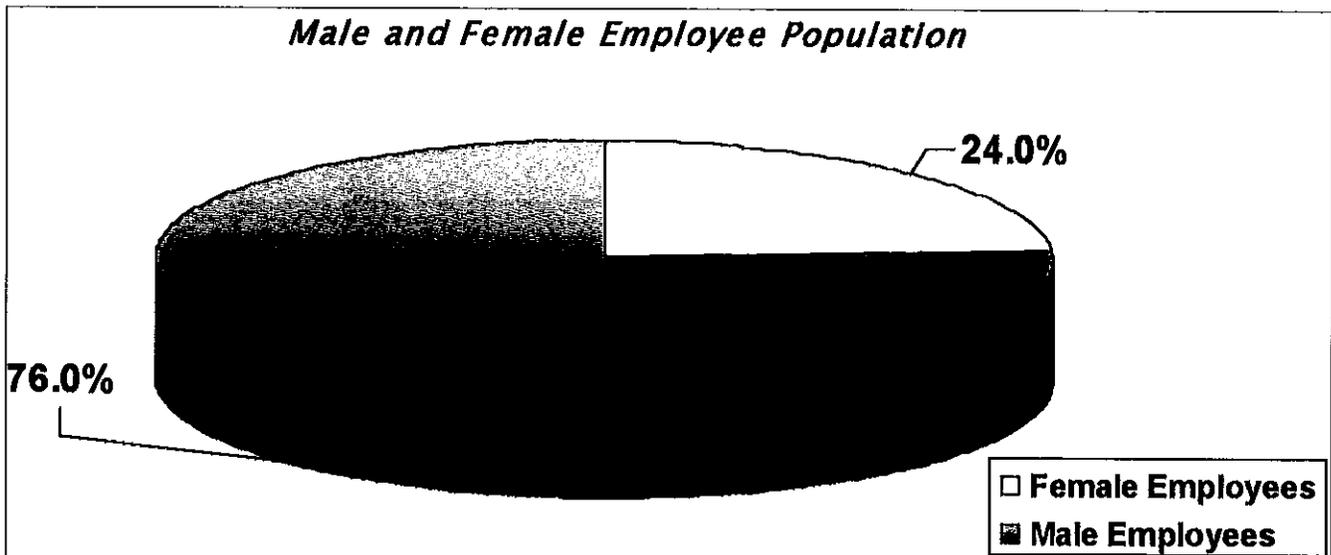
Current critical workforce skills include the following:

Management and Leadership	Technical Skills	Information Technology
Engineering/Design	Roadway Maintenance	Finance
Human Capital Management	Procurement Customer	Service Assistance
Environmental	Contract Administration	Project Management

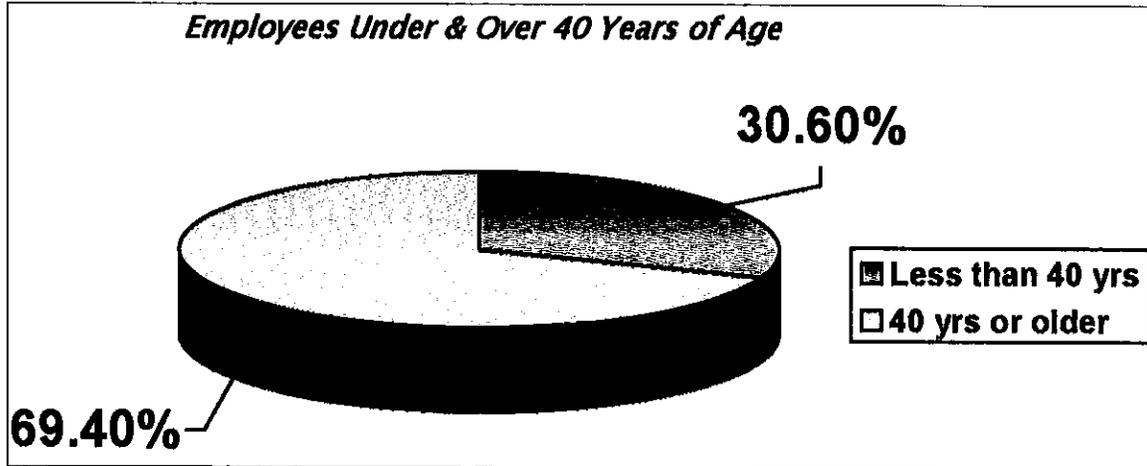
B. Workforce Demographics

Gender, Age, Diversity

Recent figures (02/28/06) show a workforce population of 14,700 employees. Of the total employees, there were 3,535 females (24%) and 11,165 males (76%). The average age is 44.2 years, and 69.4% of the employees are over the age of 40.

