



2019-2023 Strategic Plan

AGENCY STRATEGIC PLAN

FISCAL YEARS 2019-2023

BY

TEXAS DEPARTMENT OF TRANSPORTATION (TxDOT)

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June 8, 2018

Signed: 
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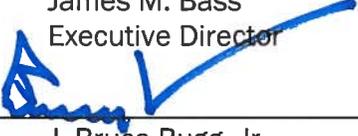
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TxDOT Mission

Through collaboration and leadership, we deliver a safe, reliable, and integrated transportation system that enables the movement of people and goods.

TxDOT Values

People

People are TxDOT's most important customer, asset, and resource. The well-being, safety, and quality of life for Texans and the traveling public are of the utmost concern to TxDOT. We focus on relationship building, customer service, and partnerships.

Accountability

We accept responsibility for our actions and promote open communication and transparency at all times.

Trust

We strive to earn and maintain confidence through reliable and ethical decision-making.

Honesty

We conduct ourselves with the highest degree of integrity, respect, and truthfulness.

TxDOT Vision

A forward-thinking leader delivering mobility, enabling economic opportunity, and enhancing quality of life for all Texans.

Agency Goals and Action Plan

This Action Plan for the TxDOT 2019-2023 Strategic Plan includes TxDOT's seven strategic goals as well as a sampling of initiatives that will continue TxDOT's successful path forward.

<i>Strategic Goal 1: Promote Safety</i>	<i>Strategic Goal 2: Deliver the Right Projects</i>	<i>Strategic Goal 3: Focus on the Customer</i>	<i>Strategic Goal 4: Foster Stewardship</i>	<i>Strategic Goal 5: Optimize System Performance</i>	<i>Strategic Goal 6: Preserve our Assets</i>	<i>Strategic Goal 7: Value our Employees</i>
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Strategic Goal 1: Promote Safety

AGENCY OPERATIONAL GOAL AND ACTION PLAN Promote Safety - Champion a culture of safety.
SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL
<ul style="list-style-type: none">• Implement a performance-driven effort to strategically focus safety efforts to mitigate negative safety trends, with initial focus on rising pedestrian fatalities.• Systematically include more safety features on projects by drawing on those actions demonstrated to have the highest rate of return through our Highway Safety Improvement Plan (HSIP).• Continue proactive educational, training and technological measures to further reduce incident rates for occupational and driver safety of TxDOT employees.
DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORT EACH STATEWIDE OBJECTIVE
<ol style="list-style-type: none">1. Accountable to tax and fee payers of Texas. TxDOT strives to achieve maximum accountability to the tax and fee payers of Texas by establishing a safety-first culture in all levels of its operations. This includes keeping all employees up to date on safety policies and best practices, improving TxDOT shop safety, leading meetings with a safety brief, participating in local TxDOT safety events, and recognizing safe behavior with annual safety banquets.2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions. TxDOT has developed highly effect methods and procedures to promote safety on Texas roadways and for TxDOT employees, while minimizing waste and redundancy. This includes jointly using safety and maintenance funds to address improvements to crash areas, maintaining safety rest areas at a consistent level across the state, and building safety activities into the daily culture of TxDOT employees.3. Effective in successfully fulfilling core functions, measuring success in advancing performance measures, and implementing plans to continuously improve. TxDOT successfully fulfils its core functions by creating a safe transportation system for the traveling public and safe work environments for its employees. This is accomplished by numerous actions that are tracked and measured using key performance measures. This includes programs such the Narrow Bridge Program, the Rail Replacement Program, and the usage of approximately 350 traffic safety grants to promote traffic safety education and enforcement. Some of the key performance measures that are reviewed include the number of serious injuries, fatalities, and crashes on Texas roadways.4. Attentive to providing excellent customer service. TxDOT strives to provide excellent customer service to the people of Texas on a daily basis. This ranges from public meetings on roadway projects, to listening to public feedback on crash locations, to maintaining safety rest areas for distressed drivers.5. Transparent such that agency can be understood by any Texan. TxDOT works to increase transparency across the agency. This includes providing project information in a simple to understand format, asking for feedback on safety rest areas, and providing safety information on the TxDOT website, www.txdot.gov.
DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM
Under the authority of HB 2204, 83 rd Session of the Texas Legislature, TxDOT implemented a pilot program to use variable speed limits in work zones. The pilot

program showed promise in mitigating the adverse impacts to the traveling public and highway workers when implemented. The statutory authority for this pilot program expired in 2015. During the discussion of the draft strategic plan in April, a member of the Texas Transportation Commission identified the importance of continuing such safety-focused programs in the future.

Funding and Prioritization:

- Continue to distribute funding to safety programs to achieve performance measures and targets identified in the Statewide Long-Range Plan.
- Continue to evaluate and prioritize safety projects using a safety improvement index that directly aligns with strategic goals related to system performance.
- Conduct traffic safety outreach and education campaigns.
- Manage National Highway Traffic Safety Administration funding to award traffic safety grants.
- Prioritize highway projects to enhance safety such as consideration of the wet surface crash reduction program.
- Design, build, and maintain safety rest areas for the safety of drivers and commercial vehicle operators.
- Place an emphasis on widening or replacing narrow bridges to reduce fatal crashes on roadways with bridges less than 24 ft. in width.
- Continue to focus on replacing non-compliant bridge railings on bridges in otherwise good condition through the current Rail Replacement Program (RRP).

Culture:

- Continue to begin all meetings with a Safety Moment to reinforce our safety culture.
- Improve shop safety through individual assignments, knowledge sharing, and best practices.
- Conduct weekly and monthly safety presentations and recognize employees through safety events and initiatives.

Training:

- TxDOT divisions will continue to provide monthly safety-related education to all their employees, including daily stretch-and-flex activities, safety discussions at every staff meeting, and voluntary solicitation of Occupational Safety Division audits of division work areas. The wellness administrator will continue to partner with the Occupational Safety Division with one goal - reduce employee incidents and accidents.
- Encourage Smith System Training for all employees in addition to other safety training required by TxDOT.
- Require all employees to be up-to-date on all required training and ensure consistent adherence to TxDOT safety policies.

Strategic Goal 2: Deliver the Right Projects

<p style="text-align: center;">AGENCY OPERATIONAL GOAL AND ACTION PLAN</p> <p>Deliver the Right Projects – Implement effective planning and forecasting processes that deliver the right projects on-time and on-budget.</p>
<p style="text-align: center;">SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL</p> <ul style="list-style-type: none">• Expand the use of data-driven project prioritization (scoring of projects).• Manage contracts for on-time and on-budget delivery.• Ensure project development readiness exceeds project delivery capacity.
<p style="text-align: center;">DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORT EACH STATEWIDE OBJECTIVE</p> <ol style="list-style-type: none">1. Accountable to tax and fee payers of Texas. TxDOT is revamping its transportation planning process and tools and applying portfolio and performance management to ensure that the appropriate projects are selected based in a manner that is transparent to the public. The continuous assessment of the performance results of investments, together with adjustments to strategies based on performance data, helps ensure results and data-driven decisions to make effective use of taxpayer dollars.2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions. TxDOT’s portfolio management process includes performance measures and metrics to ensure strategic alignment, efficient use of resources, and budget utilization on the most appropriate projects. The metrics also drive continuous improvement, and all recommendations for improvement are documented in an annual portfolio achievement report. This ensures that TxDOT and its planning partners select and develop the best projects meeting the Metropolitan Planning Organizations’ (MPOs) and TxDOT’s goals. The process improves adherence to budgets and schedules, which improves the delivery of projects to the traveling public.3. Effective in successfully fulfilling core functions, measuring success in advancing performance measures, and implementing plans to continuously improve. By delivering the appropriate projects in a timely manner, TxDOT will fulfill one of its core functions. TxDOT will select projects based on their ability to meet TxDOT objectives. TxDOT will use key performance metrics to measure the progress and success of projects. In addition, TxDOT will regularly review this new selection process to determine where improvements can be made. If TxDOT uses existing modeling capabilities and the most current data in the project selection process consistently over several years, TxDOT will be effective in meeting the stated objectives.

4. Attentive to providing excellent customer service.

The quality of our transportation system is paramount to serving citizens and travelers within Texas. Training of our employees to deliver consistently high-quality projects at a faster pace enhances the travel experience the users of the transportation system. Annual inspection programs (peer reviews, Four Year Pavement Management Plans, and TxMAP inspections) and data compiled through the Maintenance Management System ensure accountability. TxDOT plans, programs, and associated performance measures and targets all go through public involvement processes. In addition, TxDOT posts information on plans and programs, including performance measures and targets online. TxDOT incorporates agency-level metrics into the online performance dashboard.

5. Transparent such that agency can be understood by any Texan.

Setting transportation system performance and project selection metrics publicly provides Texans with information on what the focus is for project selection, while striving to achieve each of the key items described in TxDOT's mission statement. TxDOT posts information on plans and programs, including performance measures and targets online. TxDOT also provides an online portal (Project Tracker) for the public to view the status of transportation projects. TxDOT incorporates agency-level metrics into the online performance dashboard.

DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

Funding and Prioritization:

- Recommend requirements to commission for adoption of setting target goals over a 4 year period.
- Provide comprehensive and timely crash data and analysis to help TxDOT and districts plan and program projects.
- Continue to evaluate and improve performance metrics for the portfolio management process to ensure that TxDOT is planning sufficiently to deliver the most appropriate projects on-time and on-budget.
- Plan right-of-way projects and allocation of resources based on districts' project portfolios and where the projects are in the portfolio management system and the Unified Transportation Program (UTP).
- Develop estimates for right-of-way acquisition based on districts' project portfolios.
- Develop and implement a 5-year plan for design-build (DB) projects.
- Review current project selection processes and programs to promote best value projects for category 6-funded programs (Highway Bridge Program and the Bridge Maintenance and Improvement Program).
- Monitor, evaluate, document, and report the impacts of funding distribution and project selection annually to drive continuous improvement.
- Continue to develop the annual portfolio achievement report to evaluate performance on planning, forecasting, budgeting, and project delivery.
- Continue the Professional Engineering Procurement Services Division annual procurement management process that reviews adherence to project schedules and budgets on a quarterly basis and makes necessary adjustments. Continue to use the Center of Excellence to review and analyze the annual procurement plan results to evaluate division performance on procurement planning, forecasting, budgeting, and contract delivery.
- Continue to execute routine maintenance contracts by priority to address system maintenance needs.

Data Measurement:

- Identify modified metrics for districts to achieve for project selection (i.e. safety, congestion, mobility, and performance) and ensure that those metrics directly align with strategic goals related to system performance in the Statewide Transportation Improvement Program (STIP) and UTP.
- Continue to coordinate internally and with MPOs to ensure that the relevant goals, objectives, performance measures, metrics, and targets of the Statewide Long-Range Transportation Plan (SLRTP) align with TxDOT's Strategic Plan, freight and other modal plans, and MPO Metropolitan Transportation Plans (MTPs).
- Continue to evaluate and improve performance metrics that measure if TxDOT is delivering projects and the project portfolio on-time and on-budget.
- Implement the enterprise management structure for projects with long-term agreements or debt to ensure each project meets planned budgets and schedules.

Training:

- Provide recently developed comprehensive training on the TxDOT project development and delivery process (from project selection through completion of construction) to employees who participate in or are affected by the process. This will help ensure that TxDOT staff is educated on what is required to deliver the most appropriate projects on-time and on-budget.

Strategic Goal 3: Focus on the Customer

AGENCY OPERATIONAL GOAL AND ACTION PLAN Focus on the Customer – People are at the center of everything we do.
SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL
<ul style="list-style-type: none">• Improve traffic management plans during construction to reflect the customer perspective.• Provide mechanisms for public feedback.• Provide staff training on effective customer service.
DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORT EACH STATEWIDE OBJECTIVE
<ol style="list-style-type: none">1. Accountable to tax and fee payers of Texas. TxDOT demonstrates accountability through communications that leverage diverse techniques to inform the public. TxDOT reports environment and planning decisions that reflect public input to the public, reinforcing accountability to the taxpayers and fee payers of Texas. Proactive outreach, collaboration, and partnering provide the opportunity for the implementation of many different innovative solutions, which may save taxpayer dollars.2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions. Proactive outreach, collaboration, and partnering provide the opportunity for the introduction and implementation of many different innovative solutions, which may maximize the effective use of taxpayer dollars. In addition, other perspectives from outside of TxDOT’s particular areas of responsibility increase the opportunity to identify and eliminate non-essential or inefficient processes. By listening to the public, TxDOT has developed best practices for innovative customer service strategies and continues to identify ways to eliminate redundancies.3. Effective in successfully fulfilling core functions, measuring success in advancing performance measures, and implementing plans to continuously improve. TxDOT's focus on public input results in effective planning, where decisions reflect the identification and prioritization of issues from the community. Reporting the planning decisions back to the public reinforces continuous improvement in the planning process. As part of an overall focus on implementing best practices for innovative customer service strategies, TxDOT listens to the public to understand and consider public concerns. Listening to the voice of the customer and implementing suggestions for continuous improvement helps to ensure that TxDOT is delivering on its mission to proactively engage and collaborate with our partners to provide timely and professionally-delivered transportation solutions.4. Attentive to providing excellent customer service. Providing the best customer service to everyone is a priority. TxDOT does this by listening, collaborating, and demonstrating accountability to all Texans. TxDOT tracks responsiveness and satisfaction rates in various business areas. Through regular surveys, TxDOT will determine whether TxDOT is meeting the needs of its external customers. TxDOT will analyse the survey results to determine whether any needed changes to TxDOT operations. TxDOT regularly demonstrates its deep care for the well-being of Texans through litter and safety campaigns, strong engineering standards, and support during emergencies and severe weather events.

5. Transparent such that agency can be understood by any Texan.

Proactive outreach ensures that TxDOT is transparent in its initiatives and strategic vision and allows input from external stakeholders. TxDOT produces communications that reflect the state's population. Furthermore, TxDOT diligently offers access to information on the website that is of interest to all stakeholders, including the public, MPOs, government agencies, counties, cities, consultants, and contractors. Through innovative customer service strategies based on best practices, TxDOT offers broad outreach and accessibility to ensure that TxDOT communicates its actions in a clear and understandable manner.

DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

Customer Service:

- Ensure that information that TxDOT provides the public is accessible and easy to understand.
- Employ diverse communications techniques to enable meaningful input.
- Establish procedures with district traffic operations staff to receive customer input and feedback.
- Garner customer feedback from those who use travel publications such as the Texas Travel Guide and *Texas Highways* magazine.
- Implement improvements at Travel Information Centers from ongoing customer surveys.
- Implement best practices that result in innovative customer service strategies.
- Develop the pedestrian facility program to increase mobility, accessibility and safety.
- Ensure early and continuous public involvement and communications by using best practices that drive improvement.
- Continue to ensure that environmental decisions reflect public input.
- Continue the implementation of the survey of customer satisfaction every two years to measure how stakeholders rate TxDOT's customer service.
- Commit to agency communications that reflect the state's population.
- Increase and customize public engagement of publications through continued social media conversations.

Website:

- Ensure the public has accessibility to information through an easy-to-navigate website.
- Provide comprehensive crash data to the public through TxDOT.gov.
- Create a new function on TxDOT.gov to deliver TxDOT news in a more dynamic fashion in Fiscal Year 2019.
- Increase collaboration internally to improve the capabilities of communications tools like DriveTexas.org to improve the end-user experience.

Collaboration:

- Foster effective partnerships through an inclusive stakeholder identification process.
- Utilize collaborative planning strategies to engage key partners.
- Conduct industry workshops to inform TxDOT stakeholders of major projects that could potentially impact their property and utility facilities.
- Provide the opportunity for industry partners and internal customers to participate in business process improvement initiatives.

Strategic Goal 4: Foster Stewardship

<p style="text-align: center;">AGENCY OPERATIONAL GOAL AND ACTION PLAN</p> <p style="text-align: center;">Foster Stewardship – Ensure efficient use of state resources.</p>
<p style="text-align: center;">SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL</p> <ul style="list-style-type: none">• Implement a central mechanism for identifying and implementing the use of cost-saving ideas to support increased project delivery.• Finalize and implement asset management and resiliency planning activities.• Include life-cycle costs in project development.
<p style="text-align: center;">DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORT EACH STATEWIDE OBJECTIVE</p>
<ol style="list-style-type: none">1. Accountable to tax and fee payers of Texas. TxDOT is responsible for being good stewards of taxpayer funding while making transportation investments on behalf of the state. Performance-based portfolio management provides transparency and helps optimize the use of taxpayer dollars for improved mobility. Implementation of TxDOT's Transportation Asset Management Plan (TAMP) initiatives will help ensure the objective is achieved by promoting risk-based project selection. Investment in a bridge management system will promote scenario-based forecasting and project selection. The Maintenance Management System (MMS) provides an accountability measure to ensure that TxDOT is performing its work optimally, efficiently and by priority.2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions. TxDOT will continue to use all state resources including funding, infrastructure, and materials in an efficient manner. TxDOT will seek out redundant or wasteful practices and make necessary changes to produce desired results. TxDOT continuously assesses its activities and surveys other transportation agencies to identify and apply best practices to provide the most appropriate assets and resources. TxDOT's internal audit and compliance functions monitor and regularly analyze TxDOT activities, identify shortcomings, and work with business units to execute action plans to make corrections and improvements.3. Effective in successfully fulfilling core functions, measuring success in advancing performance measures, and implementing plans to continuously improve. TxDOT will implement asset management policies and practices, report on performance in fulfilling core functions, and identify areas for continuous improvement of processes. Through the establishment of oversight and performance goals, TxDOT has developed a better understanding of state assets of all types and improved overall operating efficiencies, thereby reducing risk. Capital asset management provides data to enable TxDOT to acquire and replace equipment in a timely and cost-efficient manner. Asset management system data entry and collection help TxDOT achieve state of good repair and maximize system and asset performance.4. Attentive to providing excellent customer service. Asset management practices help TxDOT optimize how TxDOT addresses public needs. These initiatives will help ensure that TxDOT gives priority to the best value projects. Asset management system data collection improves the feedback on current conditions, which leads to a better customer experience. Providing data and electronic databases will help TxDOT better serve the public.

5. Transparent such that agency can be understood by any Texan.

In combination with reporting systems, the TxDOT performance-based planning process improves transparency by providing information that is current and available 24/7 online. TxDOT is writing its Transportation Asset Management Plan in such a way that a non-engineering population can understand TxDOT's management practices. Public outreach promotes an understanding of TxDOT's practices. Capital asset management generates comprehensive reports on fleet life-cycle costs to support purchasing decisions.

DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

Funding and Prioritization:

- Continue the portfolio management process that reviews adherence to project schedules and budgets on a quarterly basis and makes necessary adjustments.
- Continue to evaluate and improve performance metrics to ensure that TxDOT is delivering the most appropriate projects on-time and on-budget.
- Implement TxDOT's Transportation Asset Management Plan (TAMP) initiatives.
- Actively monitor debt programs to refinance debt in order to lower borrowing costs.
- Continue the preparation and management of the annual procurement plan that identifies district and division procurement needs on a quarterly basis and makes necessary adjustments during the four procurement waves within each year.

Efficiencies and Cost Savings:

- Continue to negotiate rates for TxDOT on prime provider contracts that result in cost effective design and construction solutions for TxDOT and its customers.
- Evaluate the operational improvements from the management and organizational consolidation changes in the TxDOT print shop.
- Continue the education of TxDOT employees on the importance of recycling and the use of recycled or environmentally sensitive products and assist districts in identifying vendors and procuring ongoing contracts for the sale of salvage items.
- Outsource mandatory statewide energy management programs and functions to include planning for the implementation of energy-efficient and cost-saving equipment and systems, monitor energy consumption, and ensure TxDOT's overall compliance with state law.
- Evaluate the operational improvements from the implementation of oversight activities and statewide performance goals for the management of material inventories by districts and the Support Services Division's Regional Distribution Centers.
- Complete capital asset management implementation.
- Continue to use the Maintenance Management System (MMS) to capture and track maintenance related activities to optimize planning and measure work performed.
- Maximize the use of electronic, rather than paper, records through outreach to local governments, districts, and divisions.
- Continue progress toward more effective and comprehensive electronic document management.
- Fully implement enterprise content management with online posting.

Strategic Goal 5: Optimize System Performance

AGENCY OPERATIONAL GOAL AND ACTION PLAN
Optimize System Performance – Develop and operate an integrated transportation system that provides reliable and accessible mobility enabling economic growth.
SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL
<ul style="list-style-type: none">• Establish a statewide integrated traffic management system.• Improve traffic information for more efficient freight movement by developing connected freight corridors.• Coordinate with local transportation entities to ensure the efficiency of the overall transportation system to facilitate movement of people and goods.
DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORT EACH STATEWIDE OBJECTIVE
<ol style="list-style-type: none">1. Accountable to tax and fee payers of Texas. TxDOT’s efforts will improve traffic management for freight and passenger vehicles. TxDOT will monitor the impact of TxDOT’s actions and report the impact through the performance metrics for reliability and traffic management.2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions. TxDOT is working to consolidate the state’s advanced traffic management systems and implement a transportation systems management and operations strategic plan. This effort will allow TxDOT districts to share traffic incident information and enable metropolitan areas to assist urban and rural districts in more efficient traffic management activities. The Texas connected freight corridor effort will assist in guiding staff and consultant resources to those corridors that have the highest need, thus focusing project development to the most appropriate projects.3. Effective in successfully fulfilling core functions, measuring success in advancing performance measures, and implementing plans to continuously improve. Operating and maintaining the Texas transportation system is a core function for TxDOT. Advancing and integrating traffic management systems for freight and passenger vehicles will improve overall system performance, advance safety objectives, address public interests, and continue the improvement of the system toward a more connected vehicle environment.4. Attentive to providing excellent customer service. By optimizing the application of funding to highest priority needs, TxDOT will provide the people of Texas with the most effective mobility improvements. TxDOT’s efforts to enhance its public involvement program will aim to capture and respond to the public’s priority needs for identifying mobility solutions. TxDOT will consider the needs of the freight community in the selection of transportation improvement projects that enhance economic competitiveness.5. Transparent such that agency can be understood by any Texan. The travelling public experiences driving on the Texas transportation system every day. Road construction projects are not immediate; they take time to build. And yet, the public experiences the effects of traffic operations and management every day. As a result, improving those operations has a much more near-term and continuous impact. The better TxDOT is able to streamline and advance traffic management practices, TxDOT will impact Texans daily. This will be readily apparent because travel time and traffic flow will improve or allow for more vehicles to use the system than can now. In addition, TxDOT is reporting system performance online, as a part of that transparency.

DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

Funding and Prioritization:

- Continue to work with Texas A&M Transportation Institute (TTI) to refine and update the annual list of the Top 100 most congested roadway segments and vet that data with TxDOT districts and MPOs to reach consensus and ensure that TTI's modeled outcomes reflect on-the-ground congestion.
- Work with districts and MPOs to identify needs and maximize local funding matches.
- Analyze corridors statewide using performance measures identified in the Statewide Long-Range Transportation Plan (SLRTP) and the Freight Mobility Plan and use this analysis to prioritize corridor study and implementation plan needs.
- Refine the project selection process for the UTP category 4 funding to emphasize rural connectivity priorities.
- Coordinate performance-based long range planning efforts, corridor planning efforts, freight planning efforts, and programming efforts to ensure focused investment on meeting prioritized needs for congestion mitigation and connectivity enhancement.
- Study and develop improved methodologies and data tracking to determine, monitor, and track the reliability of our transportation system.
- Prioritize traffic management practices.
- Work with cities and MPOs to identify smart technology solutions that improve traffic management while helping to solve city mobility challenges.
- Complement the federally- funded Texas Connected Freight Corridor project with additional resources to greatly advance freight information, safety, and movement.

System Optimization:

- Consolidate to one statewide advanced traffic management system application.
- Periodically review traffic control devices for maximum safety and efficiency.
- Publish level of travel time reliability as a performance metric.
- Establish intelligent transportation system asset uptime as a performance metric to increase efficient use of existing resources.
- Utilize dynamic message signing (DMS) to provide information to the traveling public regarding traffic congestion, incidents, crashes, and weather.
- Implement the enterprise management structure for projects with long-term agreements or debt to help ensure that each project meets the intended goal to mitigate congestion.
- Develop and implement the transportation systems management and operations strategic plan to align with TxDOT's strategic goals.

Infrastructure Mobility Improvement:

- Maintain activities of the Freight Advisory Committee (FAC) and the Border Trade Advisory Committee (BTAC).
- Provide periodic updates to the freight mobility and Texas-Mexico border master plans that feed into and align with updates to the SLTRP.
- Prioritize and align freight and border funding using performance measures in the UTP development process.
- Continue to work with TTI to evaluate economic impacts of transportation projects through various processes, such as the list of the top 100 most congested roadway segments, UTP project selection, and project portfolio analysis.
- Include economic impacts in project selection criteria.
- Monitor, evaluate, and improve economic impact criteria annually.

- Oversee approval of truck lane restrictions.
- Continue implementation of advanced intelligent transportation systems applications and integration to address safety and improve the reliability of the transportation system.

Strategic Goal 6: Preserve our Assets

AGENCY OPERATIONAL GOAL AND ACTION PLAN
<p>Preserve our Assets – Deliver preventive maintenance for TxDOT’s system and capital assets to protect our investments.</p>
SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL
<ul style="list-style-type: none">• Educate leaders, the public, and partners on the tradeoffs of designing for the optimal life cycle of transportation infrastructure.• Finalize and implement asset management and resiliency planning activities.• Request funding for and implement the deferred maintenance plan for TxDOT facilities.
DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORT EACH STATEWIDE OBJECTIVE
<ol style="list-style-type: none">1. Accountable to tax and fee payers of Texas. By appropriately and continuously preserving state transportation assets, TxDOT protects the taxpayer investment, extends the useful life of the assets, and allows for the prioritization of resources to meet other investment demands such as added capacity. TxDOT’s preservation efforts apply to infrastructure, equipment, technology, and facilities.2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions. Efficient use of taxpayer funds is a priority for TxDOT. TxDOT’s goal is to minimize project life-cycle costs by ensuring the consistent application of proper maintenance practices. TxDOT analyses maintenance needs, assesses them for appropriate solutions, and prioritizes solutions within their functions and in relation to other strategic goals.3. Effective in successfully fulfilling core functions, measuring success in advancing performance measures, and implementing plans to continuously improve. Providing an integrated transportation system is a core function of TxDOT. Part of providing this system is maintaining it properly to avoid higher maintenance costs in the future or replacement ahead of the planned life cycle. TxDOT’s asset management initiatives will help TxDOT reflect asset performance in fulfilling core functions. The completion of routine condition assessments enables TxDOT to use critical facility and equipment data in its planning processes and to measure facility condition improvements. Preventive maintenance reduces equipment down time to contribute to TxDOT’s productivity in performing core functions. TxDOT districts implement four-year pavement management plans to ensure the appropriation allocation of resources to address pavement needs. TxDOT performs peer reviews to share lessons learned and best practices around the state.4. Attentive to providing excellent customer service. By performing proper maintenance on the Texas transportation system, equipment, technology, and facilities, TxDOT can minimize incidents that will affect mobility for the traveling public and freight. TxDOT’s asset management initiatives will help ensure that TxDOT prioritizes the best-value projects. Preventive maintenance helps extend the life of equipment and of the transportation system.

5. Transparent such that agency can be understood by any Texan.

TxDOT is developing its asset management practices and plans in such a way that a non-engineering population can understand TxDOT's management practices. Public outreach promotes an understanding of TxDOT's practices. Likewise, TxDOT uses its Facilities Master Plan to prioritize projects and expenditures for improving the overall condition of TxDOT facilities. Reporting brings visibility to those efforts. Key indicators on the condition of the key components of the Texas transportation system are part of the performance dashboard available to the public.

DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

Prioritizing Efficient Maintenance of State Infrastructure:

- Implement TxDOT's Transportation Asset Management Plan (TAMP) initiatives.
- Evaluate the costs and benefits of construction and maintenance activities.
- Continue to distribute funding to preservation programs to achieve performance targets identified in the Statewide Long-Range Transportation Plan for pavement and bridge conditions.
- Continue to evaluate and prioritize preservation projects using metrics that directly align with strategic goals related to system performance.
- Execute the Facilities Master Plan and report quarterly the expenditures and progress of planned capital improvement projects to the Joint Oversight Committee on Government Facilities (JOC).
- Implement an integrated workplace management solution to manage and track facilities improvements and repairs and include a customer portal to request facilities services.
- Improve preventive maintenance in districts.
- Improve the overall condition of state highway system pavements.
- Conduct regular intelligent transportation system network security and penetration tests.

Strategic Goal 7: Value our Employees

AGENCY OPERATIONAL GOAL AND ACTION PLAN
Value our Employees – Respect and care for the well-being and development of our employees.
SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL
<ul style="list-style-type: none">• Invest in our employees through education, technology and workplace enhancements.• Provide technology tools and training to enhance productivity.• Request funding for and implement campus consolidation plans.
DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORT EACH STATEWIDE OBJECTIVE
<ol style="list-style-type: none">1. Accountable to tax and fee payers of Texas. Employees are TxDOT's greatest asset. TxDOT will respect and care for the well-being and development of its employees. This effort will produce a workforce that is better trained to serve the people of Texas to the best of their abilities.2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions. TxDOT requires an agile and highly-trained workforce in order to deliver on the transportation plan. Effective training lowers turnover rates and reduces the cost of hiring, training, and certifying skilled and licensed employees. The employee benefits resulting from flexible schedules and telecommuting are balanced against other TxDOT initiatives, such as cross training and providing expanded skill-development opportunities for staff.3. Effective in successfully fulfilling core functions, measuring success in advancing performance measures, and implementing plans to continuously improve. A well-trained, healthy and positive workforce is a fundamental building block to fulfilling TxDOT's core functions. By developing its workforce, including employees in important decisions and activities, and caring for employee well-being, TxDOT leadership promotes TxDOT's core values and encourages a culture of service. Ongoing training and career growth opportunities drive overall employee satisfaction, employee engagement, and higher performance. Retaining experienced staff adds to TxDOT's efficiency by avoiding the costs associated with recruiting and training.4. Attentive to providing excellent customer service. Providing effective internal communications, development programs, and a healthy work environment will produce better-informed employees empowered to provide a high level of customer service to the people of Texas.5. Transparent such that agency can be understood by any Texan. TxDOT understands that transparency is key to developing the public's trust. TxDOT trains all employees on the importance of and effective methods for providing transparency in TxDOT's work. TxDOT evaluates all training events for both satisfaction and effectiveness by participants.
DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM
<p>Staff Support:</p> <ul style="list-style-type: none">➤ Provide technologies to enhance connectivity and communications among employees.➤ Continue providing relevant content through Transportation News (TN) vehicles, including TN Network, TN Magazine and TN Minute (videos on agency priorities).➤ Redesign TxDOT's intranet website known as Crossroads by August 2018.

- Administer the survey of employee engagement with a focus on improvement, based on survey feedback and identified action items, and conduct climate surveys based on the needs of a section or a division.
- Continue using feedback from employee focus groups to improve employee communications.

Work-Life Balance:

- Continue and explore expanding telecommuting and flexible schedules. Provide opportunities for employees to telework to help mitigate traffic congestion, shorten weekly commute times, and enhance work-life balance.
- Encourage and reward employees who participate in wellness programs and work-life balance programs.

Training and Career Development:

- TxDOT's human resources will continue to lead and manage TxDOT's Engineering Assistant Career Development Program and provide similar support to aspiring survey professionals, construction inspectors, and those seeking licensure and certification.
- TxDOT's human resources will continue to lead TxDOT's career development program in support of succession planning efforts and prepare employees for future opportunities and challenges.
- TxDOT will continue to provide routine and predictable access to a training catalog of 200 instructor-led training courses and 3,500+ online courses.
- TxDOT has implemented disease management activities such as, but not limited to, biometric screenings, flu shots, diabetes control, hypertension control, and other awareness and educational campaigns.
- TxDOT will administer assessments to identify the priority health issues, trends, and needs of the employees in order to develop policies and procedures, and establish wellness programs.
- Create opportunities for professional growth.
- Ensure, wherever possible, that career ladder progressions are built into job families.
- Provide employees access to professional organizations that provide research and further studies into industry best practices.
- Expand skills through crosstraining.
- Increase training opportunities for procurement staff.
- Continue to offer courses to develop project procurement and management skills for district and division employees.
- Encourage employees to take advantage of training opportunities.
- Through recruitment, TxDOT will assist in adding more staff with an emphasis on TxDOT's future needs, starting at the high school level. TxDOT's human resources will continue to explore other mechanisms to enrich diversity by partnering with the Civil Rights Division, attending diversity and inclusion-focused events, and reviewing interview pools for diversity.
- TxDOT's human resources staff will continue efforts to enhance the Summer Recruitment Program, increase Conditional Grant Program (for disadvantaged students) application activities, implement the GED Program, and revamp the Tuition Assistance Program to focus on agency needs.

Redundancies and Impediments

Changes to Texas Transportation Code (listed in section order, not priority)

REDUNDANCIES AND IMPEDIMENTS #1	
Service, statute, rule, or regulation (Provide specific citation if applicable)	§171.052 (Freight Rail Districts - Creation of District), §173.051 (Intermunicipal Commuter Rail Districts - Creation of District), and §174.051 (Commuter Rail Districts - Creation of District), Transportation Code
Describe why the service, statute, rule, or regulation is resulting in inefficient or ineffective agency operations.	These statutes do not require these rail districts to notify any state agency of their formation. Currently there is no state oversight of their formation or activities.
Provide agency recommendation for modification or elimination.	The statutes should, at minimum, require these rail districts to notify TxDOT of their formation so that TxDOT can comply with its mandated rail planning responsibilities under federal regulations (49 U.S.C. 22012 and 49 CFR 266.15).
Describe the estimated cost savings or other benefit associated with recommended change.	Some oversight of these rail district activities should be assigned to TxDOT for guidance in compliance with rules, regulations and statewide coordination of rail activities.

REDUNDANCIES AND IMPEDIMENTS #2	
Service, statute, rule, or regulation (Provide specific citation if applicable)	§172.054 (Rural Rail Transportation Districts - Notice of Creation), Transportation Code
Describe why the service, statute, rule, or regulation is resulting in inefficient or ineffective agency operations.	This statute requires Rural Rail Transportation Districts to notify the Texas A&M Transportation Institute (TTI) of their formation. More than 40 Rural Rail Districts have been formed since the enabling legislation and there is currently no state oversight of their formation or activities.
Provide agency recommendation for modification or elimination.	The statute should, at minimum, require Rural Rail Transportation Districts to notify TxDOT of their formation so that TxDOT can comply with its mandated rail planning responsibilities under federal regulations (49 U.S.C. 22012 and 49 CFR 266.15).
Describe the estimated cost savings or other benefit associated with recommended change.	Some oversight of rural rail transportation district activities should be assigned to TxDOT for guidance in compliance with rules, regulations, and statewide coordination of rail activities.

REDUNDANCIES AND IMPEDIMENTS #3	
Service, statute, rule, or regulation (Provide specific citation if applicable)	§172.160 (Rural Rail Transportation Districts - Perpetual Succession), Transportation Code
Describe why the service, statute, rule, or regulation is resulting in inefficient or ineffective agency operations.	This statute provides for perpetual succession of Rural Rail Transportation Districts.
Provide agency recommendation for modification or elimination.	The statute should, at minimum, allow for the termination of existence of a rural rail transportation district by action of their Boards or through an established timeline of inactivity.
Describe the estimated cost savings or other benefit associated with recommended change.	Research conducted by TTI has found that many rural rail districts have been inactive for years and contact information is no longer available for some of them.

REDUNDANCIES AND IMPEDIMENTS #4	
Service, statute, rule, or regulation (Provide specific citation if applicable)	§201.604(d) (Environmental Review) & §201.607 (Environmental, Historical, or Archeological Memorandum of Understanding), Transportation Code
Describe why the service, statute, rule, or regulation is resulting in inefficient or ineffective agency operations.	<p>§201.604(d) requires TxDOT to coordinate with the Texas Commission on Environmental Quality (“TCEQ”) and the Texas Parks and Wildlife Department (“TPWD”) in preparing an environmental review.</p> <p>§201.607 requires TxDOT to have an MOU pertaining to the review of highway projects with each state agency responsible for protection of natural, historical or archeological resources (i.e., TCEQ, TPWD and the Texas Historical Commission (“THC”)). These statutes are duplicative of each other with respect to review by TCEQ and TPWD.</p>

<p>Provide agency recommendation for modification or elimination.</p>	<p>Re-write §201.604(d) to require TxDOT to provide TCEQ and TPWD with written notice of availability of a draft EA or EIS on a highway project when the document is made available for public review, and require TxDOT to consider any comments made by TCEQ or TPWD within 45 days of receipt of the notice of availability.</p> <p>Re-write §201.607 to require TxDOT to have an MOU pertaining to the review of highway projects with just THC.</p>
<p>Describe the estimated cost savings or other benefit associated with recommended change.</p>	<p>The THC MOU is the only one of the three that actually replaces existing review requirements (set forth in THC's rules at 13 T.A.C. Chapter 26) to make the resource agency's review of transportation projects more efficient than it would be under existing rules.</p> <p>The other two MOUs, with TCEQ and TPWD, are lengthy agreements prescribing triggers and mechanics of obtaining those agencies' comments on transportation projects, which would not exist but for the MOUs themselves. These MOUs are not needed, as the legislative intent of TCEQ and TPWD review can be accomplished with a simple statutory requirement to specifically notify TCEQ and TPWD of draft EAs and EISs.</p>

<p style="text-align: center;">REDUNDANCIES AND IMPEDIMENTS #5</p>	
<p>Service, statute, rule, or regulation (Provide specific citation if applicable)</p>	<p>Chapter 201, Subchapter I-1 (Environmental Review Process), Transportation Code</p>
<p>Describe why the service, statute, rule, or regulation is resulting in inefficient or ineffective agency operations.</p>	<p>Subchapter I-1 was enacted in 2011 to counteract delays in internal environmental reviews of highway projects, which had been taking too long due to inefficient processes and multiple reviews by personnel at both TxDOT and FHWA. Subchapter I-1 introduced formal roles for local government project sponsors; internal timing, tracking, and reporting procedures; and mandatory review phases such as scoping, classification, administrative completeness review, and technical review, each with their own requirements and timelines.</p>

<p>Provide agency recommendation for modification or elimination.</p>	<p>Repeal Subchapter I-1, as its requirements are burdensome and no longer necessary. NEPA assignment in 2014 eliminated substantial delays associated with FHWA review of projects. And, since 2011, TxDOT has made many improvements to its own processes that have resulted in greatly increased efficiencies, as demonstrated by annual reports to the Legislature showing TxDOT's high rate of compliance with Subchapter I-1's processing deadlines.</p>
<p>Describe the estimated cost savings or other benefit associated with recommended change.</p>	<p>Compliance with the procedural requirements of Subchapter I-1 requires a significant amount of training, explanation to local governments, IT resources, tracking, report preparation, and dedication of other agency resources that would be better spent on actually conducting environmental reviews to advance transportation projects. Elimination of these requirements will reduce TxDOT's administrative burden and allow greater flexibility in the application of agency resources, while continuing to allow TxDOT to work cooperatively with local governments on a more informal basis.</p>

REDUNDANCIES AND IMPEDIMENTS #6	
Service, statute, rule, or regulation (Provide specific citation if applicable)	§222.073 (Purposes of Infrastructure Bank), Transportation Code; and 2018-2019 General Appropriations Act (GAA) Rider 14c (Project Status Report)
Describe why the service, statute, rule, or regulation is resulting in inefficient or ineffective agency operations.	<p>The purposes of the State Infrastructure Bank is to (1) encourage investment in transportation facilities both within and outside of the state highway system, including facilities that contribute to the multimodal and intermodal transportation capabilities of the state; and (2) develop financing techniques designed to:</p> <ul style="list-style-type: none"> (A) expand the availability of funding for transportation projects and to reduce direct state costs; (B) maximize local participation in financing projects; and (C) improve the efficiency of the state transportation system. <p>Rider 14c requires TxDOT to notify legislators of impending SIB loans 90 days “prior to any loan being granted.” This causes an unnecessary delay in the processing of the loan and could disrupt the transportation project schedule. Over the last five years, TxDOT has not received any inquiries regarding SIB loans.</p>
Provide agency recommendation for modification or elimination.	Reduce the requirement to 30 days.
Describe the estimated cost savings or other benefit associated with recommended change.	This would reduce impediments to project scheduling.

REDUNDANCIES AND IMPEDIMENTS #7	
Service, statute, rule, or regulation (Provide specific citation if applicable)	§372.053 (Veteran Discount Program), §504.202 (Veterans with Disabilities), and §504.315(e), (f) and (g) (Military Specialty Plates for Extraordinary Service), Transportation Code
Describe why the service, statute, rule, or regulation is resulting in inefficient or ineffective agency operations.	<p>§372.053 allows a toll project entity (i.e., TxDOT) to establish a discount program for eligible veterans. TxDOT established this discount program (see minute order 113682 for reference) which waives tolls for certain veterans on TxDOT-owned toll roads. The code does not limit the number of license plates that a veteran may have that qualify for the toll discount, but §504.202 and §504.315 specify that the vehicle registration should be for the veteran's own use.</p> <p>Thus there is a potential issue, as a veteran is allowed to register unlimited license plates for the discount, but the discount is supposed to be for the veteran's own use. Internal Audit found instances in which two or more license plates registered to the same eligible veteran were driving concurrently on TxDOT-owned toll roads.</p>
Provide agency recommendation for modification or elimination.	If the intent of the veteran discount program was to give discounted tolls to the <i>veteran</i> , Texas Transportation Code should be modified to limit the number of plates a veteran is allowed to register for purposes of receiving the discount (potentially limit to 1-2 plates per veteran).

<p>Describe the estimated cost savings or other benefit associated with recommended change.</p>	<p>In FY 2017, there were a total of 6.8 million transactions that qualified for the veteran toll discount. As of 8/31/2017, there were 315,899 plates eligible for the discount. 69,825 veterans had more than one qualifying license plate, and of these, 719 veterans had five or more qualifying license plates.</p> <p>Without the ability to monitor veteran usage due to multiple plates, it would be difficult to estimate the dollar value of cost savings for limiting the number of plates veterans are allowed to register.</p>
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<p style="text-align: center;">REDUNDANCIES AND IMPEDIMENTS #8</p>	
<p>Service, statute, rule, or regulation (Provide specific citation if applicable)</p>	<p>§455.004 (Public Transportation Advisory Committee (PTAC)), Transportation Code</p>
<p>Describe why the service, statute, rule, or regulation is resulting in inefficient or ineffective agency operations.</p>	<p>Statute requires each of the nine members to be appointed by the governor, lieutenant governor and speaker of the house. Due to the nature of the appointment process, the committee frequently operates without a full nine-member roster. Attaining quorum is difficult without a full complement of committee members. Further, it is difficult to fully represent a diverse cross-section of public transportation providers, public transportation users and general public with a smaller than intended committee body. PTAC currently has 3 vacancies and over the last 3 years has had at least 2 vacancies at any given point.</p>
<p>Provide agency recommendation for modification or elimination.</p>	<p>A suggested change is to modify the statute to allow the Texas Transportation Commission to appoint PTAC members directly instead of the governor, lieutenant governor and speaker of the house. This would revert to the statute prior to enactment of HB 2219, 81st Leg., R.S.</p>

Describe the estimated cost savings or other benefit associated with recommended change.	Due to the fact that the committee is short-handed, it is difficult to schedule meetings that can reasonably be expected to have a quorum, thus resulting in an unnecessary administrative burden. Additionally, the committee will be able to conduct meetings in a more efficient manner and public transportation interests will be better served by a full committee that can represent a diverse section of public transportation providers, users and the general public.
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REDUNDANCIES AND IMPEDIMENTS #9	
Service, statute, rule, or regulation (Provide specific citation if applicable)	GAA, Rider 14(e) (Public Transportation Activities Report), and §456.008 (Commission Report on Public Transportation Providers), Transportation Code
Describe why the service, statute, rule, or regulation is resulting in inefficient or ineffective agency operations.	<p>While the rider text and statutory language are not exactly the same, both citations require a report by January 1 of each year, with monthly data based on the fiscal year, and provide the same list of data to be included (ridership, mileage, revenue by source, and service effectiveness).</p> <p>The requirement to publish is redundant because it is the same in both places.</p> <p>Furthermore, the report deadline is an impediment. Collecting and performing quality control and quality assurance on this data, which is reported by 37 rural transit districts, 30 urban transit districts, eight metropolitan transportation authorities, and approximately sixty agencies providing specialized transportation for seniors and persons with disabilities, is a time-consuming process, requiring significant assistance from outside TxDOT.</p> <p>TxDOT currently meets this requirement by producing two editions of this report: one prepared by January 1, with a minimal amount of data checking and little analysis; and a second edition, including better data and analysis, which is ready by mid-March.</p>

<p>Provide agency recommendation for modification or elimination.</p>	<p>Eliminate the rider, leaving the statutory requirement in place and modify the statute to change the report due date to March 15 each year.</p> <p>Or</p> <p>Modify the requirement (in both the GAA Rider and Transportation Code) so that the report is due by March 15 each year.</p>
<p>Describe the estimated cost savings or other benefit associated with recommended change.</p>	<p>The benefit and savings will occur by having the report review and production process occur once instead of twice. This report is reviewed by the Deputy Executive Director's office, GOV, and Creative Services.</p>

*Changes to statute outside of the Texas Transportation Code
(listed in section order, not priority)*

REDUNDANCIES AND IMPEDIMENTS #10	
Service, statute, rule, or regulation (Provide specific citation if applicable)	Article IX, §6.10 (Limitations on State Employment Levels), General Appropriations Act (GAA) 2018-2019 Biennium
Describe why the service, statute, rule, or regulation is resulting in inefficient or ineffective agency operations.	Provision allows an agency that has exceeded its FTE cap to pay salaries and benefits without approval of the Office of the Governor and the LBB as long as the agency does not exceed the cap by 50 FTEs or 10%, whichever is less. For large agencies, the 50 FTE "buffer" can represent only a small fraction of a percentage point, leaving very little margin for error.
Provide agency recommendation for modification or elimination.	Change the allowable FTE cap buffer to 5% for all agencies with 1000 or more FTEs and require agencies that exceed their FTE cap to provide a plan of action to the Office of the Governor and the LBB on how the agency will to get back within the agency's FTE limit.
Describe the estimated cost savings or other benefit associated with recommended change.	The recommended change will enable TxDOT to better maintain authorized FTE staffing levels to continue to provide the state of Texas with a safe, reliable and integrated transportation system.

REDUNDANCIES AND IMPEDIMENTS #11	
Service, statute, rule, or regulation (Provide specific citation if applicable)	Article IX, §7.01(a)(1) (Budgeting and Reporting - Operating Budget), General Appropriations Act (GAA) 2018-2019 Biennium
Describe why the service, statute, rule, or regulation is resulting in inefficient or ineffective agency operations.	Agencies are required to submit a formal "Operating Budget" to the Governor and Legislative Budget Board (LBB) (including entry into the Automated Budget and Estimating System of Texas - ABEST) in relation to an appropriation plan that was just approved by the legislature in the prior legislative session. This is generally a repeat of the amounts appropriated for the agency in the corresponding GAA.
Provide agency recommendation for modification or elimination.	As opposed to submitting a formal operating budget, agencies could provide updated estimates for the years and strategies based on the needs and requirements of the LBB.

Describe the estimated cost savings or other benefit associated with recommended change.	All agencies are currently required to submit an operating budget so there would be a statewide savings in that regard from not having to submit a formal document. However, agencies would still need to provide data to the LBB; therefore this would not be a total elimination of the process/procedure.
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REDUNDANCIES AND IMPEDIMENTS #12

Service, statute, rule, or regulation (Provide specific citation if applicable)	Article IX, §7.04 (Contract Notification: Amounts Greater than \$50,000) & §7.12 (Notification of Certain Purchases or Contract Awards, Amendments, and Extensions), General Appropriations Act (GAA) 2018-2019 Biennium and §2261.253 (Required Posting of Certain Contracts; Enhanced Contract and Performance Monitoring) and §2261.257 (Contract Database), Government Code
Describe why the service, statute, rule, or regulation is resulting in inefficient or ineffective agency operations.	TxDOT has multiple databases (LBB online database, Comptroller information through PeopleSoft/CAPPS, and our online contract posting database) through which we report our contracts and information about our contracts. As there are not unified definitions or uniform questions, we end up publishing information about our contracts that appears inconsistent. Further, the Comptroller of Public Accounts (CPA) has statutory authority to require TxDOT to publish through CAPPS any information they require. Giving multiple accurate answers about the same transactions in response to different questions, risks confusion and negative public impressions if outside entities or members of the public cannot reconcile our answers and data.
Provide agency recommendation for modification or elimination.	This is a statewide issue. If the goal is to have a single statewide contracting database, then having three databases defeats this purpose. A unified approach by the CPA, LBB, and large contracting agencies such as TxDOT would seem to be in order.

Describe the estimated cost savings or other benefit associated with recommended change.	Immediate cost savings are difficult to estimate. However, the value to the state of having a single source of truth for its contracts would be significant. This would allow the state and TxDOT to analyze trends and develop better projections for costs, as well as identify best practices that can be replicated elsewhere.
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REDUNDANCIES AND IMPEDIMENTS #13

Service, statute, rule, or regulation (Provide specific citation if applicable)	Article IX, §9.08 (Computer Inventory Report (CIR)), General Appropriations Act (GAA) 2018-2019 Biennium and §2054.0965 (Information Resource Deployment Review (IRDR)), Government Code
Describe why the service, statute, rule, or regulation is resulting in inefficient or ineffective agency operations.	<p>The IRDR contains a complete inventory of personal computers, tablets and other information technology devices. The CIR also requires a complete inventory of personal computers, tablets and other information technology devices.</p> <p>The LBB may require additional information in the CIR like age, original cost, replacement cost, scheduled or estimated date for replacement.</p> <p>The CIR is due annually to the LBB by September 1 and the IRDR is due to DIR on March 31st of every even year.</p>
Provide agency recommendation for modification or elimination.	<ol style="list-style-type: none"> 1. Modify the due date of the CIR to March 31st. 2. Allow the information technology inventory in the IRDR to meet the requirements of the CIR on all even years. Any additional requirements added by the LBB to the CIR can be addresses as required.
Describe the estimated cost savings or other benefit associated with recommended change.	The benefits of the recommendations eliminates IMD from producing two different reports that require the same information on every even year.

REDUNDANCIES AND IMPEDIMENTS #14	
Service, statute, rule, or regulation (Provide specific citation if applicable)	Article IX, §11.03 (Statewide Capital Planning), General Appropriations Act (GAA) 2018-2019 Biennium
Describe why the service, statute, rule, or regulation is resulting in inefficient or ineffective agency operations.	TxDOT reports this information to the Bond Review Board but also as a part of the LAR request as well as to the required Joint Oversight Committee on Government Facilities.
Provide agency recommendation for modification or elimination.	Recommend elimination of duplicative reporting requirements and development of knowledge transfer between legislative boards.
Describe the estimated cost savings or other benefit associated with recommended change.	Reduced staff time compiling and reporting to multiple sources.

REDUNDANCIES AND IMPEDIMENTS #15	
Service, statute, rule, or regulation (Provide specific citation if applicable)	§231.006 (Ineligibility to Receive State Grants or Loans or Receive Payment on State Contracts), Texas Family Code

<p>Describe why the service, statute, rule, or regulation is resulting in inefficient or ineffective agency operations.</p>	<p>For all Local Government (LG) construction projects let by the LG, each bidder must certify the business entity is not ineligible due to the requirements for child support included in the Texas Family Code. In accordance with Texas Family Code §231.006, a contractor’s bid for a contract must include the name and Social Security number of the individual or sole proprietor and each partner, shareholder or owner with an ownership interest of at least 25 percent of the business entity submitting the bid. The following language must be included in the bid document verbatim.</p> <p>“Under Section 231.006, Family Code, the vendor or applicant certifies that the individual or business entity named in this contract, bid, or application is not ineligible to receive the specified grant, loan, or payment and acknowledges that this contract may be terminated and payment may be withheld if this certification is inaccurate.”</p> <ul style="list-style-type: none"> • Failure to submit the required information with a bid makes it non-responsive and ineligible for award. If the LG determines an individual or business entity awarded the contract is ineligible to receive payment due to ineligibility, the contract may be terminated. In addition, if the required certification listed above is shown to be false, the contractor is liable to the LG for attorney’s fees, the costs necessary to complete the contract, including the cost of advertising and awarding a second contract, and any other damages provided by law or contract. • Requiring this certification is not a standard practice in LG procurement, since it only applies to contracts with state funds (both construction and professional services). • TxDOT personnel spend considerable time verifying that the child support certification is in the bid documents, verifying that LG has confirmed that all bids meet this responsiveness requirement, and enforcing LG’s rejection of low bids that failed to include the certification.
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Provide agency recommendation for modification or elimination.	Recommend that the statute be changed so that the certification is only required from the apparent low bidder for local government construction contracts prior to contract execution, rather than from all bidders at time of bid. This is how it is applied to state agencies as stated in §231.006(j), Family Code: A state agency may accept a bid that does not include the information required ... if the state agency collects the information before the contract, grant, or loan is executed.
Describe the estimated cost savings or other benefit associated with recommended change.	TxDOT does not currently track the increased construction cost due to apparent low bid being rejected due to non-compliance with this statute or track our oversight costs specifically for this activity. For these reasons, it would be difficult to quantify the estimated cost savings.

NATURAL DISASTER-RELATED REDUNDANCIES AND IMPEDIMENTS #16	
Service, statute, rule, or regulation (Provide specific citation if applicable)	§418.052 (Texas Division of Emergency Management - Use of Funds to Support Certain Persons), Government Code
Describe why the service, statute, rule, or regulation is resulting in inefficient or ineffective agency operations.	§418.052 allows the Texas Division of Emergency Management to procure food and water for personnel during natural disasters. TxDOT does not have the same latitude to provide food and water to TxDOT personnel and we must request approval from the Governor.
Provide agency recommendation for modification or elimination.	Include similar provisions in the appropriate section of the Transportation Code or Amend §418.052, Government Code, to include TxDOT employees
Describe the estimated cost savings or other benefit associated with recommended change.	Benefits – reduced time in providing food and water for TxDOT staff responding to disasters. Efficiencies would be gained if TxDOT could establish long term contracts for food and water.

NATURAL DISASTER-RELATED REDUNDANCIES AND IMPEDIMENTS #17	
Service, statute, rule, or regulation (Provide specific citation if applicable)	§661.902(b) (Emergency Leave), Government Code
Describe why the service, statute, rule, or regulation is resulting in inefficient or ineffective agency operations.	The burden for head of agency approval prevents faster agency action during emergencies, or if the agency head is out-of-contact.
Provide agency recommendation for modification or elimination.	Modify §661.902(b) from: “The administrative head of an agency may determine that a reason other than a reason described by Subsection (a) is sufficient for granting emergency leave...” to: “The administrative head of an agency or designee may determine that a reason other than a reason described by Subsection (a) is sufficient for granting emergency leave...”
Describe the estimated cost savings or other benefit associated with recommended change.	The benefit would be reduced burden on an agency head during a time of crisis and reduced risk for employees in standby status awaiting head of agency decision. This would also reduce risk by allowing a designee to place at-risk employees on administrative leave immediately.

NATURAL DISASTER-RELATED REDUNDANCIES AND IMPEDIMENTS #18	
Service, statute, rule, or regulation (Provide specific citation if applicable)	§812.205 (Employees Retirement System of Texas – Termination of Membership), Government Code
Describe why the service, statute, rule, or regulation is resulting in inefficient or ineffective agency operations.	If a disaster event occurs during a high volume retirement month or year, TxDOT may not have sufficient experienced personnel to respond to disaster events causing an unsafe environment.
Provide agency recommendation for modification or elimination.	During declared disaster events, allow key personnel to immediately rehire for a period of no more than 90 days without loss of retirement benefits.
Describe the estimated cost savings or other benefit associated with recommended change.	This would benefit TxDOT by rehiring experienced personnel and preventing understaffing in a potentially hazardous event.

REDUNDANCIES AND IMPEDIMENTS #19	
Service, statute, rule, or regulation (Provide specific citation if applicable)	Chapter 26 (Protection of Public Parks and Recreational Lands), Parks and Wildlife Code
Describe why the service, statute, rule, or regulation is resulting in inefficient or ineffective agency operations.	Originally enacted in 1969, Chapter 26 prohibits the use of certain public land like parks for government projects unless a governmental entity first holds a hearing and makes certain determinations. Chapter 26 was based on, and is largely redundant of §4(f) of the federal Department of Transportation Act of 1966. Under current law, federally funded highway projects in Texas must comply with both §4(f) and Chapter 26, which are largely duplicative, but slightly differ in some areas (e.g., no <i>de minimis</i> provisions in Chapter 26, differences in public involvement requirements, differences in applicability with respect to historic sites).
Provide agency recommendation for modification or elimination.	Add an exception to the applicability of Chapter 26 for transportation projects subject to §4(f).
Describe the estimated cost savings or other benefit associated with recommended change.	On projects subject to §4(f), TxDOT and local government sponsors will be able to avoid the administrative burden of complying with both §4(f) and Chapter 26. For example, TxDOT and local government sponsors will be able to make the required determinations in the context of an environmental review document that is subject to public review and comment, without also holding a hearing under Chapter 26 and complying with its requirement of three consecutive weekly newspaper notices. TxDOT and local governments will also be able to fully implement §4(f)'s <i>de minimis</i> provisions.

Schedule A: Budget Structure (As Approved by the Legislative Budget Board and Governor's Office Budget and Policy Division) with Identification of Related Strategic Planning Goals and Action Plans

Goals, Objectives and Strategies

Goal A: Project Development and Delivery

Provide the planning, design, management, construction, reconstruction and rehabilitation of the state highway system in a safe, economical and comprehensive manner; timely acquire rights-of-way for a transportation system that is environmentally sensitive and supportive of economic and social prosperity.

Objective 1: Ensure Texas industries can efficiently access statewide, regional, national and international markets and gateways; provide coordinated, multimodal transportation facilities and networks to connect all statewide population, economic, recreational and cultural centers; assess and document transportation system needs and available revenues in periodic updates of the long-range Texas Transportation Plan; and explore all available multimodal financing options.

Related TxDOT Strategic Planning Goals: Promote Safety, Deliver the Right Projects, Focus on the Customer, Foster Stewardship, Optimize System Performance, and Preserve Our Assets

- Strategy 1: Plan, design, and manage transportation projects with in-house resources.

Related TxDOT Strategic Action Plans:

- *Promote Safety: Systematically include more safety features on projects by drawing on those actions demonstrated to have the highest rate of return through our Highway Safety Improvement Plan (HSIP).*
- *Deliver the Right Projects: Expand the use of data-driven project prioritization (scoring of projects).*
- *Deliver the Right Projects: Manage contracts for on-time and on-budget delivery.*
- *Deliver the Right Projects: Ensure project development readiness exceeds project delivery capability.*
- *Focus on the Customer: Improve traffic management plans during construction to reflect the customer perspective.*
- *Focus on the Customer: Provide mechanisms for public feedback.*
- *Foster Stewardship: Implement a central mechanism for identifying and implementing the use of cost-saving ideas to support increased project delivery.*
- *Foster Stewardship: Include life-cycle costs in project development.*
- *Optimize System Performance: Establish a statewide integrated traffic management system.*
- *Optimize System Performance: Improve traffic information for more efficient freight movement by developing connected freight corridors.*
- *Optimize System Performance: Coordinate with local transportation entities to ensure the efficiency of the overall transportation system to facilitate movement of people and goods.*

- *Preserve Our Assets: Educate leaders, the public, and partners on the tradeoffs of designing for the optimal life cycle of transportation infrastructure.*
- Strategy 2: Contracted development and delivery of transportation projects.
 - Related TxDOT Strategic Action Plans:*
 - *Promote Safety: Systematically include more safety features on projects by drawing on those actions demonstrated to have the highest rate of return through our Highway Safety Improvement Plan (HSIP).*
 - *Deliver the Right Projects: Manage contracts for on-time and on-budget delivery.*
 - *Deliver the Right Projects: Ensure project development readiness exceeds project delivery capability.*
 - *Focus on the Customer: Improve traffic management plans during construction to reflect the customer perspective.*
 - *Foster Stewardship: Implement a central mechanism for identifying and implementing the use of cost-saving ideas to support increased project delivery.*
 - *Foster Stewardship: Include life-cycle costs in project development.*
 - *Optimize System Performance: Establish a statewide integrated traffic management system.*
 - *Optimize System Performance: Improve traffic information for more efficient freight movement by developing connected freight corridors.*
 - *Optimize System Performance: Coordinate with local transportation entities to ensure the efficiency of the overall transportation system to facilitate movement of people and goods.*
 - *Preserve Our Assets: Educate leaders, the public, and partners on the tradeoffs of designing for the optimal life cycle of transportation infrastructure.*
- Strategy 3: Optimize timing of transportation right-of-way acquisition.
 - Related TxDOT Strategic Action Plans:*
 - *Deliver the Right Projects: Expand the use of data-driven project prioritization (scoring of projects).*
 - *Deliver the Right Projects: Manage contracts for on-time and on-budget delivery.*
 - *Deliver the Right Projects: Ensure project development readiness exceeds project delivery capability.*
 - *Foster Stewardship: Implement a central mechanism for identifying and implementing the use of cost-saving ideas to support increased project delivery.*
- Strategy 4: Contracts for the construction of the transportation system and facilities.
 - Related TxDOT Strategic Action Plans:*
 - *Promote Safety: Systematically include more safety features on projects by drawing on those actions demonstrated to have the highest rate of return through our Highway Safety Improvement Plan (HSIP).*
 - *Deliver the Right Projects: Expand the use of data-driven project prioritization (scoring of projects).*

- *Deliver the Right Projects: Manage contracts for on-time and on-budget delivery.*
- *Deliver the Right Projects: Ensure project development readiness exceeds project delivery capability.*
- *Focus on the Customer: Improve traffic management plans during construction to reflect the customer perspective.*
- *Focus on the Customer: Provide mechanisms for public feedback.*
- *Foster Stewardship: Implement a central mechanism for identifying and implementing the use of cost-saving ideas to support increased project delivery.*
- *Foster Stewardship: Include life-cycle costs in project development.*
- *Optimize System Performance: Establish a statewide integrated traffic management system.*
- *Optimize System Performance: Improve traffic information for more efficient freight movement by developing connected freight corridors.*
- *Optimize System Performance: Coordinate with local transportation entities to ensure the efficiency of the overall transportation system to facilitate movement of people and goods.*
- **Strategy 5: Contracts for the transportation system maintenance program.**

Related TxDOT Strategic Action Plans:

- *Promote Safety: Systematically include more safety features on projects by drawing on those actions demonstrated to have the highest rate of return through our Highway Safety Improvement Plan (HSIP).*
- *Deliver the Right Projects: Expand the use of data-driven project prioritization (scoring of projects).*
- *Deliver the Right Projects: Manage contracts for on-time and on-budget delivery.*
- *Deliver the Right Projects: Ensure project development readiness exceeds project delivery capability.*
- *Focus on the Customer: Improve traffic management plans during construction to reflect the customer perspective.*
- *Foster Stewardship: Implement a central mechanism for identifying and implementing the use of cost-saving ideas to support increased project delivery.*
- *Foster Stewardship: Finalize and implement asset management and resiliency planning activities.*
- *Foster Stewardship: Include life-cycle costs in project development.*
- *Optimize System Performance: Coordinate with local transportation entities to ensure the efficiency of the overall transportation system to facilitate movement of people and goods.*
- *Preserve Our Assets: Finalize and implement asset management and resiliency planning activities.*

- Strategy 6: Support total project costs for construction, maintenance, and acquisition of rights-of-way for non-tolled public roadways funded from oil and natural gas tax-related transfers to the State Highway fund pursuant to Proposition 1, 2014.

Related TxDOT Strategic Action Plans:

- *Promote Safety: Systematically include more safety features on projects by drawing on those actions demonstrated to have the highest rate of return through our Highway Safety Improvement Plan (HSIP).*
- *Deliver the Right Projects: Expand the use of data-driven project prioritization (scoring of projects).*
- *Deliver the Right Projects: Manage contracts for on-time and on-budget delivery.*
- *Deliver the Right Projects: Ensure project development readiness exceeds project delivery capability.*
- *Focus on the Customer: Improve traffic management plans during construction to reflect the customer perspective.*
- *Foster Stewardship: Implement a central mechanism for identifying and implementing the use of cost-saving ideas to support increased project delivery.*
- *Foster Stewardship: Include life-cycle costs in project development.*
- *Optimize System Performance: Establish a statewide integrated traffic management system.*
- *Optimize System Performance: Improve traffic information for more efficient freight movement by developing connected freight corridors.*
- *Optimize System Performance: Coordinate with local transportation entities to ensure the efficiency of the overall transportation system to facilitate movement of people and goods.*
- *Preserve Our Assets: Finalize and implement asset management and resiliency planning activities.*
- Strategy 7: Support total project costs for non-tolled transportation projects funded from state sales and use tax and motor vehicle sales and rental tax allocations to the State Highway Fund pursuant to Proposition 7, 2015.