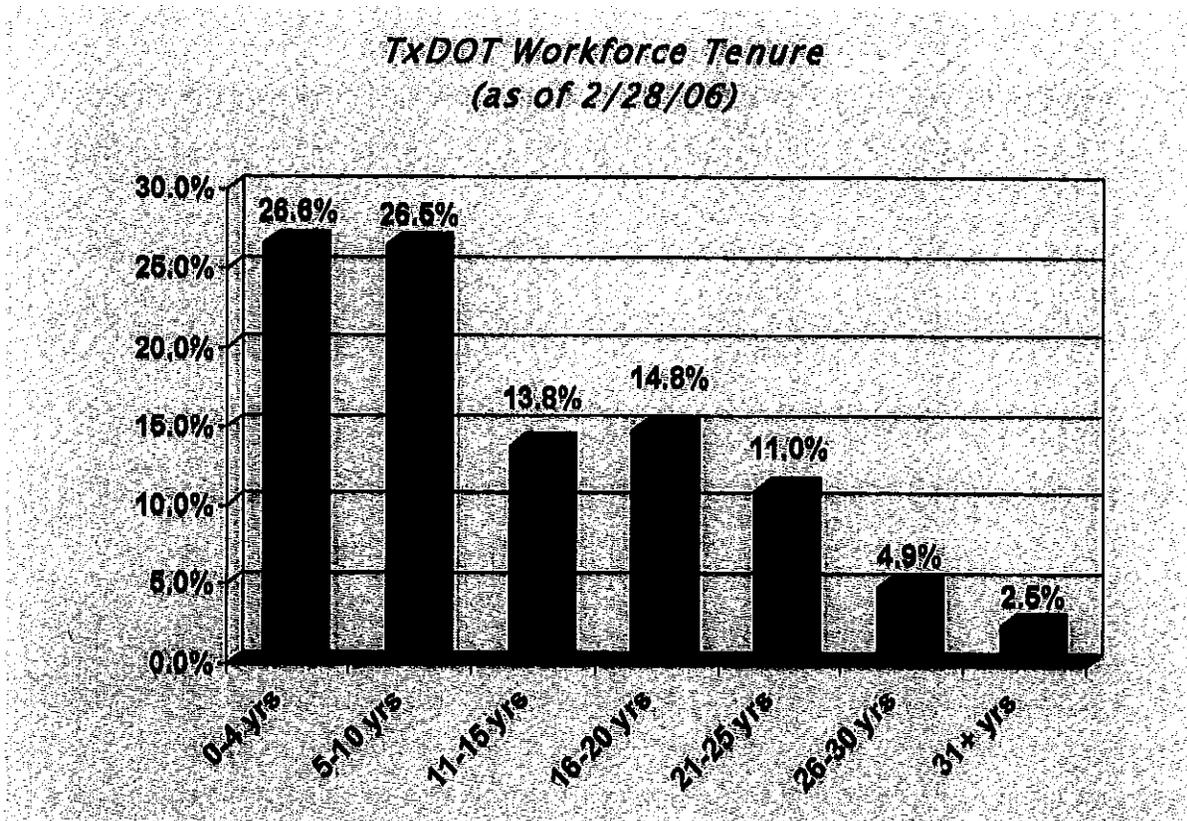


**Texas Department of Transportation
Workforce Plan
2007 - 2011**



Tenure

Of the department staff, 7806 (53.1%) employees have 10 years or less department service. There are 2178 (14.8%) employees with 16 to 20 years service while 3003 (18.4%) employees have 20+ years department service. The average length of service time is 11.5 years with overall state government longevity time at 12.3 years.



Texas Department of Transportation Workforce Plan 2007 - 2011

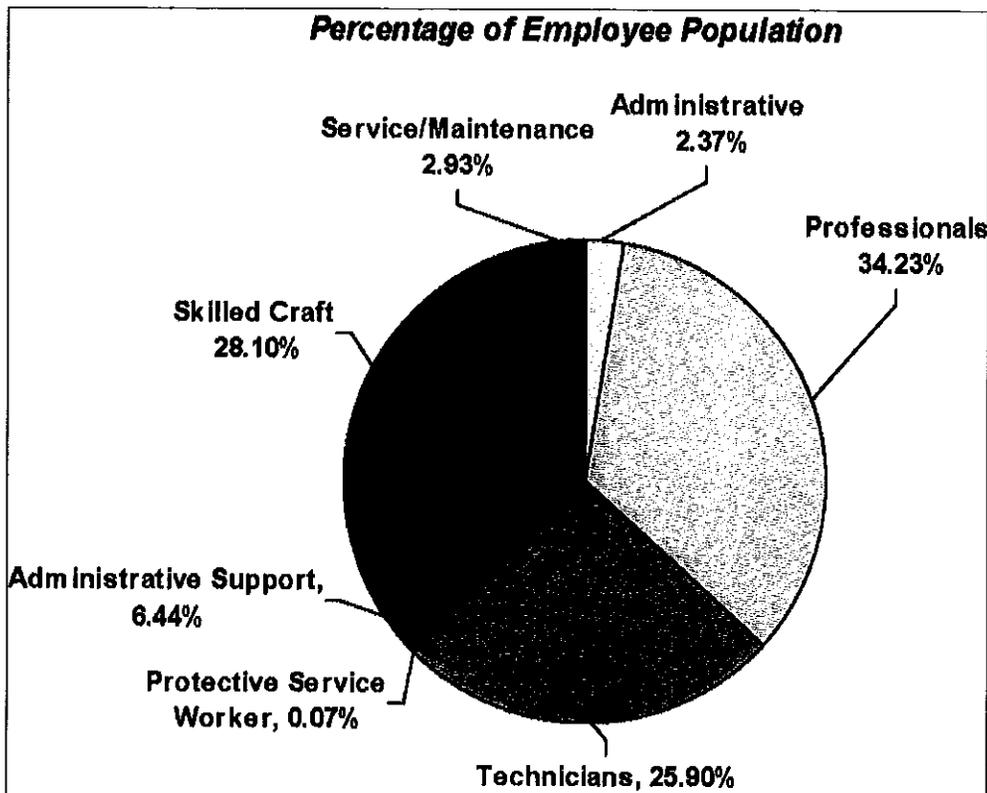
Job Categories

Three main job categories comprise the largest number of department employees. The categories, "Professionals, Technicians, and Skilled Craft," underscore the wide range of competencies utilized in accomplishing our agency's business goals.

EEO Job Categories

(figures as of 02/28/06)

	White	Black	Hispanic	Asian/PI	American Indian
Administrative	86.0%	2.6%	11.0%	.6%	0%
Professionals	69.02%	7.21%	19.34%	4.10%	.34%
Technicians	66.15%	8.33%	23.40%	1.60%	.53%
Protective Service Worker	70%	20%	0%	0%	10%
Administrative Support	62.74%	10.56%	26.08%	.42%	.21%
Skilled Craft	63.78%	8.72%	26.77%	.29%	.44%
Service/Maintenance	48.84%	14.19%	35.81%	.23%	.93%

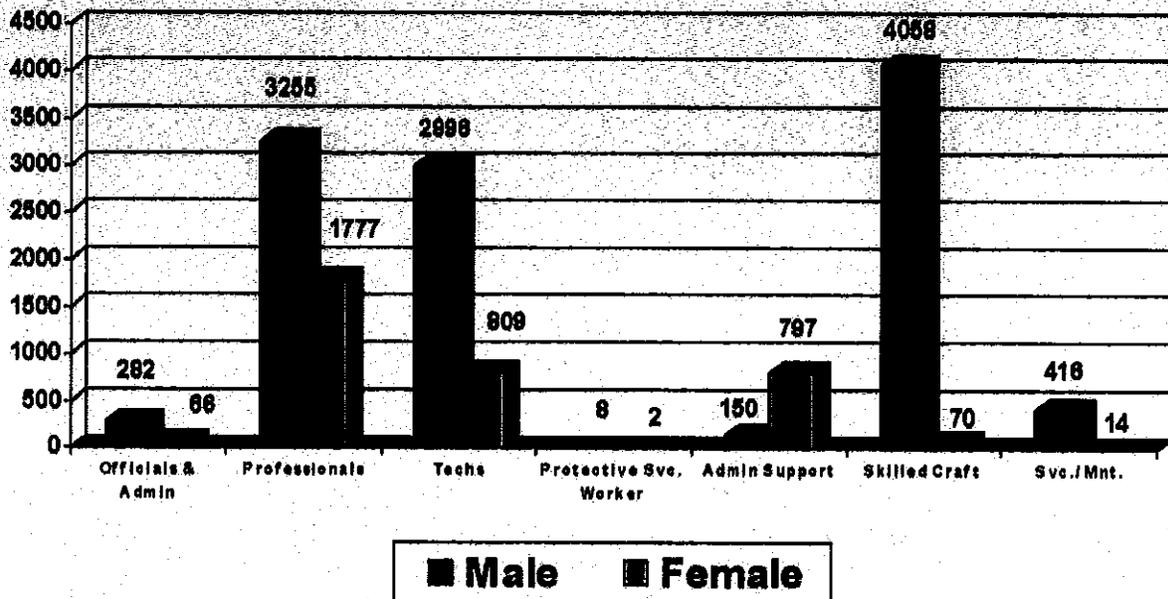


Texas Department of Transportation Workforce Plan 2007 - 2011

Gender

The department female population is represented mostly in the "Professional, Technicians and Administrative Support" job categories. The categories "Skilled Craft and Service/maintenance" have historically been occupied by males, and we continue to experience little interest by the female population in this kind of work.

Gender - Occupational Diversity
(as of 02/28/06)



C. Employee Turnover and Projected Attrition

Generally, TxDOT has enjoyed one of the lowest turnover rates among state agencies even though it continues to lose some institutional knowledge in engineering and information system resources to the private sector. The low turnover rate speaks highly for the department as it is often described as an "employer of choice."

However, recent numbers indicate a growing trend of employees with less than three years department service leaving for more lucrative positions in industry-related firms and other private sector organizations. This exiting pattern gives rise to concerns about the future loss of in-house expertise caused by the impending baby boomer retirements, the decline in the number of younger workers to fill positions left vacant by retiring baby boomers, and the increased demand coupled with the decreased availability of people skilled in professional and technical occupations.

In the Texas State Auditor's FY2005 Employee Turnover Statistics report, there is discussion about the inverse relationship between the state's unemployment rate and state government's turnover rate. The past five years has shown whenever the unemployment rate increased, the turnover rate decreased and vice versa. Also, the Texas Comptroller of Public Accounts is projecting the statewide unemployment rate to remain relatively unchanged at approximately 5.5% through fiscal year 2007.

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The continued focus in the news media and by well-known human resources strategists of the impending talent shortage is based on two looming trends; the retirement of the Baby Boom generation and a growing skills gap. The department, through carefully directed workforce strategies, can position itself for a strong future by having the right people – highly developed skills and a strong knowledge base – on board to produce stability and continuity.

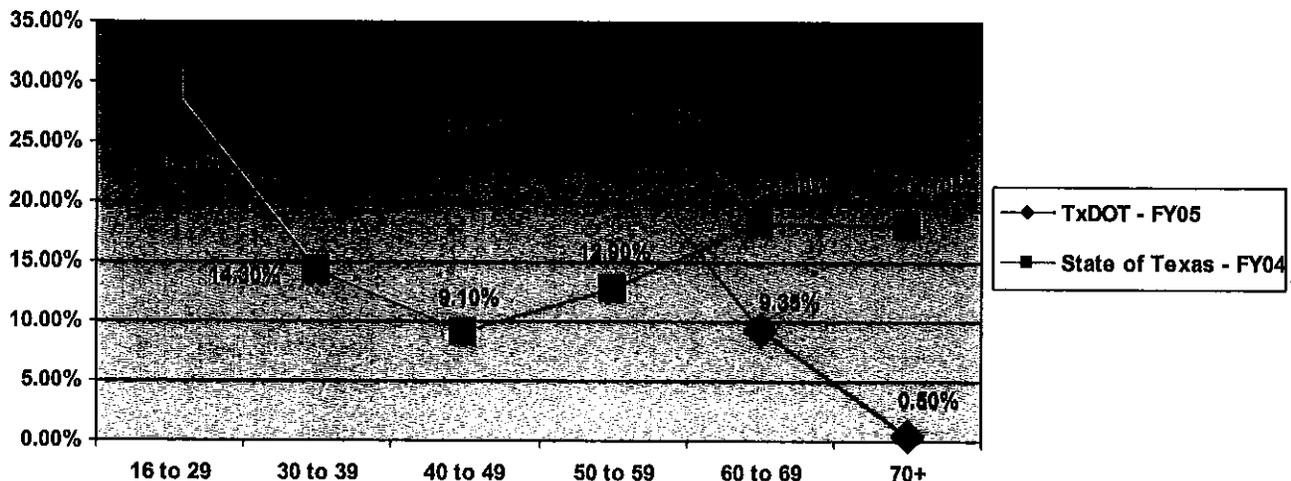
EMPLOYEE TURNOVER FIVE-YEAR TREND					
Fiscal Year	2001	2002	2003	2004	2005
TxDOT	10%	8.0%	11%	8.0%	10%
All Agencies	17%	14%	17%	15%	17%

Length of Service

Tenure of Separating Employees Compared to Tenure of All Employees FY2005				
Tenure in Years	# Separating Employees	% Separating Employees	All Employees	% All Employees
0 – 4	731	47.68 %	3,826	26.27%
5 – 10	288	18.79%	3,779	25.95%
11 – 15	120	7.83%	2,076	14.25%
16 – 20	104	6.78%	2,268	15.57%
21 -25	109	7.11%	1,571	10.79%
26 - 30	106	6.91%	658	4.51%
31 & above	75	4.89%	386	2.65%
Total	1,533	100%	14,564	100%

Age

Age of Separated Employees



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Occupations

Employee turnover within the department increased 2% in FY2005 compared to FY2004. Also, the comparison showed some job category turnover rates of 10% or more with significant increases noted in the civil rights, maintenance and environmental job categories.

BUSINESS JOB CATEGORIES	FY01	FY02	FY03	FY04	FY05
	%T/O RATE	%T/O RATE	%T/O RATE	%T/O RATE	%T/O RATE
A-EXECUTIVE/ADMINISTRATIVE/CLERICAL/LEGAL	11.1%	9.7%	12.1%	8.0%	10.3%
B-FINANCE/ ACCOUNTING	6.5%	8.3%	9.5%	6.6%	6.6%
C-INFORMATION TECHNOLOGY	9.8%	6.5%	7.5%	5.8%	7.3%
D-ARCHITECTURE	6.7%	0.0%	6.6%	2.3%	8.5%
E-ENGINEERING/ ENGR. SUPPORT	8.5%	6.1%	8.6%	6.2%	8.2%
G-CIVIL RIGHTS/BUSINESS OPPORTUNITY	7.7%	3.3%	13.9%	7.1%	14.5%
H-HUMAN RESOURCES	9.2%	8.5%	8.7%	13.4%	8.3%
I-OCCUPATIONAL SAFETY	5.5%	8.7%	8.4%	5.2%	5.0%
J-GENERAL SERVICES CONTRACTS/PURCHASING	9.3%	9.4%	12.1%	8.7%	9.7%
K-MAINTENANCE/SKILLED CRAFT/FERRY OPERATIONS	9.9%	9.5%	13.4%	9.3%	12.3%
L-LABORATORY/MATERIALS	9.6%	7.6%	9.1%	6.8%	11.6%
M-MOTOR VEHICLE/VEHICLE TITLE & REGISTRATION	8.5%	8.8%	14.9%	6.1%	11.4%
N-PLANNING/ENVIRONMENTAL/AVIATION/PUBLIC TRANSPORTATION/LEGISLATIVE	12.5%	9.2%	9.7%	12.6%	12.7%
P-RIGHT OF WAY	10.0%	8.2%	10.8%	7.7%	11.0%
Q-TRAVEL/ PUBLIC INFORMATION	10.7%	9.3%	5.4%	13.1%	10.1%
V-ENVIRONMENTAL	n/a	n/a	9.1%	11.6%	18.7%
Z-NOT DEFINED	22.7%	8.1%	28.6%	10.2%	5.3%
TOTAL	9.50%	8.18%	11.04%	8.0%	10.4%