Related TxDOT Strategic Action Plans:

- *Promote Safety: Systematically include more safety features on projects by drawing on those actions demonstrated to have the highest rate of return through our Highway Safety Improvement Plan (HSIP).*
- *Deliver the Right Projects: Expand the use of data-driven project prioritization (scoring of projects).*
- *Deliver the Right Projects: Manage contracts for on-time and on-budget delivery.*
- *Deliver the Right Projects: Ensure project development readiness exceeds project delivery capability.*
- *Focus on the Customer: Improve traffic management plans during construction to reflect the customer perspective.*
- *Foster Stewardship: Implement a central mechanism for identifying and implementing the use of cost-saving ideas to support increased project delivery.*
- *Foster Stewardship: Include life-cycle costs in project development.*

- *Optimize System Performance: Establish a statewide integrated traffic management system.*
- *Optimize System Performance: Improve traffic information for more efficient freight movement by developing connected freight corridors.*
- *Optimize System Performance: Coordinate with local transportation entities to ensure the efficiency of the overall transportation system to facilitate movement of people and goods.*
- *Preserve Our Assets: Finalize and implement asset management and resiliency planning activities.*
- **Strategy 8:** Provide grants, loans, pass-through payments, and other services to other entities for construction of the transportation system and facilities (estimated).

Related TxDOT Strategic Action Plans:

- *Promote Safety: Systematically include more safety features on projects by drawing on those actions demonstrated to have the highest rate of return through our Highway Safety Improvement Plan (HSIP).*
- *Deliver the Right Projects: Expand the use of data-driven project prioritization (scoring of projects).*
- *Deliver the Right Projects: Manage contracts for on-time and on-budget delivery.*
- *Deliver the Right Projects: Ensure project development readiness exceeds project delivery capability.*
- *Foster Stewardship: Include life-cycle costs in project development.*
- *Optimize System Performance: Establish a statewide integrated traffic management system.*
- *Optimize System Performance: Improve traffic information for more efficient freight movement by developing connected freight corridors.*
- *Optimize System Performance: Coordinate with local transportation entities to ensure the efficiency of the overall transportation system to facilitate movement of people and goods.*
- *Preserve Our Assets: Finalize and implement asset management and resiliency planning activities.*

Goal B: Routine System Maintenance

Provide for the systematic preservation of the highway system; preserve and control state ferry systems; and control outdoor advertising and junkyards along interstate and primary Texas highways.

Objective 1: Develop optimal asset management programs to protect existing infrastructure investments; and ensure timely and effective emergency maintenance response and damage repair.

Related TxDOT Strategic Planning Goals: Deliver the Right Projects, Foster Stewardship, and Preserve Our Assets

- Strategy 1: Contract for routine transportation system maintenance.
Related TxDOT Strategic Action Plans:
 - *Deliver the Right Projects: Expand the use of data-driven project prioritization (scoring of projects).*
 - *Deliver the Right Projects: Manage contracts for on-time and on-budget delivery.*
 - *Deliver the Right Projects: Ensure project development readiness exceeds project delivery capacity.*
 - *Foster Stewardship: Implement a central mechanism for identifying and implementing the use of cost-saving ideas to support increased project delivery.*
 - *Foster Stewardship: Finalize and implement asset management and resiliency planning activities.*
 - *Preserve Our Assets: Finalize and implement asset management and resiliency planning activities.*
- Strategy 2: Provide for routine maintenance and operation of the state transportation system and control outdoor advertising, junkyards, and automobile graveyards.
Related TxDOT Strategic Action Plans:
 - *Deliver the Right Projects: Expand the use of data-driven project prioritization (scoring of projects).*
 - *Deliver the Right Projects: Ensure project development readiness exceeds project delivery capacity.*
 - *Foster Stewardship: Implement a central mechanism for identifying and implementing the use of cost-saving ideas to support increased project delivery.*
 - *Foster Stewardship: Finalize and implement asset management and resiliency planning activities.*
 - *Preserve Our Assets: Finalize and implement asset management and resiliency planning activities.*
- Strategy 3: Operate state ferry systems in Texas.
Related TxDOT Strategic Action Plans:
 - *Foster Stewardship: Finalize and implement asset management and resiliency planning activities.*
 - *Preserve Our Assets: Finalize and implement asset management and resiliency planning activities.*

Goal C: Optimize Services and Systems

To effectively and efficiently optimize transportation services, systems, programs and resources.

Objective 1: Implement multimodal infrastructure, operational and technological solutions to congestion and mobility needs; and provide coordinated, multimodal transportation facilities and networks to connect all statewide population, economic, recreational, and cultural centers.

Related TxDOT Strategic Planning Goals: Promote Safety, Deliver the Right Projects, Foster Stewardship, Optimize System Performance, and Preserve Our Assets

- Strategy 1: Support and promote public transportation.
Related TxDOT Strategic Action Plans:
 - *Deliver the Right Projects: Expand the use of data-driven project prioritization (scoring of projects).*
 - *Deliver the Right Projects: Manage contracts for on-time and on-budget delivery.*
 - *Deliver the Right Projects: Ensure project development readiness exceeds project delivery capacity.*
 - *Foster Stewardship: Finalize and implement asset management and resiliency planning activities.*
 - *Optimize System Performance: Coordinate with local transportation entities to ensure the efficiency of the overall transportation system to facilitate movement of people and goods.*
 - *Preserve Our Assets: Finalize and implement asset management and resiliency planning activities.*

Objective 2: Reduce fatalities and serious injuries on the Texas transportation system; partner with public and private entities to plan for, coordinate and respond to disasters and emergencies; and promote work zone safety to protect roadway workers and the traveling public.

Related TxDOT Strategic Planning Goals: Promote Safety, Deliver the Right Projects, and Optimize System Performance

- Strategy 1: Identify problem areas and implement projects to reduce the number of and severity of traffic crashes through the Statewide Traffic Safety Program.
Related TxDOT Strategic Action Plans:
 - *Promote Safety: Implement a performance-driven effort to strategically focus safety efforts to mitigate negative safety trends, with initial focus on rising pedestrian fatalities.*
 - *Promote Safety: Systematically include more safety features on projects by drawing on those actions demonstrated to have the highest rate of return through our Highway Safety Improvement Plan (HSIP).*
 - *Promote Safety: Continue proactive educational, training, and technological measures to further reduce incident rates for occupational and driver safety of TxDOT employees.*
 - *Deliver the Right Projects: Expand the use of data-driven project prioritization (scoring of projects).*
 - *Deliver the Right Projects: Manage contracts for on-time and on-budget delivery.*
 - *Deliver the Right Projects: Ensure project development readiness exceeds project delivery capacity.*

- *Optimize System Performance: Coordinate with local transportation entities to ensure the efficiency of the overall transportation system to facilitate movement of people and goods.*

Objective 3: Support and promote tourism by serving customers at travel information centers (TIC) and filling travel literature requests each fiscal year.

Related TxDOT Strategic Planning Goals: Focus on the Customer

- *Strategy 1: Support and promote tourism.*

Related TxDOT Strategic Action Plans:

- *Focus on the Customer: Provide mechanisms for public feedback.*
- *Focus on the Customer: Provide staff training on effective customer service.*

Objective 4: Ensure Texas industries can efficiently access statewide, regional, national and international markets and gateways; provide coordinated, multimodal transportation facilities and networks to connect all statewide population, economic, recreational and cultural centers; assess and document transportation system needs and available revenues in periodic updates of the long-range Texas Transportation Plan; and explore all available multimodal financing options.

Related TxDOT Strategic Planning Goals: Promote Safety, Deliver the Right Projects, Focus on the Customer, Foster Stewardship, Optimize System Performance, and Preserve Our Assets

- *Strategy 1: Fund and participate with state-supported colleges and universities in research and development programs that can improve transportation operations.*

Related TxDOT Strategic Action Plans:

- *Promote Safety: Implement a performance-driven effort to strategically focus safety efforts to mitigate negative safety trends, with initial focus on rising pedestrian fatalities.*
- *Promote Safety: Systematically include more safety features on projects by drawing on those actions demonstrated to have the highest rate of return through our Highway Safety Improvement Plan (HSIP).*
- *Deliver the Right Projects: Expand the use of data-driven project prioritization (scoring of projects).*
- *Focus on the Customer: Provide mechanisms for public feedback.*
- *Focus on the Customer: Improve traffic management plans during construction to reflect the customer perspective.*
- *Foster Stewardship: Implement a central mechanism for identifying and implementing the use of cost-saving ideas to support increased project delivery.*
- *Foster Stewardship: Finalize and implement asset management and resiliency planning activities.*
- *Foster Stewardship: Include life-cycle costs in project development.*
- *Optimize System Performance: Establish a statewide integrated traffic management system.*
- *Optimize System Performance: Improve traffic information for more efficient freight movement by developing connected freight corridors.*
- *Optimize System Performance: Coordinate with local transportation entities to ensure the efficiency of the overall transportation system to facilitate movement of people and goods.*
- *Preserve Our Assets: Educate leaders, the public, and partners on the tradeoffs of designing for the optimal life cycle of transportation infrastructure.*

Objective 5: Provide for the construction, reconstruction and rehabilitation of general aviation infrastructures in an economically safe and comprehensive manner that is effective, efficient and environmentally sensitive.

Related TxDOT Strategic Planning Goals: Promote Safety, Deliver the Right Projects, Foster Stewardship, Optimize System Performance, and Preserve Our Assets

- Strategy 1: Support and promote general aviation.
Related TxDOT Strategic Action Plans:
 - *Promote Safety: Implement a performance-driven effort to strategically focus safety efforts to mitigate negative safety trends, with initial focus on rising pedestrian fatalities.*
 - *Deliver the Right Projects: Expand the use of data-driven project prioritization (scoring of projects).*
 - *Deliver the Right Projects: Manage contracts for on-time and on-budget delivery.*
 - *Deliver the Right Projects: Ensure project development readiness exceeds project delivery capacity.*
 - *Foster Stewardship: Finalize and implement asset management and resiliency planning activities.*
 - *Foster Stewardship: Include life-cycle costs in project development.*
 - *Optimize System Performance: Coordinate with local transportation entities to ensure the efficiency of the overall transportation system to facilitate movement of people and goods.*
 - *Preserve Our Assets: Finalize and implement asset management and resiliency planning activities.*

Objective 6: Fulfill non-federal sponsorship responsibilities for the Gulf Intracoastal Waterway.

Related TxDOT Strategic Planning Goals: Promote Safety, Foster Stewardship, Optimize System Performance, and Preserve Our Assets

- Strategy 1: Support the Gulf Intracoastal Waterway.
Related TxDOT Strategic Action Plans:
 - *Promote Safety: Implement a performance-driven effort to strategically focus safety efforts to mitigate negative safety trends, with initial focus on rising pedestrian fatalities.*
 - *Deliver the Right Projects: Expand the use of data-driven project prioritization (scoring of projects).*
 - *Deliver the Right Projects: Manage contracts for on-time and on-budget delivery.*
 - *Deliver the Right Projects: Ensure project development readiness exceeds project delivery capacity.*
 - *Foster Stewardship: Finalize and implement asset management and resiliency planning activities.*
 - *Foster Stewardship: Include life-cycle costs in project development.*
 - *Optimize System Performance: Coordinate with local transportation entities to ensure the efficiency of the overall transportation system to facilitate movement of people and goods.*
 - *Preserve Our Assets: Finalize and implement asset management and resiliency planning activities.*

Goal D: Enhance Rail Transportation

Provide for the construction, reconstruction, rehabilitation, and safety of the Texas railroad system.

Objective 1: Provide for the construction, reconstruction, rehabilitation and safety of the Texas railroad system; ensure Texas industries can efficiently access statewide, regional, national and international markets and gateways; provide coordinated, multimodal transportation facilities and networks to connect all statewide population and economic centers; assess and document transportation system needs and available revenues in periodic updates of the long-range Texas Transportation Plan; explore all available multimodal financing options; implement multimodal infrastructure, operational and technological solutions to congestion and mobility needs; focus congestion relief efforts on the most severely congested elements of the state transportation system; and develop optimal asset management programs to protect existing infrastructure investments.

Related TxDOT Strategic Planning Goals: Promote Safety, Deliver the Right Projects, Focus on the Customer, Foster Stewardship, Optimize System Performance, and Preserve Our Assets

- Strategy 1: Support the planning and design of rail transportation infrastructure.
Related TxDOT Strategic Action Plans:
 - *Promote Safety: Implement a performance-driven effort to strategically focus safety efforts to mitigate negative safety trends, with initial focus on rising pedestrian fatalities.*
 - *Deliver the Right Projects: Expand the use of data-driven project prioritization (scoring of projects).*
 - *Deliver the Right Projects: Manage contracts for on-time and on-budget delivery.*
 - *Deliver the Right Projects: Ensure project development readiness exceeds project delivery capacity.*
 - *Focus on the Customer: Provide mechanisms for public feedback.*
 - *Focus on the Customer: Provide staff training on effective customer service.*
 - *Foster Stewardship: Finalize and implement asset management and resiliency planning activities.*
 - *Foster Stewardship: Include life-cycle costs in project development.*
 - *Optimize System Performance: Coordinate with local transportation entities to ensure the efficiency of the overall transportation system to facilitate movement of people and goods.*
 - *Preserve Our Assets: Finalize and implement asset management and resiliency planning activities.*
- Strategy 2: Support the planning and design of rail transportation infrastructure using contract resources.
Related TxDOT Strategic Action Plans:
 - *Promote Safety: Implement a performance-driven effort to strategically focus safety efforts to mitigate negative safety trends, with initial focus on rising pedestrian fatalities.*
 - *Deliver the Right Projects: Expand the use of data-driven project prioritization (scoring of projects).*
 - *Deliver the Right Projects: Manage contracts for on-time and on-budget delivery.*

- *Delivery the Right Projects: Ensure project development readiness exceeds project delivery capacity.*
- *Foster Stewardship: Finalize and implement asset management and resiliency planning activities.*
- *Foster Stewardship: Include life-cycle costs in project development.*
- *Optimize System Performance: Coordinate with local transportation entities to ensure the efficiency of the overall transportation system to facilitate movement of people and goods.*
- *Preserve Our Assets: Finalize and implement asset management and resiliency planning activities.*
- Strategy 3: Contract for the construction of rail transportation systems and facilities.

Related TxDOT Strategic Action Plans:

- *Promote Safety: Systematically include more safety features on projects by drawing on those actions demonstrated to have the highest rate of return through our Highway Safety Improvement Plan (HSIP).*
- *Deliver the Right Projects: Expand the use of data-driven project prioritization (scoring of projects).*
- *Deliver the Right Projects: Manage contracts for on-time and on-budget delivery.*
- *Deliver the Right Projects: Ensure project development readiness exceeds project delivery capability.*
- *Foster Stewardship: Implement a central mechanism for identifying and implementing the use of cost-saving ideas to support increased project delivery.*
- *Foster Stewardship: Include life-cycle costs in project development.*
- *Optimize System Performance: Improve traffic information for more efficient freight movement by developing connected freight corridors.*
- *Optimize System Performance: Coordinate with local transportation entities to ensure the efficiency of the overall transportation system to facilitate movement of people and goods.*
- *Preserve Our Assets: Finalize and implement asset management and resiliency planning activities.*
- Strategy 4: Ensure safety through inspections of railroad facilities, equipment, and operations, and through education on rail grade crossings.

Related TxDOT Strategic Action Plans:

- *Promote Safety: Implement a performance-driven effort to strategically focus safety efforts to mitigate negative safety trends, with initial focus on rising pedestrian fatalities.*
- *Promote Safety: Systematically include more safety features on projects by drawing on those actions demonstrated to have the highest rate of return through our Highway Safety Improvement Plan (HSIP).*
- *Deliver the Right Projects: Expand the use of data-driven project prioritization (scoring of projects).*
- *Deliver the Right Projects: Manage contracts for on-time and on-budget delivery.*
- *Delivery the Right Projects: Ensure project development readiness exceeds project delivery capacity.*

- *Foster Stewardship: Finalize and implement asset management and resiliency planning activities.*
- *Optimize System Performance: Coordinate with local transportation entities to ensure the efficiency of the overall transportation system to facilitate movement of people and goods.*
- *Preserve Our Assets: Finalize and implement asset management and resiliency planning activities.*

Goal E: Indirect Administration

Provide for indirect administration.

Objective 1: Provide indirect administration to develop and support a comprehensive performance management program to enhance program evaluation, decision making, resource utilization and product delivery; develop and nurture partnerships with communities, agencies and other transportation stakeholders; develop a proactive internal and external communication plan that fosters transparency; enhance workforce recruitment, retention and leadership development effort; assess and document transportation system needs and revenue estimates and forecasts in periodic updates; explore all available multimodal financing options while not recommending any particular strategy; and regularly communicate with the Texas public about the program results that come from maximizing existing funding levels as well as the consequences of alternative future funding levels.

Related TxDOT Strategic Planning Goals: Promote Safety, Deliver the Right Projects, Focus on the Customer, Foster Stewardship, Optimize System Performance, Preserve Our Assets, and Value Our Employees

- Strategy 1: Central Administration.

Related TxDOT Strategic Action Plans:

- *Promote Safety: Implement a performance-driven effort to strategically focus safety efforts to mitigate negative safety trends, with initial focus on rising pedestrian fatalities.*
- *Promote Safety: Continue proactive educational, training, and technological measures to further reduce incident rates for occupational and driver safety of TxDOT employees.*
- *Deliver the Right Projects: Expand the use of data-driven project prioritization (scoring of projects).*
- *Deliver the Right Projects: Manage contracts for on-time and on-budget delivery.*
- *Deliver the Right Projects: Ensure project development readiness exceeds project delivery capacity.*
- *Focus on the Customer: Improve traffic management plans during construction to reflect the customer perspective.*
- *Focus on the Customer: Provide mechanisms for public feedback.*
- *Focus on the Customer: Provide staff training on effective customer service.*
- *Foster Stewardship: Implement a central mechanism for identifying and implementing the use of cost-saving ideas to support increased project delivery.*
- *Foster Stewardship: Finalize and implement asset management and resiliency planning activities.*
- *Foster Stewardship: Include life-cycle costs in project development.*
- *Optimize System Performance: Establish a statewide integrated traffic management system.*
- *Optimize System Performance: Improve traffic information for more efficient freight movement by developing connected freight corridors.*
- *Optimize System Performance: Coordinate with local transportation entities to ensure the efficiency of the overall transportation system to facilitate movement of people and goods.*

- *Preserve Our Assets: Educate leaders, the public, and partners on the tradeoffs of designing for the optimal life cycle of transportation infrastructure.*
- *Preserve Our Assets: Finalize and implement asset management and resiliency planning activities.*
- *Preserve Our Assets: Request funding for and implement the deferred maintenance plan for TxDOT facilities.*
- *Value Our Employees: Invest in our employees through education, technology and workplace enhancements.*
- *Value Our Employees: Provide technology tools and training to enhance productivity.*
- *Value Our Employees: Request funding for and implement campus consolidation plans.*
- **Strategy 2: Information Resources.**
 - Related TxDOT Strategic Action Plans:*
 - *Promote Safety: Continue proactive educational, training, and technological measures to further reduce incident rates for occupational and driver safety of TxDOT employees.*
 - *Deliver the Right Projects: Expand the use of data-driven project prioritization (scoring of projects).*
 - *Delivery the Right Projects: Ensure project development readiness exceeds project delivery capacity.*
 - *Focus on the Customer: Improve traffic management plans during construction to reflect the customer perspective.*
 - *Focus on the Customer: Provide mechanisms for public feedback.*
 - *Foster Stewardship: Include life-cycle costs in project development.*
 - *Optimize System Performance: Establish a statewide integrated traffic management system.*
 - *Optimize System Performance: Improve traffic information for more efficient freight movement by developing connected freight corridors.*
 - *Preserve Our Assets: Request funding for and implement the deferred maintenance plan for TxDOT facilities.*
 - *Value Our Employees: Invest in our employees through education, technology and workplace enhancements.*
 - *Value Our Employees: Provide technology tools and training to enhance productivity.*
 - *Value Our Employees: Request funding for and implement campus consolidation plans.*
- **Strategy 3: Other Support Services.**
 - Related TxDOT Strategic Action Plans:*
 - *Promote Safety: Continue proactive educational, training, and technological measures to further reduce incident rates for occupational and driver safety of TxDOT employees.*
 - *Deliver the Right Projects: Expand the use of data-driven project prioritization (scoring of projects).*
 - *Delivery the Right Projects: Ensure project development readiness exceeds project delivery capacity.*
 - *Focus on the Customer: Improve traffic management plans during construction to reflect the customer perspective.*

- *Focus on the Customer: Provide mechanisms for public feedback.*
- *Foster Stewardship: Include life-cycle costs in project development.*
- *Optimize System Performance: Establish a statewide integrated traffic management system.*
- *Optimize System Performance: Improve traffic information for more efficient freight movement by developing connected freight corridors.*
- *Preserve Our Assets: Request funding for and implement the deferred maintenance plan for TxDOT facilities.*
- *Value Our Employees: Invest in our employees through education, technology and workplace enhancements.*
- *Value Our Employees: Provide technology tools and training to enhance productivity.*
- *Value Our Employees: Request funding for and implement campus consolidation plans.*

Goal F: Debt Service Payments

Debt service payments for bonds, notes and other credit agreements.

Objective 1: Debt service payments for bonds, notes and other credit agreements.

- Strategy 1: General obligation bond debt service payments.
- Strategy 2: State highway fund (SHF) bond debt service payments.
- Strategy 3: Texas Mobility Fund (TMF) bond debt service payments
- Strategy 4: Other debt service payments.

Goal G: Develop Toll Sub-account Projects

Develop transportation and air quality projects to be financed with regional toll revenue and other proceeds deposited to toll project subaccounts within the State Highway Fund (SHF).

Objective 1: Deliver transportation and air quality projects to be financed with regional toll revenue and other proceeds deposited to toll project subaccounts within the SHF.

- Strategy 1: Plan, design and manage transportation and air quality projects with regional toll revenue deposited to toll project subaccounts in the SHF.
- Strategy 2: Contracted planning and design of transportation and air quality projects with regional toll revenue deposited to toll project subaccounts in the SHF.
- Strategy 3: Optimize timing of transportation right-of-way acquisition for projects utilizing regional toll revenue deposited to toll project subaccounts in the SHF.
- Strategy 4: Make contract payments on transportation construction projects using regional toll revenue deposited to toll project subaccounts in the SHF.
- Strategy 5: Make contract payments on transportation maintenance and preservation projects using regional toll revenue deposited to toll project subaccounts in the SHF.

Budgetary Goals, Objectives, and Outcome Measures

Budgetary Goal		Budgetary Objective		Budgetary Outcome Measures	
1	Project Development and Delivery	1	Effective Planning, Development and Management of Transportation Projects	1	Percent of Design Projects Delivered On Time
				1	Percent of Construction Projects Completed On Budget
				2	Percent of Two-Lane Highways with Pavement 26 Feet or Wider
				3	Percent of Construction Projects Completed On Time
2	Routine Maintenance	1	System Maintenance	1	Bridge Inventory Condition Score
				2	Percent of Highway Pavements In Good or Better Condition
				3	Statewide Maintenance Assessment Program Condition Score
				4	Statewide Traffic Assessment Program Condition Score
3	Optimize Services and Systems	1	Support Enhanced Public Transportation	1	Percent Change in the Number of Small Urban and Rural Transit Trips
		2	Enhance Public Safety and Security	1	Number of Fatalities per 100 Million Miles Traveled
		5	Support and Promote General Aviation	1	Percent of General Aviation Runways in Good or Excellent Condition

Budgetary Goals, Objectives, Strategies, and Output Measures

Budgetary Goal		Budgetary Objective		Budgetary Strategy		Budgetary Output Measure	
1	Project Development and Delivery	1	Effective Planning, Development and Management of Transportation Projects	1	Plan/Design/Manage	1	Number of Construction Projects Preliminary Engineering Plans Completed
						2	Dollar Volume of Construction Contracts Awarded in Fiscal Year
						3	Number of Projects Awarded
2	Routine System Maintenance	1	System Maintenance	1	Contracted Routine Maintenance	1	Number of Lane Miles Contracted for Resurfacing
		1	System Maintenance	2	Routine Maintenance	1	Number of Highway Lane Miles Resurfaced by State Forces
3	Optimize Services and Systems	5	Support and Promote General Aviation	1	Support and Promote General Aviation	1	Number of Grants Approved for Airports Selected for Financial Assistance
4	Enhance Rail Transportation	1	Enhance Rail Transportation	4	Ensure Rail Safety through Inspection and Public Education	1	Number of Federal Railroad Administration (FRA) Units Inspected

Schedule B: Performance Measure Definitions – As Approved by the Legislative Budget Board and Governor’s Office Budget and Policy Division

Goal A: Project Development and Delivery

Objective A.1 – Effective Planning, Design and Management of Transportation Projects

Outcome Measure: Percent of Design Projects Delivered On Time

Short Definition: The percent of design projects completed within 30 days of the project ready to let date during a fiscal year.

Purpose/Importance: Timely completion of construction documents allows funding decisions to be forecast with greater accuracy. With full implementation of project portfolio management tools, TxDOT expects to improve its design projects delivered on-time performance.

Source/Collection of Data: The primary source of data is the agency’s enterprise project portfolio management software tool. This software is designed to aide engineers in developing schedules and to estimate the duration to complete Project Development activities. As the project progresses/advances, Project Development employees report the actual duration it took to complete an activity. Once the project is completed, there is a historical record of the duration of time it took to complete all project development activities. Once all project development activities are completed, the actual date is recorded.

Method of Calculation: The number of projects completed on time divided by the total number of projects completed. A project is considered on time if actual ready to let date is within the target ready to let date plus 30 days.

Data Limitations: There are locally let projects outside of TxDOT's control. If the projects are locally let, TxDOT does not have access to the data. Additionally, alternative delivery type projects such as design-build or concession projects which have different contracting models than traditional design-bid-build projects, have been excluded from this data set.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher.

Key: Yes.

Outcome Measure: Percent of Construction Projects Completed On Budget

Short Definition: The percent of construction contracts completed 10 percent or less over the adjusted contract amount.

Purpose/Importance: The purpose of this measure is to determine the percentage of construction projects completed within the budgeted amount. The completion of construction projects within budget is an essential element in determining TxDOT’s efficiency in delivering projects.

Source/Collection of Data: Data will be collected from the SiteManager computer system.

Method of Calculation: The total number of construction contracts completed 10 percent or less over the adjusted contract amount divided by the total number of construction contracts completed in the fiscal year. The completion date used is now

the date the final estimate is paid. The adjusted contract amount is the awarded contract amount plus total amount due to change orders by third parties.

Data Limitations: Alternative delivery type projects such as design-build or concession projects, which have different contracting models than traditional design-bid-build projects, have been excluded from this data set.

Calculation Type: Non-cumulative.

New Measure: Yes.

Desired Performance: Higher.

Key: Yes.

Outcome Measure: Percent of Two-Lane Highways 26 Feet or Wider in Paved Width

Short Definition: The number of centerline miles of two-lane highways equal to or greater than 26 feet pavement width (includes shoulders) as a percent of total two lane highway centerline miles in the state.

Purpose/Importance: Studies have indicated that safety is improved on two-lane highways when pavement width is at least 26 feet.

Source/Collection of Data: Geospatial Roadway Inventory Database (GRID).

Method of Calculation: Total centerline miles of two-lane highways less total centerline miles of two-lane highways less than 26 feet divided by the total centerline miles of two-lane highways equals the percent of two-lane highways 26 feet or wider in paved width.

Data Limitations: The data should be relatively easy to obtain through GRID as certified for the calendar year ending.

Calculation Type: Non-cumulative.

New Measure: Yes.

Desired Performance: Higher.

Key: Yes.

Outcome Measure: Percent of Construction Projects Completed On Time

Short Definition: The percent of construction projects completed 10 percent or less over the number of days allowed.

Purpose/Importance: The purpose of this measure is to determine the percentage of projects completed on time. The completion of projects on time is an essential element in determining TxDOT's efficiency in delivering construction projects.

Source/Collection of Data: Data will be collected from the SiteManager computer system.

Method of Calculation: The total number of construction contracts completed on time divided by the total number of projects completed. On time is defined as contracts completed 10 percent or less over the number of days allowed. The completion date used is now the date the final estimate was paid. The number of days allowed is the awarded days plus the total days granted due to change orders with time extensions by third parties.

Data Limitations: Alternative delivery type projects such as design-build or concession projects, which have different contracting models than traditional design-bid-build projects, have been excluded from this data set.

Calculation Type: Non-cumulative.

New Measure: Yes.

Desired Performance: Higher.

Key: Yes.

Strategy A.1.1 - Plan, design and manage transportation projects with in-house resources.

Output Measure: Number of Construction Projects Preliminary Engineering Plans Completed

Short Definition: The number of construction plans processed for letting through the Design Division.

Purpose/Importance: This measure reflects TxDOT's performance toward reaching a previously established goal of completing a certain number of plans. Meeting our established goals reflects the TxDOT'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.

Source/Collection of Data: The primary sources of the data are: (1) the list of planned projects provided by Financial Management Division, Letting Management Section; and (2) processed plans log by the Design Division. At the end of each month the Design Division summarizes the number of plans that were processed for that month.

Method of Calculation: The number of plans processed are totaled each month and then totaled for quarterly reporting.

Data Limitations: None.

Calculation Type: Cumulative.

New Measure: No.

Desired Performance: Higher.

Key: Yes.

Output Measure: Dollar Volume of Construction Contracts Awarded in Fiscal Year

Short Definition: Cumulative low bid total of construction contracts that are awarded each fiscal year by the Texas Transportation Commission (commission).

Purpose/Importance: This measure provides information regarding the cost incurred by TxDOT in the execution of contracts to construct, maintain and rehabilitate the highways and bridges in Texas.

Source/Collection of Data: Data for this measure is loaded into the Bid Analysis Management System/Decision Support System (BAMS/DSS) from letting information contained in the Design Construction Information System (DCIS) and the Electronic Bidding System (EBS), which is adjusted based upon those projects actually awarded and not rejected by the commission.

Method of Calculation: The dollar volume is calculated by totaling the low-bid dollar amounts of construction contracts awarded by the commission on a fiscal year basis.

Data Limitations: Excludes the original award amounts of those projects that were re-let and awarded again during the same fiscal year.

Calculation Type: Cumulative.

New Measure: No.

Desired Performance: Higher.

Key: Yes.

Output Measure: Number of Projects Awarded

Short Definition: The number of construction contracts that are awarded each fiscal year by the Texas Transportation Commission.

Purpose/Importance: This measure provides information regarding the number of highway construction contracts awarded by TxDOT each fiscal year.

Source/Collection of Data: 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.

Method of Calculation: A simple count of contracts awarded during the fiscal year, taken from the above-mentioned report.

Data Limitations: Data for this measure is loaded into the Bid Analysis Management System/Decision Support System (BAMS/DSS) from letting information contained in the Design Construction Information System (DCIS) and the Electronic Bidding System (EBS), which is adjusted based upon those projects actually awarded and not rejected by the commission.

Calculation Type: Cumulative.

New Measure: No.

Desired Performance: Higher.

Key: Yes.

Goal B: Routine System Maintenance

Objective B.1 - System Maintenance

Outcome Measure: Bridge Inventory Condition Score

Short Definition: Bridge Inventory Condition Score - Assigns an overall composite Condition Score for all bridges in the state, weighted by bridge deck area.

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

Source/Collection of Data: Bridge Inspection Database maintained by the Bridge Division.

Method of Calculation: The Bridge Condition Score is a quantitative score (A thru F) assigned to each bridge based on the lowest/most severe Bridge Inspection Condition Rating (0 thru 9) for the following components: deck, superstructure, substructure, or culverts. Each bridge is assigned a numeric score based on the bridge condition letter grade score where A is 95, B is 85, C is 75, D is 65, and F is 50. An overall state Bridge Inventory Condition Score is calculated based on individual Bridge Condition Scores weighted by deck area. A bridge numeric score is multiplied by the bridge deck area to produce a weighted score for each individual bridge in the state. The statewide Bridge Inventory Condition Score is calculated by taking the sum of the weighted scores for all bridges in the state and dividing that sum by the total deck area for all bridges in the state.

Data Limitations: Specific bridge condition data are collected and input in the Bridge Inspection Database on the two-year safety inspection frequency. A lag may occur in database updates that show the improved bridge (rehabilitation or replacement) condition. TxDOT maintains data on bridges off the state highway system. It is possible that some bridges off the state highway system built by counties or municipalities may not be reported to TxDOT and therefore not included within this measure. The performance measure does not include bridges that are not eligible for the Highway Bridge Program (HBP), including privately owned bridges, pedestrian bridges, utility bridges, railroad bridges and federally owned bridges.

Calculation Type: Non-cumulative.

New Measure: Yes.

Desired Performance: Higher.

Key: Yes.

Outcome Measure: Percent of Highway Pavements in Good or Better Condition

Short Definition: The percentage of total lane miles of pavement rated in good or better condition as determined by the Pavement Management Information System (PMIS) Condition Score.

Purpose/Importance: The measure identifies system-wide trend in the improvement or deterioration of pavements and can be used to select preventive maintenance and rehabilitation projects and determine funding needs.

Source/Collection of Data: PMIS uses the data from the ride and distress surveys in the calculation of the Condition Score. The Condition Score combines Distress Score and Ride Score into a single value that corresponds to the average person's perception of pavement quality. The condition score ranges from 1 (very poor) to 100

(very good). "Good or better condition" is defined as PMIS Condition Score of 70 or above."

Method of Calculation: The percentage is calculated by dividing the number of lane miles of pavements in good or better condition by the total number of lane miles in the system. PMIS uses the data from the ride and distress surveys in the calculation of the Condition Score. The Condition Score combines Distress Score and Ride Score into a single value that corresponds to the average person's perception of pavement quality. The condition score ranges from 1 (very poor) to 100 (very good). "Good or better condition" is defined as PMIS Condition Score of 70 or above."

Data Limitations: Data set includes 100 percent of roadbed miles and is collected once a year. Due to cost and time limitations, TxDOT rates one lane for each roadbed and considers this lane represents all the lanes for the specific roadbed.

Calculation Type: Non-cumulative.

New Measure: Yes.

Desired Performance: Higher.

Key: Yes.

Outcome Measure: Statewide Maintenance Assessment Program Condition Score

Short Definition: The Texas Maintenance Assessment Program (TxMAP) provides for the evaluation of 22 elements of the highway infrastructure divided into three main components; Pavement, Traffic Operations and Roadside. Elements are rated on a scale of 1 - 5 on randomly selected one-mile sections. Approximately 5 percent of the Non-Interstate System and 10 percent of the Interstate System are evaluated.

Purpose/Importance: TxMAP documents the overall condition of the highway system and allows maintenance managers to monitor the condition for determining resource needs.

Source/Collection of Data: Field assessments are conducted annually under TxMAP. These evaluations are performed by personnel from the Maintenance Division.

Method of Calculation: 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.

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.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher.

Key: Yes.

Outcome Measure: Statewide Traffic Assessment Program Condition Score

Short Definition: The annual statewide average assessment score from the Texas Traffic Assessment Program (TxTAP).

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

Source/Collection of Data: The Traffic Operations Division conducts a yearly statewide field review of traffic control devices for each TxDOT District. TxTAP assesses elements of traffic control devices across three main categories; signing, railroads and signals. The TxDOT Traffic Operations Division rates these elements on a scale of one to five at randomly selected locations.

Method of Calculation: Various traffic control devices are evaluated in each TxDOT District (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.

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 and 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.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher.

Key: Yes.

Strategy B.1.1 - Contracted Routine Maintenance

Output Measure: Number of Lane Miles Contracted for Resurfacing

Short Definition: This measure calculates the total number of lane miles receiving roadway surface improvements under Contracted Routine Maintenance plus the total number of lane miles let to receive roadway surface improvements under Contracted Preventive Maintenance. These surface improvements include asphalt seal coats and asphalt concrete pavement overlays throughout the state by contract.

Purpose/Importance: 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.

Source/Collection of Data: The sources of data used to collect this measure are the computerized Maintenance Management System (MMS) for Contracted Routine Maintenance and the DCIS for Contracted Preventive Maintenance. While MMS 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.

Method of Calculation: The quarterly 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 MMS and DCIS reports and summarizing them (total number of lane miles under Contracted Routine Maintenance completed during the reporting period for roadway surface improvements plus the total number of lane miles under

Contracted Preventive Maintenance let during the reporting period for roadway surface improvements).

Data Limitations: The accuracy of the data is dependent upon the work units input into the MMS by personnel in the TxDOT District and work units input into the DCIS by personnel in the Financial Management Division.

Calculation Type: Cumulative.

New Measure: No.

Desired Performance: Higher.

Key: Yes.

Strategy B.1.2 - Routine Maintenance

Output Measure: Number of Highway Lane Miles Resurfaced by State Forces

Short 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.

Purpose/Importance: 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.

Source/Collection of Data: The source of data used to collect this measure is the computerized Maintenance Management System (MMS). While MMS 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.

Method of Calculation: 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 MMS reports and summarizing them.

Data Limitations: The accuracy of the data is dependent upon the work units input into the MMS by TxDOT District personnel.

Calculation Type: Cumulative.

New Measure: No.

Desired Performance: Higher.

Key: Yes.

Goal C: Optimize Services and Systems

Objective C.1 - Support Enhanced Public Transportation

Outcome Measure: Percent Change in the Number of Small Urban and Rural Transit Trips

Short Definition: The percent change in the number of trips delivered by Non-metropolitan public transportation systems statewide from the previous year.

Purpose/Importance: To record the percent change in public transportation ridership.

Source/Collection of Data: TxDOT collects the ridership data for small urban (50,000 to 199,999 population) and non-urbanized area agencies, as well as agencies receiving funding for specialized transportation services. These agencies receive public transportation program grant funding from TxDOT. The percent change in ridership is based on actual data and forecasted passenger trips data.

TxDOT subtracts the previous year ridership from the current year figure, divides the difference by the prior year figure, and multiplies it by 100 to get a percentage. If current year ridership figures are not available for a transit agency, TxDOT estimates it using prior year data and a straight-line forecast and modifies it by any knowledge of specific circumstances as needed. The forecast of a future year change is based upon the most recent four years of ridership data.

Method of Calculation: Percent change is calculated by subtracting the prior year ridership figure from the current year figure, dividing that difference by the prior year figure, then multiplying by 100 to get a percentage. The forecast of future year changes is a straight-line forecast, based upon the most recent four years of ridership data. If there is a known factor that would impact either the historical data or future expected ridership, the forecast is updated to account for that factor.

Data Limitations: None.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher.

Key: Yes.

Objective C.2 - Enhance Public Safety and Security

Outcome Measure: Number of Fatalities per 100 Million Miles Travelled

Short Definition: The number of fatalities per 100 million vehicle miles travelled in the state.

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

Source/Collection of Data: The number of statewide traffic fatalities and vehicle miles travelled are compiled on a calendar year basis by TxDOT.

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

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 travelled.

Calculation Type: Non-cumulative.
New Measure: No.
Desired Performance: Lower.
Key: Yes.

Objective C.5 – Aviation Services

Outcome Measure: Percent of General Aviation Runways in Good or Excellent Condition

Short Definition: Runway pavement condition ratings are categorized by poor, fair, good or excellent condition and reflect the overall surface condition of each landing surface. This measure will report the percentage of runway pavements in good or excellent condition.

Purpose/Importance: The measure identifies system-wide trend in the improvement or deterioration of runway pavements and aids TxDOT in determining the effectiveness of its Airport Capital Improvement Program.

Source/Collection of Data: Airport Master Record (5010 database) maintained by the National Flight Data Center (FAA).

Method of Calculation: The percentage is calculated by dividing the number of runways in good or excellent condition by the total number of runways in the system.

Data Limitations: Data set includes only General Aviation, Reliever and Non-Primary Commercial Service paved runways.

Calculation Type: Non-cumulative.

New Measure: No.

Desired Performance: Higher.

Key: Yes.

Strategy C.5.1 - Support and Promote General Aviation

Output Measure: Number of Grants Approved for Airports Selected for Financial Assistance

Short Definition: This measure is the sum of all the airport capital improvement grants that are approved by the Texas Transportation Commission (commission) for state or federal financial assistance.

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

Source/Collection of Data: The count comes from the minute orders approved by the commission for the appropriate period.

Method of Calculation: Each grant approved by commission for capital improvement projects is counted to determine the number of grants approved. An airport may receive more than one grant.

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.

Calculation Type: Cumulative.

New Measure: No.

Desired Performance: Higher.

Key: Yes.

Goal D: Enhance Rail Transportation

Objective D.1 - Support the planning and development of rail transportation infrastructure.

Strategy D.1.4 - Ensure Rail Safety through Inspection and Public Education

Output Measure: Number of Federal Railroad Administration (FRA) Units Inspected

Short Definition: The number of FRA units performed by TxDOT rail safety inspectors in all five inspection disciplines (Track, Signal and Train Control, Hazardous Materials, Motive Power and Equipment and Operating Practices).

Purpose/Importance: 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 Texas Transportation Commission to determine overall division performance.

Source/Collection of Data: FRA units are recorded weekly in the FRA database. The federal database can be accessed by supervisory personnel to total the inspections for each inspection discipline and calculate the overall total inspection units for each reporting period.

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

Data Limitations: None.

Calculation Type: Cumulative.

New Measure: No.

Desired Performance: Higher.

Key: Yes.

Schedule C: Historically Underutilized Business Plan

Policy Statement

In accordance with Texas Administrative Code, Title 34, Rule §20.281, it is the policy of the Texas Department of Transportation (TxDOT) to encourage the use of Historically Underutilized Businesses (HUBs) and to implement this policy through race, ethnic, and gender-neutral means. The purpose of the HUB Program is to promote full and equal business opportunities for all businesses in an effort to remedy disparity in state procurement and contracting.

The goal of TxDOT's HUB Program is to promote fair and competitive business opportunities that maximize the inclusion of minority-owned businesses and women-owned businesses that are certified HUBs in the procurement and contracting activities of TxDOT.

In accordance with Texas Government Code Section 2161.004(c), HUB provisions do not apply to a project or contract subject to Section 201.702, of the Transportation Code. Projects subject to Section 201.702 fall under the Federal Disadvantaged Business Enterprise program regulations.