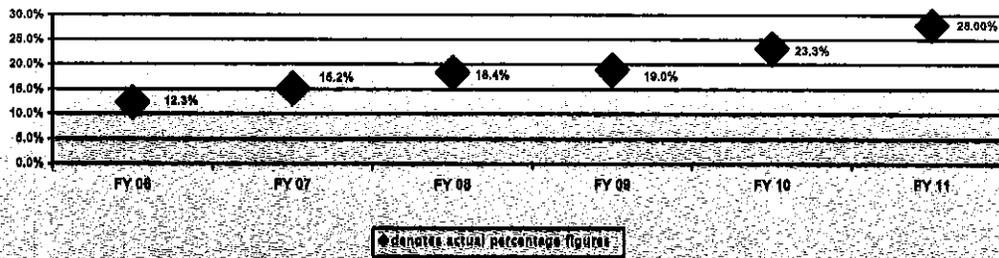
D. Retirement Eligibility

Turnover due to retirement is important to department operations because of the loss of institutional knowledge and expertise. It also affects the level of succession planning the organization should implement to attract new employees and/or train existing staff in key competencies to assume important functions and leadership roles.

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The chart below depicts the actual projected increases in the number of employees eligible to retire. Given current data the department can project that approximately 28% of its workforce will be eligible to retire by FY2011. In FY2005, the average age of retiring employees was 56.7 years with 23.1 years of TxDOT service time.

Retirement Eligibility



Retirees by Job Category

Twelve categories indicate 30+% of employees may become eligible to retire over the next five years. About 28% of the workforce could retire by 2011. This turnover, as a result of retirement eligibility, could have an enormous impact on positions vital to future business goals.

BUSINESS TITLE CATEGORY	% Eligible FY06 or Before	% Eligible FY07 or Before	% Eligible FY08 or Before	% Eligible FY09 or Before	% Eligible FY10 or Before	% Eligible FY11 or Before
A-EXECUTIVE/ ADMINISTRATION/ CLERICAL/LEGAL	15.01%	18.78%	21.86%	23.33%	28.29%	31.98%
B-FINANCE/ ACCOUNTING	10.62%	15.38%	19.78%	21.56%	25.28%	35.17%
C-INFORMATION TECHNOLOGY	11.28%	13.87%	16.77%	17.69%	20.69%	24.43%
D-ARCHITECTURE	13.95%	13.95%	20.93%	22.45%	26.53%	38.77%
E-ENGINEERING/ ENGR. SUPPORT	9.98%	12.34%	15.38%	16.23%	20.25%	24.80%
G-CIVIL RIGHTS/BUSSINESS OPPORTUNITY	20.69%	20.69%	31.03%	34.62%	13.31%	46.15%
H-HUMAN RESOURCES	17.31%	21.79%	24.36%	24.53%	32.10%	35.85%
I-OCCUPATIONAL SAFETY	21.67%	25.00%	30.00%	33.33%	39.68%	42.86%
J-GENERAL SERVICES /CONTRACTS/PURCHASING	14.64%	18.83%	21.97%	25.15%	32.45%	36.30%
K-MAINTENANCE/SKILLED CRAFT/FERRY OPERATIONS	12.87%	15.65%	19.20%	18.23%	22.29%	26.41%
L-LABORATORY/MATERIALS	11.32%	13.75%	16.17%	19.77%	25.29%	29.94%
M-MOTOR VEHICLE/VEHICLE TITLE & REGISTRATION	21.01%	24.85%	27.51%	27.89%	32.11%	36.62%
N-PLANNING/AVIATION/PUBLIC TRANS./LEGISLATIVE	9.55%	11.80%	13.20%	21.32%	25.26%	32.10%
P-RIGHT OF WAY	15.72%	19.21%	21.40%	25.55%	30.84%	36.12%
Q-TRAVEL/PUBLIC INFORMATION	13.33%	15.76%	20.61%	19.89%	26.52%	33.15%
V-ENVIRONMENTAL	7.50%	10.00%	11.67%	12.03%	14.29%	18.04%
Z-NOT DEFINED/ SPECIAL CASES	13.33%	13.33%	16.67%	34.78%	39.13%	43.48%
TOTAL	12.33%	15.16%	18.38%	18.97%	23.28%	27.65%

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While the supervisory, midlevel and executive employees make up only about 15% of those eligible to retire, eligibility data forecasts the department could experience a 50% turnover rate between now and 2011.

Percentage of Management Staff eligible to retire within the next five years

MANAGER/WORK LEVEL	FY06 OR BEFORE	FY07 OR BEFORE	FY08 OR BEFORE	FY09 OR BEFORE	FY10 OR BEFORE	FY11 OR BEFORE
SUPERVISOR	16.83%	20.51%	26.44%	33.33%	40.38%	45.35%
BRANCH	15.13%	20.17%	24.79%	28.57%	34.87%	45.38%
SEC/STAFF	17.20%	21.57%	27.11%	32.36%	39.07%	47.07%
EXEC MGR	21.82%	25.45%	30.91%	40%	49.09%	72.70%
EXEC DIR	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
TOTAL	16.89%	21.02%	26.57%	32.51%	39.41%	47.42%

Projected Attrition

An employee turnover review was conducted for FY2005, examining the reasons for leaving, length of department service and employment movement within occupational categories. In addition to this review, a four-year trend analysis was performed on data compiled from the State of Texas Employee Exit Survey.

	FY02		FY03		FY04		FY05	
career	15	6.0%	18	6.4%	16	6.4%	24	8.2%
childcare	4	1.6%	3	1.1%	2	0.8%	6	2.0%
conditions	7	2.8%	8	2.9%	17	6.8%	15	5.1%
coworkers	0	0.0%	2	0.7%	3	1.2%	3	1.0%
health	12	4.8%	11	3.9%	14	5.6%	11	3.7%
location	3	1.2%	2	0.7%	6	2.4%	8	2.7%
mgr issues	15	6.0%	18	6.4%	18	7.2%	20	6.8%
other	3	1.2%	5	1.8%	5	2.0%	3	1.0%
pay	62	24.9%	47	16.8%	77	30.8%	99	33.7%
relocation	8	3.2%	12	4.3%	13	5.2%	13	4.4%
resources	3	1.2%	0	0.0%	2	0.8%	1	0.3%
retirement	65	26.1%	119	42.5%	43	17.2%	69	23.5%
school	42	16.9%	29	10.4%	32	12.8%	18	6.1%
self employed	9	3.6%	4	1.4%	2	0.8%	3	1.0%
training	1	0.4%	2	0.7%	0	0.0%	1	0.3%
Grand Total	249	100.0%	280	100.0%	250	100.0%	294	100.0%