TxDOT Strategies

The following are strategies used by TxDOT, based on internal policies and procedures and HUB rules, in an effort to increase HUB utilization in contracts and procurements:

- On request, TxDOT will certify as a Small Business Enterprise a firm that is certified as a HUB by the Texas Comptroller of Public Accounts.
- Hold meetings with districts and divisions to discuss solutions on how to maximize HUB utilization in contracts and procurements, which include non-competitive procurements; and ensure our procurement practices encourage competition;
- Continue to set the Statewide HUB Goal or Internal TxDOT HUB Goal, whichever is higher, on contracts with an estimated value of \$100,000, including renewals, with subcontracting availability;
- Continue to monitor contracts to ensure the contractor is on track in meeting their HUB goal under the contract;
- Host forums for the purpose of business development, networking, and identifying contract opportunities;
- Implement business development programs aimed at business growth, understanding how to do business with TxDOT, and networking with general contractors;
- Increase the number of Mentor Protégé relationships under TxDOT;
- Continue training districts and divisions, covering the HUB requirements during the procurement phase and contract phase;
- Continue training districts and divisions, covering validation of monthly HUB reports submitted by prime contractors;
- Provide information to districts and divisions, covering HUBs available through TxSmartBuy, DIR, and CMBL/HUB Directory;
- Work with divisions to identify procurement initiatives for the fiscal year that can be shared with HUBs as a direct (prime) or indirect (subcontracting) opportunity;
- Promote HUB usage within TxDOT's procurement card program;

- Participate in pre-bid meetings to address the HUB requirements with prime contractors, importance of increasing HUB utilization, and the mentor protégé program;
- Continue to conduct or participate in post-award meetings with contractors to discuss the HUB requirements related to the HUB Subcontracting Plan (HSP), monthly reporting, mentor protégé program, and importance of increasing HUB utilization;
- Maintain an online HUB resource page on TxDOT's website;
- Conduct Third-Party HUB Reviews for DBEs interested in becoming HUB certified;
- Encourage HUBs that receive a DBE certification to participate in DBE programs, events, and trainings; and
- Identify areas where policies can be created to increase HUB utilization.

Output Measures

TxDOT will collectively use and individually track the following output measures to gauge progress:

- Total number of HUBs solicited;
- Total number of bids received from HUBs;
- Total number of contracts awarded to HUBs;
- Total amount of subcontracting expenditures with HUBs;
- Total amount of Procurement Card expenditures with HUBs;
- Total number of contracts on track in meeting their HUB goal;
- Total number of outreach forums attended/hosted;
- Total number of HUBs provided assistance in becoming HUB certified; and,
- Total number of TxDOT DBEs that received HUB certification.

Schedule D: Statewide Capital Plan

The Eighty-fifth Legislature, General Appropriations Act (GAA), 2018–2019 Biennium, Article IX, Section 11.03, requires all state agencies and institutions of higher education to supply capital planning information relating to projects for the 2020–2021 biennium to the Bond Review Board and the Higher Education Coordinating Board. Based on information submitted by agencies and institutions, the Bond Review Board is required to compile a statewide capital expenditure plan for the 2020–2021 biennium for submission to the Governor and the LBB. Capital plans should be submitted separately to the Bond Review Board in accordance with instructions that will be provided separately by that agency.

Note: The tables on the following pages are in draft form, subject to final development of related information in the Legislative Appropriations Request process.

Facilities Capital Program (FCP) for FY 2020-2021

TxDOT's facilities are a fundamental component of the highway system that either directly or indirectly supports the agency's mission, transportation functions and highway operations. TxDOT is committed to the long-term preservation of all its assets, including the proper maintenance, repair and improvement of its statewide building facilities and infrastructure.

The priorities for FY 2020-2021 FCP projects are:

- New construction or replacement of facilities deemed substandard and obsolete facilities based on long range facilities capital plan to include space utilization, FTE allocations, capital investment renewal plan and highway transportation plan.
- Land acquisitions for the expansion of existing facilities or construction of new facilities based on long range facilities capital plan to include space utilization, FTE allocations, capital investment renewal plan and highway transportation plan.
- Essential maintenance, deferred maintenance, minor repairs, rehabilitation and major repairs, (including life safety, building code, and regulatory compliance related projects) that align with the recent Facilities Condition Assessment Capital Renewal Plan.
- Renovation and additions to existing facilities to extend the useful life of the asset and align with the Capital Renewal Plan.

TXDOT Capital Expenditure Plan

Details of 2/21/18

Project Name	Building Number	Building Name	Condition	Priority	SqFt	Est. Acres	CIP	Maintenance to be Addressed	Total Cost	Start Date	End Date
Austin Campus Consolidation	000			1	-	0	0	TBD per Refer#44		09/2019	08/2021
Replace MNT Facility - CRP	000			2	-	0	0	\$ 5,500,000.00		09/2018	08/2020
Replace Building - YKM	000			3	-	0	0	\$ 4,400,000.00		09/2017	02/2020
Replace MNT Facility - CRP	000			4	-	0	0	\$ 5,500,000.00		09/2018	12/2020
Addition Drainage & Parking - FTW	000			5	-	0	0	\$ 1,440,000.00		09/2018	08/2020
Renovate Warehouse - HOU	000			6	-	0	0	\$ 3,000,000.00		09/2018	08/2020
Renovate Lab - SAT	000			7	-	0	0	\$ 2,640,000.00		09/2018	08/2020
Traffic Shop - YKM	000			8	-	0	0	\$ 1,800,000.00		09/2018	08/2020
Renovate ramp/grade - SAT	000			9	-	0	0	\$ 1,680,000.00		09/2018	08/2020
Renovate Bldg - YKM	000			10	-	0	0	\$ 1,320,000.00		09/2018	08/2020
Renovate Bldg - FTW	000			11	-	0	0	\$ 1,680,000.00		09/2018	08/2020
2nd Garage Structure	000			12	-	0	0	\$ 1,680,000.00		09/2018	08/2020
Renovate Admin Bldg - FHR	000			14	-	0	0	\$ 2,340,000.00		09/2018	08/2020
Replace Facility - ELP	000			15	-	0	0	\$ 6,000,000.00		09/2018	08/2020
Replace Roof - LRD	000			16	-	0	0	\$ 1,500,000.00		09/2018	08/2021
Replace Current - HOU	000			17	-	0	0	\$ 6,600,000.00		09/2018	08/2021
Replace Lab - SAT	000			18	-	0	0	\$ 3,300,000.00		09/2018	08/2021
Construction - RBV	000			19	-	0	0	\$ 6,000,000.00		09/2018	08/2021
Replace MNT Bldg - AUS	000			20	-	0	0	\$ 4,800,000.00		09/2018	08/2021
Replace MNT Facility - ELP	000			21	-	0	0	\$ 4,800,000.00		09/2018	08/2021
Material Storage - ODA	000			22	-	0	0	\$ 1,200,000.00		09/2019	08/2021
Construction - DAL	000			23	-	0	0	\$ 6,000,000.00		09/2019	08/2021
Construction - YKM	000			24	-	0	0	\$ 4,800,000.00		09/2019	08/2021
Replace MNT Bldg - CHS	000			25	-	0	0	\$ 2,100,000.00		09/2019	08/2021
Construction - BMT	000			26	-	0	0	\$ 4,800,000.00		09/2019	08/2021
Relocate - SAT	000			27	-	0	0	\$ 5,000,000.00		09/2019	08/2021
Construction - PRR	000			28	-	0	0	\$ 4,200,000.00		09/2019	08/2021
Construction - WAC	000			29	-	0	0	\$ 3,000,000.00		09/2019	08/2021
Construction - DAL	000			30	-	0	0	\$ 4,800,000.00		09/2019	08/2021
Addition Storage - FTW	000			31	-	0	0	\$ 2,957,000.00		09/2019	08/2021
Construction - TYL	000			32	-	0	0	\$ 4,800,000.00		09/2019	08/2021
Construction - PAR	000			33	-	0	0	\$ 14,400,000.00		09/2019	08/2021
Due to a recent contract termination, this item is under review.											
Modernize Portfolio, Project and Workflow Management (MPPM)	000			34	-	0	0	\$ 3,000,000.00		09/2018	08/2023
Addition Storage - CHS	000			35	-	0	0	\$ 5,000,000.00		09/2019	08/2023
Replace - AMA	000			36	-	0	0	\$ 5,000,000.00		09/2020	08/2023
Technology Replacements and Upgrades	000			37	-	0	0	\$ 40,000,453.00		09/2016	08/2023
Construction - LRD	000			38	-	0	0	\$ 4,800,000.00		09/2020	08/2022
Construction - CRP	000			39	-	0	0	\$ 4,200,000.00		09/2020	08/2022
Replace Warehouse - YKM	000			40	-	0	0	\$ 4,800,000.00		09/2020	08/2022
Construction Workshop - ODA	000			41	-	0	0	\$ 3,860,000.00		09/2020	08/2022
Construction - WAC	000			42	-	0	0	\$ 2,160,000.00		09/2020	08/2022
Construction - WFS	000			43	-	0	0	\$ 4,800,000.00		09/2020	08/2022
Construction - PRR	000			44	-	0	0	\$ 4,200,000.00		09/2020	08/2022
Construction - BMT	000			45	-	0	0	\$ 4,800,000.00		09/2020	08/2022
Replace BMD	000			46	-	0	0	\$ 1,500,000.00		09/2020	08/2022
Replace MNT Bldg - CHS	000			47	-	0	0	\$ 2,100,000.00		09/2020	08/2022
Construction - ATL	000			48	-	0	0	\$ 6,000,000.00		09/2020	08/2022
Replace MNT & Storage - CHS	000			49	-	0	0	\$ 3,000,000.00		09/2020	08/2022
Construction - DAL	000			50	-	0	0	\$ 4,800,000.00		09/2020	08/2022

TXDOT Capital Expenditure Plan

Detail as of 8/21/18

Capital Expenditure Plan (MPT) Summary Report (Fiscal Years 2019-2023) as Reported in FY 2018	Project Name	Building Number	Building Name	Condition	Priority	GSF	R&G	Acres	GP	Maintenance to be Addressed	Total Cost	Start Date	End Date
	Data Management and Governance	000				51		0	0	\$ 27,981,381.00		09/2020	08/2022
	Replica MW Blog - BNY	000				52		0	0	\$ 2,400,000.00		09/2020	08/2022
	Construction MW Facility - EIP	000				53		0	0	\$ 3,600,000.00		09/2020	08/2022
	Replica MW Blog - AUS	000				54		0	0	\$ 3,000,000.00		09/2020	08/2022
	Construction - FTV	000				55		0	0	\$ 4,800,000.00		09/2020	08/2022
	Construction - PAK	000				56		0	0	\$ 4,800,000.00		09/2020	08/2022
	Construction - WYS	000				57		0	0	\$ 4,800,000.00		09/2020	08/2022
	Construction - QP	000				58		0	0	\$ 4,200,000.00		09/2020	08/2022
	Legal Services	000				59		0	0	\$ 31,500,210.00		09/2020	08/2022
	Digital Services	000				60		0	0	\$ 31,100,543.00		09/2020	08/2022
	Infrastructure Modernization	000				61		0	0	\$ 2,900,000.00		09/2020	08/2022
	RC Resilient	000				62		0	0	\$ 21,373,056.00		09/2020	08/2022
	RC Resilient - Construction Management	000				63		0	0	\$ 55,644,048.00		09/2020	08/2022
	Addition of Capacity - BEA	000				64		0	0	\$ 3,050,000.00		09/2020	08/2022
	Replica Blog - SAT	000				65		0	0	\$ 1,440,000.00		09/2020	08/2022
	Incident of Things	000				66		0	0	\$ 41,711,060.00		09/2020	08/2022
	Observance Initiative Projects	000				67		0	0	\$ 76,617,543.00		09/2020	08/2022
	Application Support	000				68		0	0	\$ 112,642,001.00		09/2020	08/2022
	Centralized Accounting and Payroll/Personnel System (CAPPS)	000				69		0	0	\$ 37,500,000.00		09/2020	08/2022
	Addition Capacity - SAT	000				70		0	0	\$ 2,550,000.00		09/2020	08/2022
	Mobility	000				71		0	0	\$ 7,705,080.00		09/2020	08/2022
	CAPPS Upgrade and Improvements	000				72		0	0	\$ 22,072,064.00		09/2020	08/2022
	PeapackSoft Licenses	000				73		0	0	\$ 1,607,463.00		09/2020	08/2022
	Continuity of Operations	000				74		0	0	\$ 34,560,190.00		09/2020	02/2021

TXDOT Capital Expenditure Plan

Draft as of 5/2/18

Project Type	Number of Projects	GSF	ERG	Acres	Total Cost
Addition	7	-	-	-	\$ 15,192,000
New Construction	27	-	-	-	\$ 128,920,000
Repair and Renovation	23	-	-	-	\$ 77,020,000
Land Acquisition	0	-	-	-	\$ -
Infrastructure	0	-	-	-	\$ -
Information Resources	18	-	-	-	\$ 676,457,774
Leased Space	0	-	-	-	\$ -
Unspecified	0	-	-	-	\$ -
Totals	75	-	-	-	\$ 897,589,774

Project Type	Summary of Planned Expenditures by Year					Balance	Total Cost
	2019	2020	2021	2022	2023		
Addition	\$ 1,440,000	\$ 7,152,000	\$ 6,600,000	\$ -	\$ -	\$ -	\$ 15,192,000
New Construction	\$ 8,300,000	\$ 59,300,000	\$ 61,320,000	\$ -	\$ -	\$ -	\$ 128,920,000
Repair and Renovation	\$ 21,880,000	\$ 35,100,000	\$ 20,240,000	\$ -	\$ -	\$ -	\$ 77,020,000
Land Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Infrastructure	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Information Resources	\$ 91,105,354	\$ 155,121,917	\$ 136,641,953	\$ 143,302,556	\$ 150,085,994	\$ -	\$ 676,457,774
Leased Space	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unspecified	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Totals	\$ 122,525,354	\$ 256,673,917	\$ 225,001,953	\$ 212,402,556	\$ 219,185,994	\$ -	\$ 897,589,774

TXDOT Capital Expenditure Plan

Draft as of 5/21/18

Totals by Funding Sources		
Funding Source	Number of Projects	Total Cost
Auxiliary Enterprise Fund		
Auxiliary Enterprise Revenues		
Available University Fund		
Designated Tuition		
Energy Savings		
Federal Funds		
Federal Grants		
General Revenue		
Gifts/Donations		
Higher Education Assistance Fund Proceeds		
Housing Revenue		
Lease Purchase other than MLP		
Legislative Appropriations	74	\$ 897,589,774
Master Lease Purchase Program		
Other		
Other Local Funds		
Other Revenue bonds		
Performance Contracting Energy Conservation		
Permanent University Fund		
Private Development		
Private Development Funds		
Revenue Financing System Bonds		
Student Fees		
Tuition Revenue bond Proceeds		
Unexpended Plant Funds		
Unknown Funding Source		
Unspecified		
Totals	74	\$ 897,589,774

Schedule F: Workforce Plan

Introduction

The Texas Department of Transportation (TxDOT) continues to expand the scope of its responsibilities. TxDOT's workforce includes experts in engineering, maintenance, bridge construction, rail, maritime, real estate, project management, environmental affairs, research and technology, aviation, and transportation planning and programming. TxDOT is focused on maintenance and expansion of multi-modal transportation systems. TxDOT's focus is on more than a system of highways; its focus includes cargo ships, airplanes, buses, trains, bicycles, and more!

The workforce of TxDOT is vital to maintaining and expanding the prosperity of Texas. On a daily basis, TxDOT employees advocate for infrastructure and investment to fulfill TxDOT's mission. Employees at TxDOT have a sense of pride because they know their work improves the quality of life for citizens and brings economic opportunity to the State.

TxDOT generated more than 11,573 full-time equivalent employees (FTEs) during fiscal year 2017. TxDOT has come a long way since its creation in 1917 when it began with nine (9) employees. Also, the business model has changed, which has allowed us to become more effective and efficient in the achievement of our mission. Currently, TxDOT operations use a design-build model allowing us to focus on the purpose and design of a project. This has allowed stakeholders to assist TxDOT in the building of Texas' economy.



Today, TxDOT's employees actively participate with the citizens and communities by listening and collaborating to develop the best possible solutions for their regions and the State. Creativity and innovative thinking are becoming essential competencies as we look to the future.

TxDOT and its Human Resources (HR) Division are developing and implementing the following programs and processes:

- HR Generalist program to promote cross training on core HR functions
- TxDOT-wide Career Development Program
- Veterans Preference initiative to promote the hiring of veterans, disabled veterans, and surviving spouses and orphans of veterans
- Work-life balance /Wellness program
- Performance management process to more closely link employees' performance to their pay and to TxDOT's mission
- TxDOT's compensation philosophy and process
- TxDOT's Human Resources Information System, PeopleSoft, revised and simplified human resources procedures
- Hiring and recruitment process to gain efficiencies

- New employee orientation and other on-boarding initiatives
- TxDOT's work trip reduction program to help address the State's congestion problem by offering flexible work options such as teleworking, non-standard, and flexible work schedules
- Employee relations to be more proactive
- Collaborative resolution program for employees and managers
- Human Resources analytics

Workforce Planning – What is it?

Workforce planning is an organized process for:

- Identifying the number of employees and the types of employee skill sets required to meet TxDOT's goals and strategic objectives
- Developing a plan of action to ensure that the appropriate workforce will be available to provide quality services to the citizens of Texas

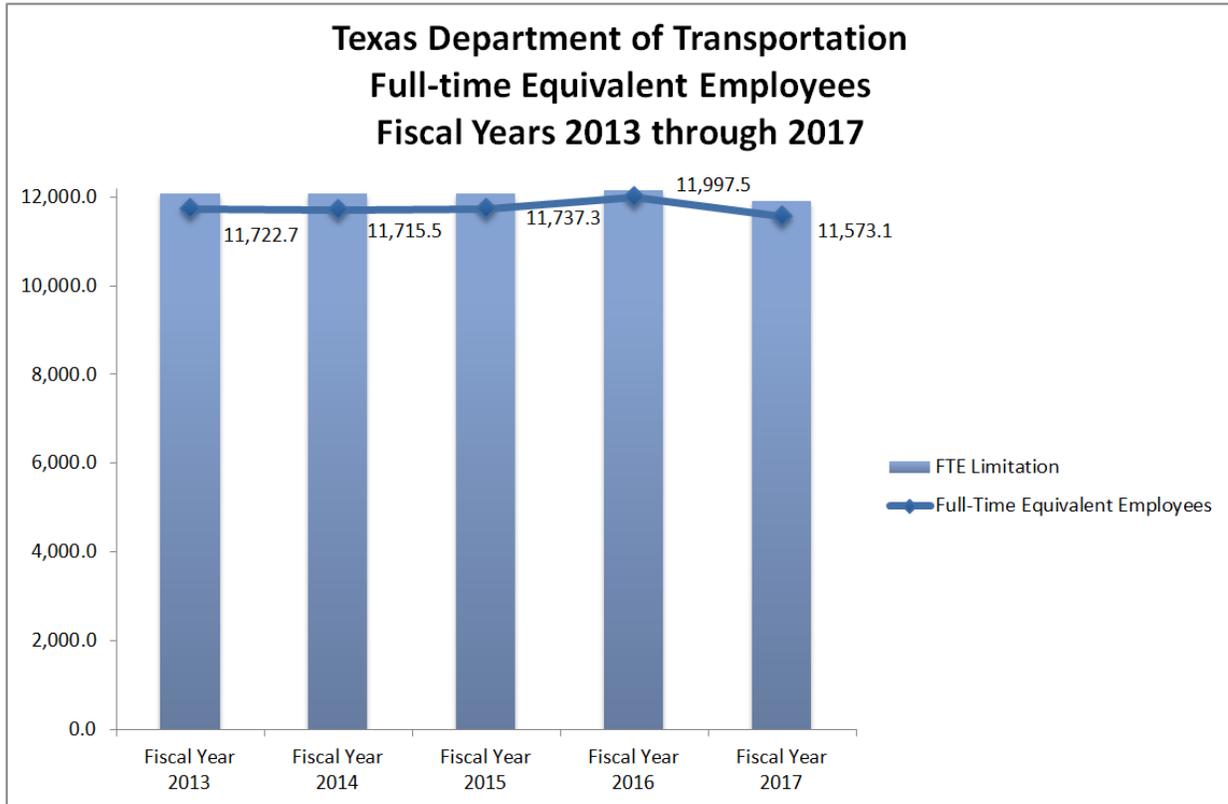
Today, as workforce planning matures; it now becomes more of a strategic process and requires linkage to TxDOT's mission, goals, and strategies. The foundation of strategic workforce planning is built upon the use of quantitative activities, such as headcount planning, turnover rates, full-time equivalent employees, and other workforce analytics. These analytics and the resulting metrics can create a framework that can inform and transform organizational strategy. The advantages and outcomes of having a well-developed workforce planning process include:

- Ability to define future workforce gaps to design and implement solutions for those gaps
- Documented knowledge of the competencies the organization needs to develop plans allowing TxDOT the ability to hire or develop people as needed
- Better preparedness for business contingencies
- Improved ability to adapt and align resources for a flourishing economy, innovation, and technological changes
- Measurable action plans that can drive a human capital operating plan
- Understanding of labor trends impacting the workforce such as retirement, skills gaps, and high-demand occupations
- Staff planning focused on workload drivers based on business needs

Full-time Equivalent (FTE) Employees

Figure 1 illustrates TxDOT's FTEs for fiscal years 2013 through 2017. In fiscal year 2017, TxDOT's FTEs were at 11,573, approximately 149 less than fiscal year 2013 and approximately 424 less than fiscal year 2016. The hiring freeze imposed on state agencies beginning January 2017 through August 2017, contributed to the reduction in the FTE count in fiscal year 2017.

Figure 1



Source: State Auditor's Office's State Classification Team's Full-Time Equivalent (FTE) State Employee System

Business Strategies

Table 1 illustrates that as of March 2018, the majority of position allocations and full-time equivalent employee counts (hours paid) were assigned to Planning, Design and Management of Transportation Projects, and Routine Maintenance.