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BUSINESS TITLE CATEGORY	FY2002			FY2003			FY2004			FY2005		
	AVG* O/B	TOTAL SEPS	ANN** T/O	AVG O/B	TOTAL SEPS	ANN T/O	AVG O/B	TOTAL SEPS	ANN T/O	AVG O/B	TOTAL SEPS	ANN T/O
A-EXECUTIVE/ ADMINISTRATION/ CLERICAL	1,348.5	131	9.71%	1,325.30	181	12.15%	1,272.00	102	8.02%	1,310.0	135	10.31%
B-FINANCE/ ACCOUNTING	279.0	23	8.24%	285	27	9.47%	272	18	6.62%	270.3	18	6.66%
C-AUTOMATION	675.3	44	6.52%	684.3	51	7.45%	655	38	5.80%	653.3	48	7.35%
D-ARCHITECTURE	46.0	0	0.00%	45.5	3	6.59%	43.5	1	2.30%	47.0	4	8.51%
E-ENGINEERING/ ENGR. SUPPORT	4,248.8	259	6.10%	4,330.00	371	8.57%	4,192.80	258	6.15%	4,364.0	358	8.20%
G-CIVIL RIGHTS	31.0	1	3.23%	28.8	4	13.89%	28.3	2	7.07%	27.5	4	14.55%
H-HUMAN RESOURCES	234.0	20	8.55%	230.3	20	8.68%	164	22	13.41%	155.0	13	8.39%
I-OCCUPATIONAL SAFETY	57.8	5	8.65%	59.8	5	8.36%	58.3	3	5.15%	59.8	3	5.02%
J-GENERAL SERVICES	518.8	49	9.44%	510.5	82	12.14%	473.5	41	8.66%	481.0	47	9.77%
K-MAINTENANCE	5,534.0	526	9.50%	5,552.80	743	13.38%	5,186.00	483	9.31%	5,455.8	672	12.32%
L-LABORATORY	385.0	29	7.53%	394.8	36	9.12%	368	25	6.79%	350.8	41	11.69%
M-MOTOR VEHICLE	360.0	32	8.89%	356.8	53	14.85%	342.5	21	6.13%	366.3	42	11.47%
N-PLANNING/AVIATION /PUBLIC TRANS./LEGISLATIVE	380.8	35	9.19%	298.8	29	9.71%	293.8	37	12.59%	344.8	44	12.76%
P-RIGHT OF WAY	254.8	21	8.24%	250.5	27	10.78%	233.8	18	7.70%	234.8	28	11.08%
Q-TRAVEL/PUBLIC INFORMATION	161.3	15	9.30%	167	9	5.39%	160.3	21	13.10%	157.8	16	10.14%
V-ENVIRONMENTAL	0.0	0	0.00	121.3	11	9.07%	120.8	14	11.59%	123.0	23	18.70%
Z-NOT DEFINED/ SPECIAL CASES	11.0	1	9.09%	3.5	1	28.57%	29.5	3	10.17%	37.8	2	5.30%
TOTAL	14,525.8	1,191	8.20%	14,614.3	1,613	11.04%	13,893.8	1,107	7.97%	14,438.5	1,498	10.36%

PLEASE NOTE: State turnover rate is the percentage of full-time classified state employees who voluntarily and involuntarily separate from the State.

* AVG O/B (average on board) is the sum of full-time employees active on the payroll at the end of each quarter divided by 4.

**ANN T/O is the annual percent turnover for the fiscal year.

Turnover data for the department reveals that the number of employees leaving has ranged from 8% to 11% during the past four years, and in FY2005 it was 10%. This is relatively low in comparison to the statewide rate. Typically the employee exit survey response rate averages about 24% with pay ranking #1 as the motivating factor for separation of employment. Also, these same employees tell us they are going to the private sector with possibly a \$5,000 or more increase in annual salary. While the majority of leaving employees (54%) would work for the department in the future, they would like to see a change in the compensation and benefits area.

Department data for FY2005 voluntary separations show 41% left for personal reasons, 29% for retirement, 19% for inadequate salary, and 11% for other reasons. The largest departure in an occupational category was maintenance (41.8%) followed by engineering (29.0%), while the other categories together comprised less than 10%. Also, the greatest number of employees leaving did so with less than three years of department service; with significantly lower separation levels after the fourth year of service time.

A significant number of employees cite "personal reasons" when separating from state employment. A previous State Auditor's Office turnover report states past perception has been that departing employees use this reason to ensure neutral or favorable job references when, in fact, other reason leaving codes would be more appropriate. This certainly impacts determining the real underlying reason for employee departures.

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Overall, a review of both the exit survey and data collected does suggest that pay influences on employee separation is a significant factor, particularly in the first few years of employment. A look at the department's entry level salaries along with career progression during the early years of employment may be warranted.

Future Workforce Profile (Demand Analysis)

A. Future Staffing Outlook

A population growth surging to approximately 30 million and shifting demographic trends will increase the state's demand for efficient movement of goods and people. Five years ago it was estimated that two-fifths of the state and local government employees would be eligible to retire in 15 years. HR strategists are now predicting that by 2008 a wealth of skills and experience will begin to disappear from the job market.

A workforce crisis may also be triggered by the convergence of two demographic trends: the growing number of aging Baby Boomers exiting and the much smaller available number of younger people who follow behind them. Competition for younger knowledge workers trained in "hard skill" disciplines such as science and engineering will become very competitive in the marketplace. Certain clusters of occupational groups will see a dramatic increase in vacancies due to employee retirements including executive, administrative and managerial occupations. Some of the fastest growing occupations in Texas will require high levels of education and skills while also demanding higher wages. According to the Bureau of Labor Statistics (BLS), professional and technical occupations such as engineers, architects, and environmentalists are expected to grow faster and open more new positions than any other occupations.

Higher-skilled professions will require more education and better communication, math, information technology, and reasoning skills. TxDOT has already identified a potential problem in recruiting engineering graduates as the number of students graduating with engineering degrees has been on the decline. Demographics show not only will more skills and education be needed, but that the workforce will be less skilled and less educated due to waning student interest in science and engineering coupled with academia's inability to keep pace with the rapid technology expansion and complexity. Additionally, the hiring of other types of engineers, i.e., petroleum, and higher starting salaries in the private sector, has exacerbated our problem in hiring newly graduated and/or licensed engineers.

B. Gap Analysis

Faced with potential significant changes in the labor market, TxDOT is challenged to acquire, develop, deploy and retain a competent workforce. The Standing Committee on Training (SCOT) is working towards a comprehensive strategic training program that will address and sustain a management and technical training program. The strength of the workforce engaged in TxDOT work will be analyzed as a continual part of the business goals contained in the strategic plan and within legislative governance.