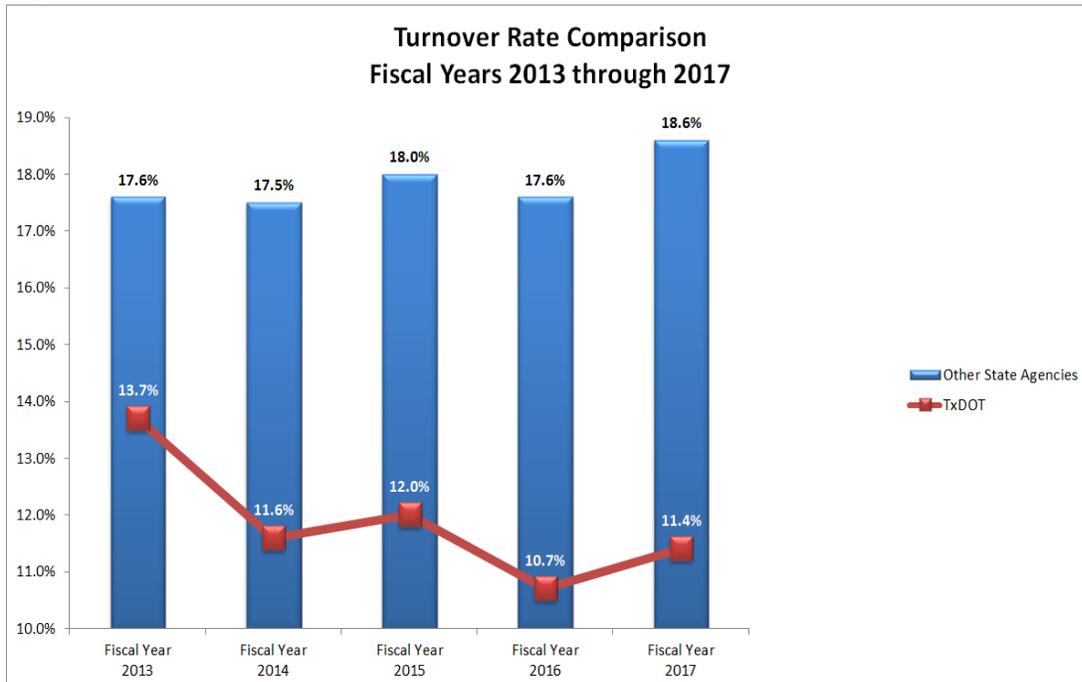
Table 1

TxDOT STRATEGY	POSITION ALLOCATIONS	FTE COUNT (Hours Paid)
13001 RAIL PLAN/DESIGN/MANAGE	22	24.82
13006 RAIL SAFETY	14	26.76
13019 PLAN/DESIGN/MANAGE	4,575	4,122.13
13023 ROUTINE MAINTENANCE	6,030	5,703.52
13024 AVIATION SERVICES	61	56.36
13025 PUBLIC TRANSPORTATION	47	45.21
13026 GULF WATERWAY	2	2.00
13027 FERRY SYSTEM	257	230.95
13030 RESEARCH	14	13.52
13031 TRAFFIC SAFETY	87	82.16
13032 TRAVEL INFORMATION	105	91.11
13123 ADVERTISING & JUNKYARK ENFORCE	16	16.65
13800 CENTRAL ADMINISTRATION	683	622.87
13801 INFORMATION RESOURCES	101	92.85
13802 OTHER SUPPORT SERVICES	391	364.12
TOTAL	12,405.00	11,495.03
Source: Texas Department of Transportation's Financial System, PeopleSoft		

Turnover Rate

Figure 2 illustrates TxDOT's turnover rate compared to the statewide turnover rate; the rates depicted in Figure 2 exclude interagency transfers. In fiscal year 2017, the statewide turnover rate was 18.6 percent and TxDOT's turnover rate was 11.5 percent. The fluctuation in the oil and gas industry may have contributed to the slight increase in TxDOT's turnover from fiscal year 2016 to fiscal year 2017.

Figure 2



Source: State Auditor's Office's State Classification Team's Electronic Classification Analysis System (E-Class) online system - classified regular full-time and part-time employees

Environmental Scan

Environmental scanning takes account of circumstances and situations occurring in the environment – externally and internally. This scanning allows us to better understand trends and drivers of change and variations. These identified facts have the potential to impact the future of the business and the workforce. The process involves asking these questions:

- What can we see today?
- What might happen in the future?
- How will this impact future decision making?
- Will it impact what we are doing today and how we take action?

Today, TxDOT faces many environmental factors impacting the way we do business and how that impacts the workforce. External factors include, but are not limited to an aging infrastructure, information technology and technological innovations, increased funding, and competing for talent with other industries. Internal factors such as an addressing an aging workforce and retirements, continuing knowledge transfer efforts, creating resources to become proactive versus reactive and cultivating innovation and embracing new technologies shape how TxDOT conducts business.

TxDOT Environment

TxDOT has a wide-variety of initiatives, programs, and projects that contribute to its mission and goals. For example, the Unified Transportation Program (UTP) is a ten-year statewide plan that guides the development of transportation projects, and has increased from \$30 billion to \$70 billion. The UTP is developed annually, in accordance with the Texas Administrative Code (TAC §16.105), and is approved by the TxDOT Commission. The UTP authorizes projects for construction, development, and planning activities; and includes projects involving highways, aviation, public transportation and state and coastal waterways. It will be critical for TxDOT to secure the necessary talent to work on these and other initiatives to ensure the maintenance and expansion of multi-modal transportation systems.

Labor Market Influences and Resource Availability

Legislation

In November 2014, Texas voters overwhelmingly approved the ballot measure known as Proposition 1 (Prop 1), authorizing a constitutional amendment for transportation funding. Under the amendment, a portion of oil and gas tax revenues that typically go into the Economic Stabilization Fund will be deposited to the State Highway Fund.

The Texas Comptroller of Public Accounts, Biennial Revenue Estimate 2018-2019, published on January 9, 2017, indicated that the new revenues of Proposition 1 funds are estimated at approximately \$563 million in fiscal year 2018 and \$739 million in fiscal year 2019. The total Proposition 1 appropriations equal approximately \$2.5 billion for fiscal years 2018 -2019.

Senate Bill 1 (85th Legislature) established TxDOT's budget for fiscal years 2018-2019 at \$26.6 billion, increasing by approximately \$3.5 billion, with the greatest contribution from Proposition 7 funds at approximately \$2.9 billion. Texas voters overwhelmingly approved a constitutional amendment which created Proposition 7 funds in November 2015. The Texas Constitution directs a portion of the state general sales and use tax (beginning in fiscal year

2018-2019) and motor vehicle sales and rental tax revenues (beginning in fiscal year 2020) to the State Highway Fund.

Jobs and Unemployment

As reported in a March 2018 Press Release by the Texas Workforce Commission, Texas added 16,000 jobs in January 2018 and 240,500 over the year. According to the Bureau of Labor Statistics, in March 2018, the national unemployment rate was 4.1 percent.

The Bureau of Labor Statistics also reported that in February 2018, Texas' unemployment rate was 4.0 percent. As the Texas unemployment rate continues to decrease, TxDOT may experience difficulties in attracting professional and skilled-workers.

Employment Outlook

According to the Texas Workforce Commission's *Report on Texas Growth Occupations – 2017*, Workforce demographic and economic changes are occurring as Texas employers also have enhanced their employment requirements. Hiring managers are looking for more workers while also demanding workers with more technical skills, more work experience, and more education than in the past. Such trends lead to a rising demand for two kinds of workers in the high-demand, high-wage fields:

- Jobs requiring a bachelor's degree and specific technical skill training
- Jobs requiring some form of post-secondary education, specific technical skill training, and additional on-the-job training

TxDOT has several positions that are very specialized in nature. These specialities are rare in the labor market. The types of positions include: specialized engineers, maintenance and construction experts, inspectors, environmental experts, and project managers. TxDOT will compete with external entities for these skilled workers. The experience level required to obtain the required knowledge, skills, and abilities of these employees is vital to the continued operations and achievement of TxDOT's mission and goals.

The April 2018, *Federal Reserve Beige Book* states:

"Widespread employment growth continued, with most Districts characterizing growth as modest to moderate. Labor markets across the country remained tight, restraining job gains in some regions. Contacts continued to note difficulty finding qualified candidates across a broad array of industries and skill levels. Reports of labor shortages over the reporting period were most often cited in high-skill positions, including engineering, information technology, and health care, as well as in construction and transportation. Businesses were responding to labor shortages in a variety of ways, from raising pay to enhancing training to increasing their use of overtime and/or automation, among other strategies. Upward wage pressures persisted but generally did not escalate; most Districts reported wage growth as only modest."

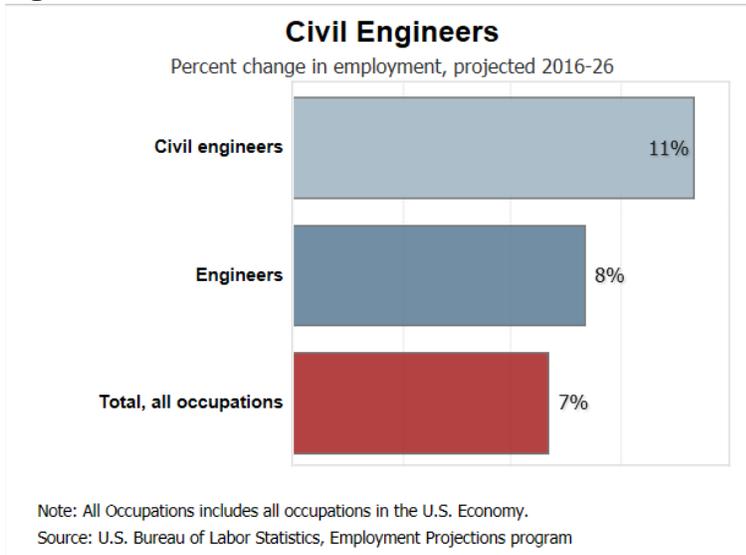
In January 2018, the Bureau of Labor Statistics, U.S. Department of Labor, *Occupational Outlook Handbook* stated "As current U.S. infrastructure experiences growing obsolescence, civil engineers will be needed to manage projects to rebuild, repair, and upgrade bridges, roads, levees, dams, airports, buildings, and other structures."

As new opportunities present themselves for civil engineers, TxDOT may be faced with a supply shortage. Other competing industries include water systems, oil and gas, and renewable energy projects.

Civil engineers focus on many areas, and TxDOT opportunities include those of transportation engineer, design engineer, structural engineer, geotechnical engineer, and construction engineer.

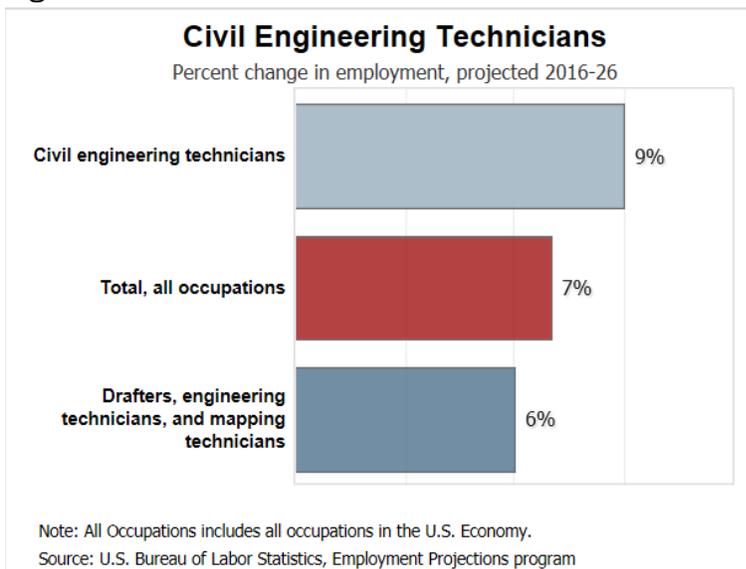
Figure 3 shows the projected growth of civil engineer employment is 11 percent from 2016 to 2026.

Figure 3



Similarly, civil engineering technicians are required to perform engineering-related work at TxDOT. As depicted in Figure 4, the job outlook for civil engineering technicians is projected to grow 9 percent from 2016 to 2026.

Figure 4



In 2016 the Bureau of Labor Statistics indicated that of the largest employers of civil engineers, engineering services employed 48 percent followed by state government at 12 percent; and the remaining civil engineers were employed by local and federal governments, and nonresidential building construction.

Additionally, the Bureau of Labor Statistics reported that in 2016, the largest employers of civil engineering technicians were engineering services at 42 percent, followed by state government at 29 percent, and local government at 17 percent.

The Texas Workforce Commission’s Texas Labor Market Information, as depicted in Table 2, projects the percent growth for Civil Engineers and Civil Engineering Technicians.

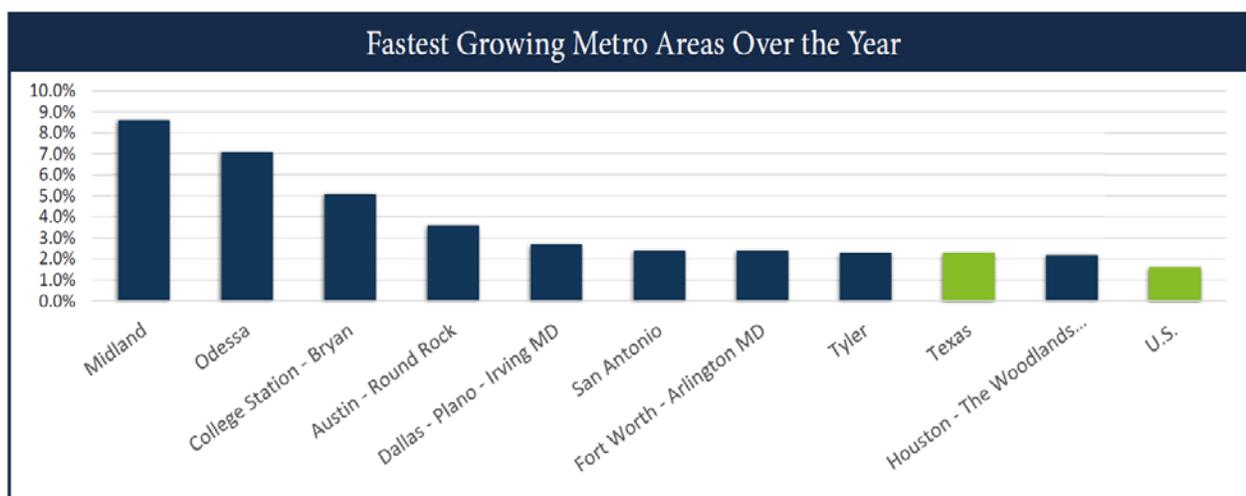
Table 2

Occupational Title	Percent Growth 2014-2024
Civil Engineers	23.9%
Civil Engineering Technicians	15.5%
Source: Texas Workforce Commission Labor Market and Career Information Tracer	

As noted in the Texas Workforce Commission’s *Report on Texas Growth Occupations - 2017*, “Economic changes can impact employment in all industries in Texas. Still, demand across occupations varies depending on the needs of employers in different industries and locations.”

As reflected in Figure 5, the Texas Workforce Commission’s March 2018 *Texas Labor Market Review* highlights the fastest growing metro areas over the year.

Figure 5



Source: Texas Workforce Commission Labor Market and Career Information Tracer

Compensation Outlook

Wage pressures are also impacting the availability of the workforce. The Federal Reserve Bank of Dallas reported in the April 18, 2018 *Federal Reserve Beige Book*, “Solid employment growth continued, and wage pressures remained elevated. Hiring picked up pace in services, retail and energy. Among manufacturers, employment growth eased a bit. Labor shortages either continued or escalated, covering a wide array of industries and skill levels. Multiple contacts said employee retention had become increasingly difficult across skillsets, although they noted that low-skill workers in particular were quick to leave for better-paying positions. Contacts reported that some rural employers were busing in workers from nearby cities because their local labor pool was tapped out. Wage growth remained elevated across the board and increased further in the energy industry.”

Processes

To create a culture of performance excellence and a workforce equipped to meet the evolving demands of functioning as a dynamic organization, consideration should be given to mapping current business processes to identify opportunities to gain efficiencies.

TxDOT oversees many projects and processes directly tied to TxDOT’s mission, and one of the main goals is safety. Federal regulations, technical specifications, and changes to state and federal programming are continually changing. Everyday operations and work activities often require TxDOT to react and be in crisis mode, requiring senior staff to address issues reactively rather than proactively focusing on operational strategy.

Technology

As TxDOT strives toward a state of excellence, we are embracing technology to modernize how we conduct business. One way TxDOT has moved toward attaining this goal is by implementing PeopleSoft 9.2. This enterprise system replaced existing management systems in Finance, Payroll, Human Resources, and Supply Chain.

PeopleSoft 9.2 allowed TxDOT to streamline Human Resources procedures in compliance with the provisions of the law, delivering more efficient and effective HR services. The system enhances employee and manager self-service with minimum intervention from HR personnel. The implementation streamlined PeopleSoft processes, provided better tools, information, and improved data reporting.

People

TxDOT’s employees are the link to its consistent success. TxDOT understands the importance of focusing on an employee as a whole person and allowing an employee to reach his or her full potential. TxDOT’s commitment to its employees is demonstrated by its focus on employee wellness and work-life balance, as well as its support and implementation of numerous incentives and programs. TxDOT encourages employee participation in the following:

- Safety
- Training and Career Development Programs
- Wellness Program
- Work-life Balance
- WorkWise (Trip Reduction Program)

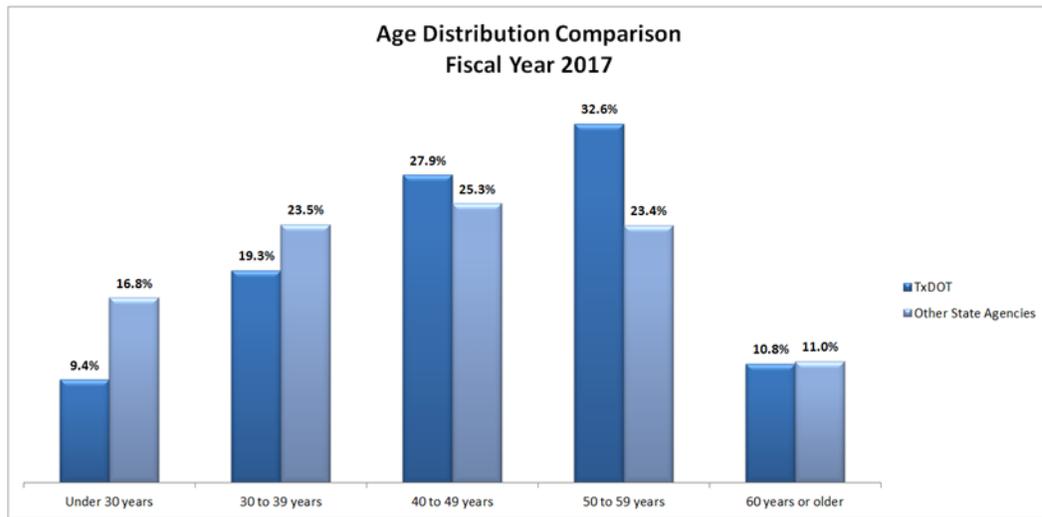
A holistic approach to the work-cycle of employees is key to fostering a modern workforce equipped to meet the challenges of sourcing work activities in the global environment in which TxDOT now functions. Our people need to be well positioned to embrace change and continue to lead us through the 21st Century.

Supply Analysis [Current Workforce]

Age

Figure 6 shows that on average, in fiscal year 2017, TxDOT employees were 46.7 years old and other state agency employees, were 46.8 years of age. Of TxDOT’s employees, 71.3 percent were 40 years of age or older, compared to 59.7 percent of other state agency employees.

Figure 6



Source: State Auditor's Office's State Classification Team's Electronic Classification Analysis System (E-Class) online system - classified regular full-time and part-time employees

Retirement Eligibility

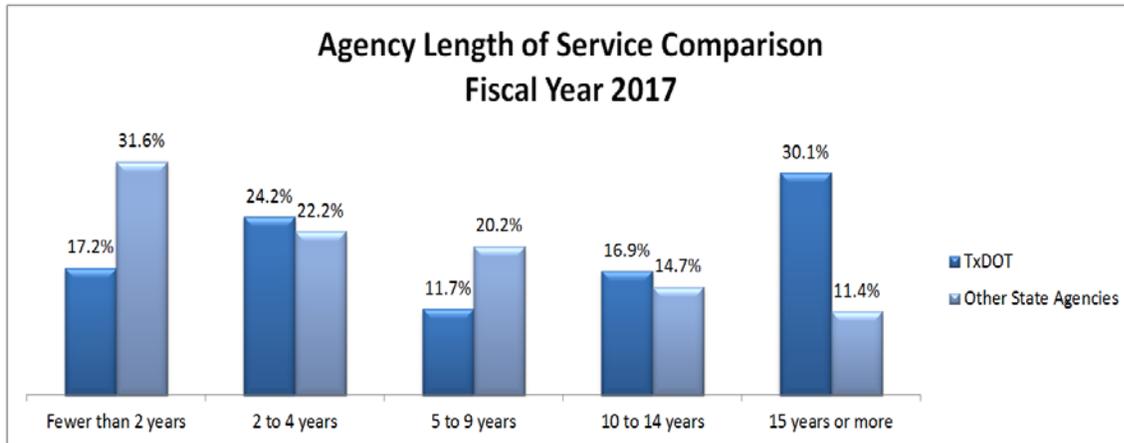
TxDOT estimates that, between fiscal years 2017 and 2022, 26.9 percent of TxDOT’s workforce will be eligible to retire (based on April 2017 data).

According to the Texas Workforce Commission’s *Report on Texas Growth Occupations – 2017*, “A key demographic shift is increasing demand for many occupations. Texas employers continue to experience the retirements of the Baby Boom generation. Baby Boomers have long dominated the workforce in many Texas industries. However, many are now in their sixties and are retiring at an increasing rate.”

Agency and State Length of Service

In fiscal year 2017, TxDOT employees had an average of 10.4 years of agency length of service. Approximately 41.4 percent of TxDOT employees have fewer than 5 years of TxDOT service. Figure 7 compares the agency length of service between TxDOT and other state agencies.