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Skills and capabilities needed for current/future talent supply:

Management and Leadership	Technical Skills	Information Technology
Engineering/Design	Roadway Maintenance	Finance/Economics
Human Capital Management	Procurement	Customer Service Assistance
Environmental	Contract Administration	Aviation/Rail/Waterway
Marketing/Negotiation	Project Management	Multi- modal Transportation
Law	Public Policy	Asset Management

C. Strategy Development

For TxDOT to be competitive in the talent pool market war, a renewed emphasis on employee engagement will be necessary. A recent Deloitte research study asked employees about expectations from their employers. The top three responses were interesting, challenging work, open two-way communication and opportunities for growth and development.

These responses mirror The *Survey of Organizational Excellence*, conducted by the School of Social Work of the University of Texas at Austin during the spring of 2006, which is designed to assist management in analyzing the organization for continual improvement. Survey results also showed fair pay as an area for concern based on low scoring by employees. Scoring levels indicate employee viewpoints regarding the competitiveness of the total compensation package and it also addresses how well the package “holds up” when employees compare it to similar jobs in their communities.

Such responses could become conventional employee attitude, thus the focus of our attraction, motivation, and retention strategies, will be on the flexibility to shift with marketplace demands. Most common retention strategies often fall short of resolving turnover issues and fail to recognize the things that generate the most value and matter to most employees.

Job rotation and cross training programs (in-house talent cultivation) and the feasibility of a succession planning program, an entry-level engineer’s program, and developing career progression models (management, leadership and technical) are all examples of workforce strategies that lend itself to building and strengthening the department’s core business units. A look at certification programs is needed to equip employees with increased skills in the area of project management and other technical areas.

The Standing Committee on Training (SCOT) is dedicated through its efforts to address critical training needs in technical areas. The department should consider adopting a uniform and well communicated plan for the development, tracking, delivery and evaluation of all department training delivered or attended. This measurement allows the department to take a pro-active stance to addressing immediate training and development needs as they occur rather than being reactive to documented trends.

TxDOT continues to work with local Texas Prefreshman Engineering Programs (TexPREP), an eight-week academic enrichment program for middle and high school students, to encourage students to pursue careers in transportation. Also, department personnel work with colleges and universities by providing input into school curriculum development to assure students have the foundation knowledge needed for successful careers in transportation.

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TxDOT already offers a range of talent market programs that drives its organizational success through attraction and retention of transportation knowledge-based workers. These programs include accelerated hiring processes, high school/college summer employment opportunities, a balanced work and life environment, flexible work schedules, career development programs, temporary recruitment programs, job rotation/cross training, executive training, tuition assistance, award and recognition programs, recruitment and retention bonuses.

The department has also joined the ranks of other state transportation agencies in implementing a new initiative called Knowledge Management. This project involves a visionary approach to identifying, collecting and cataloging "legacy and present knowledge" into one repository capable of providing information services through decentralized networks to users. The idea behind the approach is to provide information tools that capture critical business knowledge while at the same time create an environment which can facilitate learning by employees from in-house professionals, support continued knowledge development and provide a forum for sharing best practices.

If forecast trends hold true and the labor pool begins to tighten, TxDOT will need to assess its competitive position and align its recruiting, hiring and training programs. It must offer competitive salaries and promote employees higher in salary ranges (within budget constraints) to connect employee engagement with business performance. The development and promotion of in-house talent will be essential for long term mission objectives.

Now is the time to establish a career ladder progression for the next generation of TxDOT leadership. Data and demographics can lay the foundation in determining employee retirements and targeted areas for organizational change, and provide the business need for creative recruitment strategies. Competition for the same pool could become fierce between the private sector, government and not-for-profit organizations. Ensuring employee competency readiness from the policy level to the execution level will provide the department with the most productive and efficient workforce.

Attracting and retaining critical work segments in our department will require positioning our agency as top draw in the public sector transportation world. Future employee development programs will have a central focus on maximizing already acquired employee knowledge, skills and abilities and cultivating additional strengths to enhance the full suit of management skills, abilities and technical expertise. Management leadership will push towards stronger analytical and business intelligence capabilities. This means a greater investment in capturing and harnessing information necessary to facilitate decision making processes, financial management, public-private collaborations and customer service.

Integrating staff development with career ladders, advocating work/life balance programs, offering sufficient salaries coupled with pay for performance incentives, as well as supportive employee recognition programs, are all employee-focused recruitment and retention preparedness strategies. New hire quality imperatives and optimum workforce management that dominate the employer-employee work relationship will serve to increase the department's ability to perform successfully and to meet Texas' future transportation realities.

APPENDIX F
SURVEY OF ORGANIZATIONAL EXCELLENCE

Information Item	Number of Survey Respondents	Percent of Survey Respondents
Surveys Distributed to TxDOT personnel – 14,531 (represents 100% of TxDOT population)	7128	49.05%
Gender		
Male	4728	66.33%
Female	1871	26.25%
Race/Ethnic Identification		
African-American	320	4.49%
Hispanic-American	1227	17.21%
Anglo-American	4383	61.49%
Asian/Pacific Islander/Native American	167	2.34%
Other/multiracial	137	1.92%
Age		
16 to 29 years old	622	8.73%
30 to 39 years old	1355	19.017%
40 50 49 years old	2772	38.89%
50 to 59 years old	1771	24.85%
60 years old and up	336	4.71%
Education		
Did not finish high school	96	1.35%
High School Diploma or GED	1527	21.42%
Some college	1853	26.00%
Associate's Degree	581	8.15%
Bachelor's Degree	1824	25.59%
Master's Degree	389	5.46%
Doctoral Degree	43	.60%

The *Survey of Organizational Excellence*, conducted by the School of Social Work of the University of Texas at Austin during the spring of 2006, was designed to assist management in analyzing the organization for continual improvement. At its highest level, the survey is a framework consisting of five workplace dimensions that capture the total work environment. Each of the five workplace dimensions consist of several constructs designed to broadly profile areas of strength and of concern so that each area can be reviewed objectively.

The data reported below are categorized by workplace dimension and include TxDOT's current survey score for each of its constructs and the construct scores from the five previous surveys. Also included for comparison is the average score of state agencies for 2005-2006. A construct with a score above the neutral midpoint of 300 suggests that employees perceive the issue more positively than negatively. Scores of 400 or higher indicate areas of substantial strength for TxDOT. Conversely, constructs with scores below 300 indicated employees have a negative perception about the issue. Constructs with scores of 200 or below should be investigated for validity and possibly corrective action.

According to the results obtained through the *Survey of Organizational Excellence*, the following areas of strength and concern for TxDOT are:

◆ **Strengths:**

1. Physical environment – 380
2. Quality – 380
3. Strategic – 378
4. Job Satisfaction – 364
5. Time and Stress – 362

◆ **Concerns:**

1. Fair pay – 219
2. Internal Communication – 316
3. Team Effectiveness – 323
4. Supervisor Effectiveness – 326
5. Change Oriented – 328

Results of the State of Texas Biennial Survey of Organizational Excellence as Reported by the UT School of Social Work, Spring 2006							
Constructs	Current TxDOT Score (100%) ¹	2005-2006 Agency Average Score	2003-2004 TxDOT Score (20%)	2001-2002 TxDOT Score (100%)	1999-2000 TxDOT Score (20%)	1998-1999 TxDOT Score (20%)	1996-1997 TxDOT Score (20%)
Organizational Features This dimension addresses the organization's interface with external influences. It is an internal evaluation of the organization's ability to assess changes in the environment and make needed adjustments. Also included are assessments of the quality of relations the organization shares with the public. In essence, this dimension captures the "corporate" culture.							
Change oriented measures employees' perceptions of TxDOT's capability and readiness to change based on new information and ideas.	328	329	331	332	315	304	295
Goal oriented addresses TxDOT's ability to include all its members in focusing resources towards goal accomplishment.	344	348	348	347	328	311	300
Consistency (Holographic) measures the degree to which all actions of TxDOT are consistent and understood by all. It concerns employees' perceptions of the consistency of decision-making and activity within TxDOT.	336	336	338	341	313	297	292
Strategic orientation measures what employees' think about TxDOT's response to external influence, including those which play a role in defining the mission, services and products provided by TxDOT.	378	376	382	379	393	386	370
Quality focuses on the degree to which quality principles, such as customer service and continuous improvement, are a part of TxDOT's organization culture.	380	377	384	382	364	352	342
Information This dimension measures how consistent and structured communication flow is within TxDOT and to outside groups. It examines the degree to which communication is directed towards work concerns. How focused and effective it is, as well as, how accessible information is to employees.							
Internal communication captures the nature of communication exchanges within TxDOT. It addresses the extent to which employees view information exchanges as open and productive.	316	316	321	316	314	292	280

¹ Percentages indicate the percentage of TxDOT employees surveyed

Availability of information provides insight into whether employees know where to get needed information and whether they have the ability to access it in a timely manner.	357	356	363	356	313	297	288
External communication looks at how information flows in and out of TxDOT. It focuses upon the ability of the organization to synthesize and apply external information to work performed by TxDOT.	362	359	368	364	358	345	329
Accommodations This dimension looks at the physical work setting and the factors associated with compensation, work, technology and tools. It is the total benefit package provided to employees by TxDOT.							
Fair pay is an evaluation from the viewpoint of employees of the competitiveness of the total compensation package. It addresses how well the package "holds up" when employees compare it to similar jobs in their communities.	219	241	218	235	286	278	281
Adequacy of the physical environment measures employees' perceptions of the work setting and the degree to which employees believe that a safe and pleasant working environment exists.	380	364	387	377	352	332	319
Benefits provide an indication of the role that the employment benefit package plays in attracting and retaining employees.	350	342	345	366	367	361	363
Employment development measures perceptions of the priority given to the career and personal development of employees by TxDOT.	352	339	354	355	333	321	314
Personal This dimension reports on how much internalization of stress is occurring and the extent to which debilitating social and psychological conditions appear to be developing at the level of the individual employee. It addresses the interface between employees' home and work lives and how this relationship may impact job performance and organizational efficiency.							
Time and stress management looks at how realistic job demands are given the time and resource constraints, and also captures employees' feelings about their ability to balance home and work demands.	362	349	364	363	335	326	321
Burnout measures the extent that employees feel extreme mental exhaustion that can negatively affect employees' physical health and job performance, leading to lost resources and opportunities in TxDOT.	353	353	356	360	316	299	289

Job satisfaction measures the employees' satisfaction with their overall work situation. Weighed heavily in this construct are issues concerning employees' evaluation of the availability of time and resources needed to perform jobs effectively.	364	350	367	365	351	337	318
Empowerment measures the degree to which employees feel they have some control over their jobs and outcome of their efforts.	348	346	351	354	299	281	277
Work Group This dimension is related to employees' activities within their immediate work vicinity. It includes factors that concern how employees interact with peers, supervisors, and all of the persons involved in day-to-day work activity. This is an assessment of the immediate work environment of the employee.							
Supervisor effectiveness provides insight into the nature of the supervisory relationships in TxDOT, including the quality of communication, leadership, and fairness that employees perceive exists between supervisors and themselves.	326	324	329	331	291	272	263
Fairness measures the extent to which employees believe that equal and fair opportunity exists for all members of TxDOT.	336	343	337	343	288	268	267
Team effectiveness measures employees' perceptions of the effectiveness of their work group and the extent to which TxDOT supports teamwork among employees.	323	325	327	329	314	293	284
Diversity measures the extent to which employees feel that individual differences, including ethnicity, age and lifestyle may result in alienation and/or missed opportunities for learning or advancement.	339	342	340	343	319	309	305

APPENDIX G:
TXDOT HISTORICALLY UNDERUTILIZED BUSINESS PLAN

Policy on Utilization of Historically Underutilized Businesses (HUBs)

In accordance with the Texas Government Code, Sections 2161.181-182 and Section 111.11 of the Texas Administrative Code (TAC), the Texas Department of Transportation (TxDOT) is committed to assisting Historically Underutilized Businesses (HUBs) in providing equal opportunities to compete for all procurement opportunities within the Agency. TxDOT adopts the HUB rules under Section 2161.002 as the Agency's own rules. It is TxDOT's policy to promote and encourage contracting and subcontracting opportunities for HUBs in all contracts and as such, TxDOT shall make a good faith effort to utilize Historically Underutilized Businesses (HUBs) in contracts for construction, commodities, and services, including professional and consulting services contracts and encourage prime contractors to make a good faith effort to solicit and utilize certified HUB contractors.

In accordance with the State of Texas HUB Rules, 1 TAC 111.11-111.28 which encourage the use of HUBs by implementing policies through race, ethnic, and gender-neutral means, the TxDOT Business Opportunity Programs Office (BOP Office) is responsible for coordinating business opportunities with HUBs as well as Disadvantage Business Enterprises (DBE's) under the federal DBE Program and Small Business Enterprises (SBEs) under the state SBE Program (SBE), as well as Prime Contractors and TxDOT Purchasers, Divisions and Districts contacts as mandated by this legislation.

The BOP Office is comprised of two sections:

The ***Program Services & Outreach Section*** coordinates services that provide business opportunity information, trainings, workshops and other outreach activities for contractors, TxDOT staff and other organizations that assist in promoting contract opportunities with TxDOT and the State of Texas.

The ***Program Certification, Compliance & Reporting Section*** certifies and audits DBE firms, monitors the work of DBEs, HUBs, Prime Contractors and TxDOT to ensure compliance with DBE and HUB Programs, establishes the DBE and HUB participation goals for procurement opportunities and monitors and reports DBE and HUB program participation on TxDOT contracts.

The Agency HUB Coordinator works with department staff, other state agencies and with local, county and regional business development organizations and Prime Contractors to coordinate and promote the Agency HUB Program and the utilization of HUBs.

HUB Goals by Procurement Category

The Agency has developed internal policies and coordinates activities to provide education, outreach, training and the dissemination of information to ensure increased HUB participation. TxDOT will demonstrate its good faith effort to utilize HUBs and will strive to meet or exceed HUB program goals and objectives in all its procurement efforts in the applicable procurement categories identified below:

- (1) 11.9% for heavy construction other than building contracts**
- (2) 26.1% for all building construction, including general contractors and operative builders' contracts**
- (3) 57.2% for all special trade construction contracts**
- (4) 20% for professional services contracts**
- (5) 33% for all other services contracts**
- (6) 12.6% for commodities contracts**

It is the policy of TxDOT to achieve the annual program goals by contracting directly with HUBs or indirectly through subcontracting opportunities in accordance with the Texas Building and Procurement HUB Rules, 1 TAC Section 111.14.

Agency Use of HUBs by Procurement Category

Of the six procurement categories, TxDOT largely expends funds in the "Heavy Construction Other than Building Contracts" Category in which the agency primarily receives federal funding and operates contracting with minority contractors following the Federal DBE Program guidelines. In the five remaining categories, TxDOT has implemented several internal procedures to aggressively promote contracting directly or indirectly with HUBs which includes the following:

On Professional Service Contracts with an HSP, TxDOT does not accept Self Performance Plans as an option to submitting a Good Faith Effort. In addition, on all solicitations under \$25,000.00 TxDOT requires two of the three solicitations be from a State of Texas HUB with one solicitation from an ethnic minority HUB. In addition, TxDOT Purchasing Department coordinates soliciting additional State of Texas HUB Vendors with the BOP Office in effort to solicit a greater pool of responses from HUB vendors.

HUB Subcontracting Plan (HSP)

In accordance with the Texas Government Code, Chapter 2161, Subchapter F, each state agency that considers entering into a contract with an expected value of \$100,000 or more shall, before the agency solicits bids, proposals, offers, or other applicable expressions of interest, the agency will determine if subcontracting opportunities are probable under the contract.

If subcontracting opportunities are probable, the agency will state such probability and require submission of a HUB Subcontracting Plan (HSP) with its bids, proposals, offers,

or other applicable expressions of interest. The HUB Subcontracting Plans, acceptable to the agency, it will become a provision of the contract.

If the potential contractor/vendor response does not include or does not complete the HUB Subcontracting Plan (HSP), the potential contractor/vendor offer will be considered non-responsive and will be rejected. In accordance with the Texas Building and Procurement HUB Rules, 1 TAC Section 111.14, TxDOT will use the standardized State of Texas HUB Subcontracting Plan which can be found on TBPC website, the Agency website and will be included as an attachment to all TxDOT bids and offers.

Good Faith Effort Compliance

To obtain HUB credit, TxDOT must report its HUB subcontracting expenditures to the TBPC. Any contractor/vendor that seeks to satisfy the good faith effort requirement shall report to TxDOT the volume of work performed under the contract, the portion of the work that was performed with its employees, non-HUB contractors/vendors, and other HUB contractors/vendors.

- (1) Therefore, if TxDOT makes an award, the contractor/vendor will provide the **Historically Underutilized Business Prime Progress Assessment Report** to TxDOT on a monthly basis documenting all work subcontracted with HUBs and Non-HUBs in accordance with the HUB Subcontracting Plan and as stipulated in the purchase order/contract.

All required forms must be submitted to TxDOT in accordance with the contract specification. Failure to do so can result in non-payment and or suspension of contract award. TxDOT may also request payment documentation in accordance with State HUB Rules, and the HUB Subcontracting Plan that confirms the performance of the contractor/vendor.

During the course of the contract, TxDOT shall monitor the good faith effort compliance of the contractor/vendor and document the contractor's/vendor's compliance in the contract file. TxDOT shall audit the contractor/vendor compliance with the HUB Subcontracting Plan. TxDOT shall give the contractor/vendor an opportunity to submit documentation and explain to the state agency why failure to fulfill the HUB subcontracting plan should not be attributed to a lack of good faith effort by the contractor/vendor. Any deficiencies will be identified by TxDOT and must be rectified prior to the next reporting period.

Programs to Increase HUB Participation

The Business Opportunity Programs Office (BOP Office) is responsible for coordinating the agencies HUB Program. The BOP Office coordinates several programs to assist HUB businesses with information and training on how to do business with TxDOT. The BOP Office coordinates several outreach programs to inform minority-owned businesses

about contracting opportunities with the Agency and to link them, if necessary, with the appropriate agency staff to assist in providing information on contract opportunities and technical assistance that improves technical business skills and knowledge about the agency procurement process. The BOP Office also provides networking opportunities with prime contractors as well as Business Development activities such as:

- Sponsor, Co-Sponsor and Participate in Economic Opportunity/HUB Forums
- One On One Vendor Appointment Program
- LINC Mentor Protégé Program
- Business Liaison Networking Meeting
- Small Purchasing Notification Program
- Sponsor, Co-Sponsor and Participate in Spot Bid Fairs
- Conduct Procurement and Marketing Presentations at Small & Minority Business Development Workshops and Conferences
- Establish Memorandum of Agreement with TBPC to assist with the certification of qualified DBE's in the state HUB Program
- Provide training on State of Texas and TxDOT HUB Program Procedures
- Host Technical Business Development Workshops

TxDOT encourages the use HUBs by partnering with other state agencies and with local, county and regional business development organizations whenever possible through formal and informal cooperative agreements and participation on interagency committees and task forces that promote the Agency HUB Program and the utilization of HUBs.

OBJECTIVE OUTCOME DEFINITIONS REPORT

79th Regular Session, Performance Reporting
Automated Budget and Evaluation System of Texas (ABEST)

Date: 4/28/2006
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Agency Code: 601 Agency: Department of Transportation

Objective No.	2	Transportation Construction
Goal No.	1	Construction and Reconstruction
Outcome No.	4	Percent of Construction Projects Completed on Time

Calculation Method: N Key Measure: Y New Measure: N Target Attainment: H Priority: H Cross Reference:

BL 2006 Definition

Number of construction projects completed where the days assessed do not exceed the allocated number of days compared to the total projects completed.

BL 2006 Data Limitations

None

BL 2006 Data Source

Data will be collected from the following computer systems: Decision Support System/Bid Analysis Management System (DSS/BAMS), Change Order Tracking System (CTS), and SiteManager.

BL 2006 Methodology

Step 1. DSS/ BAMS queried to determine the number of contracts completed in a fiscal year. Step 2. Per contract, the number of contract days allowed will be established for those contracts completed. Step 3. Determine the total number of contracts with time charges that did not exceed contract days allowed. Step 4. Divide the number of contracts with time charges that did not exceed contract days allowed by the total number of contracts completed in a fiscal year.

BL 2006 Purpose

The purpose of this measure is to determine the percentage of contracts completed within the contract days allowed.