Figure 7

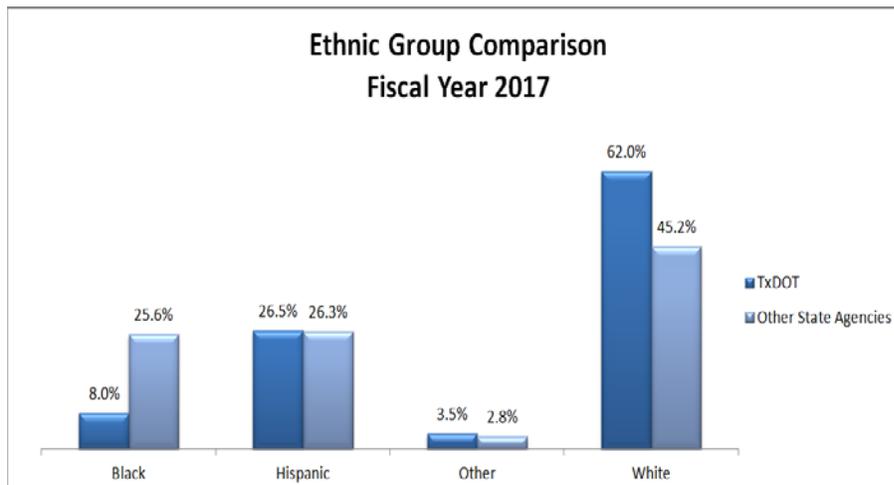


Source: State Auditor's Office's State Classification Team's Electronic Classification Analysis System (E-Class) online system - classified regular full-time and part-time employees

Diversity

TxDOT's workforce is composed of 62.0 percent White, 26.5 percent Hispanic, 8.0 percent Black, and 3.5 percent American Indian or Alaskan Native and Asian or Pacific Islander, depicted as Other in Figure 8.

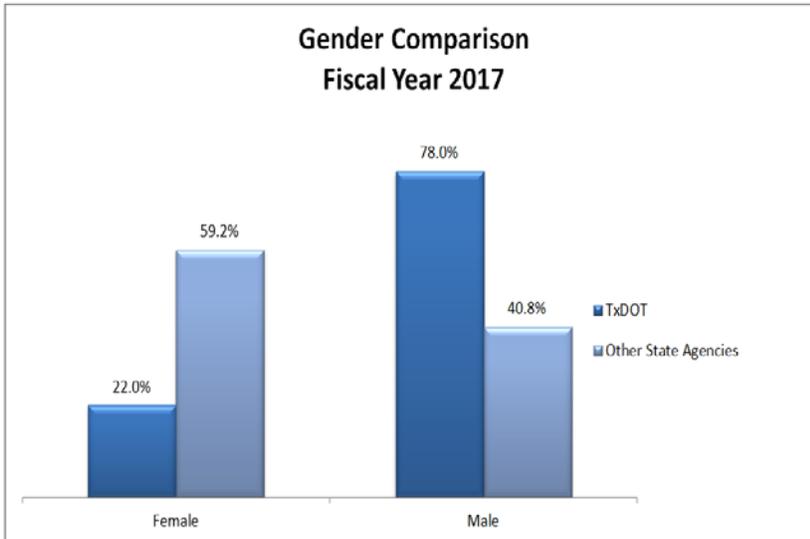
Figure 8



Source: State Auditor's Office's State Classification Team's Electronic Classification Analysis System (E-Class) online system - classified regular full-time and part-time employees

Figure 9 shows TxDOT's workforce is predominately male at 78 percent, with females at 22 percent.

Figure 9



Source: State Auditor's Office's State Classification Team's Electronic Classification Analysis System (E-Class) online system - classified regular full-time and part-time employees.

As reported in in the Workforce Analysis Summary for fiscal year 2016, published by the State Auditor's Office, TxDOT's total percent of veterans employed in fiscal year 2016 was 8.9 percent; this increased to 9.5 percent as of April 2017.

State Occupational Category and Job Classification

In fiscal year 2017, 51.4 percent of TxDOT’s employees were classified in the Engineering and Design occupational category; and the majority (59.8 percent) of TxDOT’s employees was classified in the following job classifications:

- Engineering Technicians – 28.3%
- Engineering Specialist – 14.7%
- Engineers – 5.8%
- Equipment Operator – 5.7%
- Transportation Maintenance Specialist – 5.3%

As previously stated, the majority of TxDOT employees are in the Engineering and Design occupational category. See Table 3 for percentage breakdown by category.

Table 3

Texas Department of Transportation Fiscal Year 2017	
State Classification Plan - Occupational Category	Percentage of TxDOT Workforce
Accounting, Auditing, and Finance	2.6%
Administrative Support	6.0%
*Engineering and Design	51.4%
Human Resources	1.0%
Information and Communication	1.1%
Information Technology	1.2%
Inspectors and Investigators	0.3%
Land Surveying, Appraising, and Utilities	1.3%
Legal	0.3%
Library and Records	0.1%
Maintenance	15.0%
Natural Resources	1.3%
Office Services	0.2%
Planning, Research, and Statistics	1.1%
Program Management	12.8%
Property Management and Procurement	3.7%
Safety	0.6%
Source: State Auditor’s Office’s State Classification Team’s Electronic Classification Analysis System (E-Class) online system – classified regular full-time and part-time employees	
*Engineering and Design includes General Transportation Technicians performing routine maintenance work.	

Equal Employment Opportunity Categories

As part of the reporting as outlined by the Equal Employment Opportunity Commission, TxDOT is required to make periodic reports indicating the composition for their workforce by gender and race/ethnic categories. Outlined below are descriptions of the job categories identified.

Officials and Administrators: Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the Agency's operations, or provide specialized consultation on a regional, district or area basis. Includes: department heads, division chiefs, directors, deputy directors, inspectors (construction, building, safety, and transportation), assessors, investigators, and kindred workers.

Professionals: Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. Includes: economists, attorneys, systems analysts, accountants, engineers, librarians, management analysts, airplane pilots and navigators, surveyors and mapping scientists, and kindred workers.

Technicians: Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Includes: computer programmers, drafters, survey and mapping technicians, photographers, technical illustrators, highway technicians, technicians (electronic, physical sciences), inspectors (production or processing inspectors, and testers), and kindred workers.

Administrative Support (Including Clerical): Occupations which require internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. Includes: bookkeepers, messengers, clerk-typists, statistical clerks, dispatchers, license distributors, payroll clerks, office machine and computer operators, legal assistants, toll collectors, and kindred workers.

Skilled Craft Workers: Occupations which require special manual skill and a thorough and comprehensive knowledge of the process involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Includes: mechanics, electricians, heavy equipment operators, stationary engineers, skilled machining occupations, carpenters, and kindred workers.

Service-Maintenance: Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property. Workers in this group may operate machinery. Includes: truck drivers, bus drivers, custodial employees, gardeners and groundkeepers, construction laborers, craft apprentices/ trainees/helpers, and kindred workers.

The majority of TxDOT's workforce belong in the Professional and Skilled Craft Worker EEO-4 categories. Table 4 identifies the various categories occupied by TxDOT's employees.

Table 4

Texas Department of Transportation Fiscal Year 2017	
Equal Employment Opportunity Category (EEO)	Percentage of TxDOT Workforce
Administrative Support	4.9%
Officials & Administrators	3.2%
Professionals	42.3%
Service - Maintenance	2.6%
Skilled Craft Workers	31.1%
Technicians	15.9%
Source: State Auditor's Office's State Classification Team's Electronic Analysis System (E-Class) online system - classified regular full-time and part-time employees	

The Texas Workforce Commission's *Equal Employment Opportunity and Minority Hiring Practice Report, Fiscal Years 2015-2016* provides the workforce composition for the state of Texas and Texas state agencies (see Tables 5-7).

Table 5

Statewide Civilian Workforce Composition

Job Categories	Total Employees	Caucasian #	Caucasian %	Black #	Black %	Hispanic #	Hispanic %	Female #	Female %	Male #	Male %
Officials, Administrators (A)	1,281,237	819,857	64.0%	95,152	7.4%	282,925	22.1%	479,176	37.4%	802,061	62.6%
Administrative Support (C)	1,791,763	811,282	45.3%	265,855	14.8%	624,146	34.8%	1,291,656	72.1%	500,107	27.9%
Service and Maintenance (M)	2,436,248	683,072	28.0%	317,281	13.0%	1,317,427	54.1%	1,242,849	51.0%	1,193,399	49.0%
Professional (P)	2,715,488	1,608,888	59.2%	283,718	10.4%	524,524	19.3%	1,502,422	55.3%	1,213,066	44.7%
Protective Services (R)	281,229	127,884	45.5%	55,670	19.8%	87,982	31.3%	71,963	25.6%	209,266	74.4%
Skilled Craft Workers and Operatives (S)	2,361,931	816,287	34.6%	249,999	10.6%	1,196,849	50.7%	273,484	11.6%	2,088,447	88.4%
Technical (T)	381,525	187,592	49.2%	54,779	14.4%	103,612	27.2%	211,028	55.3%	170,497	44.7%
Total	11,249,421	5,054,862	44.9%	1,322,454	11.8%	4,137,465	36.8%	5,072,578	45.1%	6,176,843	54.9%

Table 6
Statewide Agencies Workforce Composition – Fiscal Year 2016

Job Categories	Total Employees	Caucasian #	Caucasian %	Black #	Black %	Hispanic #	Hispanic %	Female #	Female %	Male #	Male %
Officials, Administrators (A)	21,373	13,051	61.1%	2,348	11.0%	3,286	15.4%	11,375	53.2%	9,998	46.8%
Administrative Support (C)	49,344	20,918	42.4%	8,921	18.1%	15,763	31.9%	40,517	82.1%	8,827	17.9%
Service and Maintenance (M)	14,590	5,169	35.4%	3,653	25.0%	5,115	35.1%	6,430	44.1%	8,160	55.9%
Professional (P)	169,578	94,594	55.8%	18,655	11.0%	26,804	15.8%	95,365	56.2%	74,213	43.8%
Para-Professionals (Q)	22,740	7,555	33.2%	7,967	35.0%	6,749	29.7%	16,012	70.4%	6,728	29.6%
Protective Services (R)	52,898	21,827	41.3%	17,743	33.5%	12,267	23.2%	23,908	45.2%	28,990	54.8%
Skilled Craft Workers and Operatives (S)	10,439	6,430	61.6%	885	8.5%	2,778	26.6%	668	6.4%	9,771	93.6%
Technicians (T)	42,959	17,284	40.2%	7,926	18.5%	10,961	25.5%	25,872	60.2%	17,087	39.8%
Total	383,921	186,828	48.7%	68,098	17.7%	83,723	21.8%	220,147	57.3%	163,774	42.7%

Table 7
Statewide Agencies Workforce Composition – Fiscal Year 2015

Job Categories	Total Employees	Caucasian #	Caucasian %	Black #	Black %	Hispanic #	Hispanic %	Female #	Female %	Male #	Male %
Officials, Administrators (A)	20,371	12,618	61.9%	2,225	10.9%	3,255	16.0%	10,683	52.4%	9,688	47.6%
Administrative Support (C)	44,825	19,723	44.0%	8,457	18.9%	13,954	31.1%	37,376	83.4%	7,449	16.6%
Service and Maintenance (M)	14,218	5,146	36.2%	3,517	24.7%	4,959	34.9%	6,247	43.9%	7,971	56.1%
Professional (P)	163,449	93,278	57.1%	17,808	10.9%	25,748	15.8%	91,577	56.0%	71,872	44.0%
Para-Professionals (Q)	22,939	7,921	34.5%	7,900	34.4%	6,625	28.9%	16,223	70.7%	6,716	29.3%
Protective Services (R)	51,279	21,407	41.7%	17,273	33.7%	11,569	22.6%	23,598	46.0%	27,681	54.0%
Skilled Craft Workers and Operatives (S)	10,592	6,568	62.0%	906	8.6%	2,801	26.4%	671	6.3%	9,921	93.7%
Technicians (T)	45,531	18,719	41.1%	8,041	17.7%	11,856	26.0%	27,873	61.2%	17,658	38.8%
Total	373,204	185,380	49.7%	66,127	17.7%	80,767	21.6%	214,248	57.4%	158,956	42.6%

Like the Statewide Civilian Workforce Composition, TxDOT's workforce was also predominately White and male in fiscal year 2017 (see Table 8).

Similar to TxDOT's efforts in improving the employment of veterans, it will also need to diversify its workforce. TxDOT will continue to review its recruitment program strategies to increase the effectiveness of the following:

- | | |
|----------------------------------|---|
| Affirmative Action Plan | On-Campus Interviews |
| Career Events | Outreach |
| College Internship/Coop Programs | Recruitment/Retention Bonus |
| Conditional Grant Program | Recruitment Teams |
| Intern Program | Summer Program |
| Marketing/Branding | Targeted recruitment for diversity and veterans |

Table 8

Job Categories	Total Employees	White #	White %	Black #	Black %	Hispanic #	Hispanic %	Other #	Other %	Female #	Female %	Male #	Male %
Officials, Administrators (A)	377	288	76.3%	12	3.2%	65	17.2%	12	3.2%	66	17.6%	311	82.4%
Administrative Support (C)	571	386	67.5%	35	6.1%	144	25.3%	7	1.2%	501	87.7%	71	12.3%
Professional (P)	4,926	2,950	59.9%	473	9.6%	1,219	24.8%	284	5.8%	1,703	34.6%	3,223	65.4%
Service and Maintenance (M)	308	165	53.4%	32	10.4%	104	33.6%	8	2.6%	17	5.6%	291	94.4%
Skilled Craft Workers (S)	3,617	2,252	62.3%	257	7.1%	1,058	29.2%	51	1.4%	81	2.2%	3,536	97.8%
Technical (T)	1,848	1,185	64.1%	123	6.6%	499	27.0%	41	2.2%	199	10.8%	1,649	89.2%
Total	11,646	7,224	62.0%	931	8.0%	3,088	26.5%	403	3.5%	2,567	22.0%	9,080	78.0%

Demand Analysis

The workforce planning processes involves the analysis of work demand that looks at multiple areas such as:

- Staffing patterns
- Demand for labor to address aging infrastructure needs
- Anticipated program and workload changes
- Workforce skills to meet projected needs

Although TxDOT can identify areas of demand, the challenge is lack of data and/or access to data.

In fiscal year 2017, 1,342 employees left TxDOT. Eighty-eight percent of those separations were voluntary (voluntary separations include retirements and transfers to another state agency or institution); 44 percent of those voluntary separations were retirements.

As TxDOT reviews these departures, key areas where a demand for replacements occur within core business functions include management, engineering, maintenance, contracting and procurement, human resources, and other areas. It is critical that TxDOT hires employees well-suited to complete the TxDOT mission. This includes assembling staff that are properly trained and prepared to move TxDOT forward.

Influences on Demand

Texas Economic Growth:

- According to Texas Workforce Commission Chairman Andres Alcantar in a January 19, 2018 Press Release, “Texas ended 2017 with record-level job creation numbers during the fourth quarter, with 10 of 11 industries expanding over the year and an annual gain of 306,900 jobs.”
- According to the Texas Workforce Commission’s *Report on Texas Growth Occupations-2017*, of the 800 different occupations tracked by the Texas Workforce Commission, employment is projected to increase in almost all those occupations across industries.

In reviewing the past trends and the future forecast, Texas is facing a challenge in maintaining and growing a skilled workforce; especially Science, Technology Engineering, Math (STEM) workers.

Science, Technology, Engineering, Math (STEM) Shortage:

- Recent research shows that certain U.S. STEM jobs in the labor market are growing at a much faster rate than the general workforce.
- The STEM workforce also consists of many types of STEM-capable workers who employ significant STEM knowledge and skills in their jobs. The demand for, supply of, and career prospects for each sub-workforce can vary significantly by employment sector, industry, or geographic region.

TxDOT will continue to have a need for highly-skilled, professional STEM workers. However, to remain competitive, TxDOT must also focus on hiring STEM-capable workers at every educational level. This “technical STEM workforce” consists of workers with high school or

two-year technical training or a certification who employ significant levels of STEM knowledge in their jobs.

Critical Functions

Table 9 provides a list of functions identified as being critical not only to the mission of TxDOT, but also to ensure the State achieves and complies with the federal and state regulations, metrics and performance measures.

Table 9

Critical Functions at TxDOT		
Engineering	Communications	Financial Management, Audit, and Compliance
Maintenance	Planning	Procurement and Contract Management
Program Management	Project Management	Safety Operations

Competency Needs

As we move forward, expertise is required in these scarce and critical positions that encompass having knowledge in the following competencies:

- **Self-management** – Displays resilience and flexibility in the face of obstacles; demonstrates self-reflection; pursues personal development; and learns.
- **Communication** – Communicates clearly and precisely through written and verbal means; provides accurate information effectively.
- **Problem solving** – Frames up and analyzes complex problems; develops practical solutions; acts decisively, based on sound judgment.
- **Performance focus** – Delivers tangible results/action management; takes economic implications into account; demonstrates "can-do" attitude.
- **Teamwork** – Involves and consults others; builds partnerships; connects across entities; displays empathy toward others.
- **Change Management** – Uses continuous improvement; communicates reason for change; influences others; demonstrates use of innovative solutions.
- **People leadership** – Builds diverse teams; coaches and motivates; delegates effectively; gives and receives feedback.
- **Project planning and execution** – Displays sound project planning; delivers projects to completion; tracks progress.
- **Strategic thinking** – Conducts strategic, mid- to long-term planning and visioning; displays political savvy; considers broader context, e.g., other entities, society.
- **Business acumen** – Displays basic budget and finance knowledge; thinks through operational excellence; navigates political landscape.
- **Customer Focus** – Identify and respond to client needs; providing excellent customer service to both internal and external clients; and build relationships.

These competencies will be used during the recruiting process, career development, and performance management.

Expected Workforce Changes

In the next five years, the demands for the workforce will change and will be influenced by the following:

- Aging Infrastructure
- Information and Technological Capabilities
- Aging Workforce
- Competition for Talent

During this time, TxDOT will require:

- Increased emphasis on business processes to achieve performance excellence
- Greater focus on program management and contract management
- Increased use of technology to maximize efficiency in workflow through enterprise resource planning and key transportation applications
- Increased use of subject matter experts

TxDOT may need to expand and deepen its skills to accomplish these programs, and make adjustments in available workforce to continue to be successful in the evolving environment.

Changing Needs in the Workforce

As the workforce changes, TxDOT will need to:

- Change with the business operations to achieve performance excellence
- Recruit and attract skilled workers
- Train staff to integrate new technologies into current processes
- Include contract management and negotiations skills in professional and management staff
- Cross-train employees in critical functions
- Make strategic investments, conserve assets, and promote safety
- Promote a mobile workforce

Employ Knowledgeable and Skilled Employees Needed to Do the Work

TxDOT's employment and mobilization of a knowledgeable and skilled workforce will be critical to TxDOT's ability to achieve its mission and goals. TxDOT will need to:

- Reallocate FTEs within TxDOT to address increased demands
- Review and develop efficient work processes
- Provide initial training and continue cross-training
- Continue knowledge transfer efforts
- Use contingent workforce as needed
- Develop recruiting and hiring practices to attract skilled candidates to compete for positions
- Establish high expectations and demand accountability of existing staff

Gap Analysis

Organizational Structure

- Ensure organization structure provides flexibility, allowing TxDOT to move faster in response to change, challenge, and innovation.
- Continue to improve accountability, communications, productivity, and innovation.

Strategic Staffing and Recruiting

- Address staffing and recruiting from a proactive, planning perspective that it is less reactive.
- Focus on diversity by increasing opportunities to recruit and employ females and minorities.
- Focus on positions critical to achieving the TxDOT goals.
- Validate the critical competencies for key positions.

Compensation

- Ensure the compensation strategy and structures align with business strategy and are connecting through line-of-sight. The compensation strategy should allow TxDOT to recruit and retain qualified talent.

Knowledge Transfer

- Skilled workforce development.
- A significant number of retirement-eligible employees perform critical activities where knowledge transfer plans are not in place.
- Institutional knowledge needs to be documented and transferred.
- Existing technology inhibits the ability to transfer knowledge without having the requisite expertise.

Anticipated Surplus or Shortage of Workers or Skills

- While employees have sufficient skills for the current environment, additional skills will be needed in the future – for example, change management and project management capabilities.
- TxDOT will also face the challenge of retaining the institutional knowledge that may be lost as a result of employee turnover and retirements.
- The focus for staff will be in transferring knowledge and in positioning key staff members for promotion, and career development.
- Conduct a methodical analysis of current work activities, their drivers with related time and cost measures, and develop staffing models based on workload analysis.

Leadership and Business Development

- Staff members and managers are technically competent; however, there is a need to deepen business management and leadership knowledge and techniques.
- Develop leadership that can articulate a vision and a strategy that motivates staff to engage in accomplishing the mission.
- Contract, project management, financial, human resources, and STEM skills are emerging as a critical need.
- Operational (information technology, time keeping, project management, measurements):
 - Limited and disparate systems are in place to track resources and time allocations on a per project basis.
 - Data-driven systems are needed to capture information that would allow for the measurement of workload and productivity in an integrated manner.

Strategies for Consideration to Address Identified Workforce Gaps

Strategy: Organizational Structure

Action Plan Goals

- Commit to a transformational change period at TxDOT, with executive-level champions, clearly defined goals and objectives, and acceptance of the time and investment required to implement significant improvement.
- Continue to create organizational structures providing line-of-sight to TxDOT's mission and goals.
- Continue to develop the agency's career development program.

Objective: Continue to ensure that the organization is responsive to internal and external environmental factors by remaining agile and responsive to the changing needs of Texas.

Objective: Monitor, evaluate and redesign strategic and operational systems to continually adapt to business model changes.

Objective: Implement best practices sharing and greater depth in critical role redundancy to have a more effective knowledge transfer program.

Strategy: Strategic Staffing and Recruiting

Action Plan Goals:

- Address staffing and recruiting from a proactive, planning perspective so that it is less reactive.
- Focus on positions critical to achieving the business strategy.
- Improve recruiting process to capture a more diverse and highly qualified applicant pool.
- Validate the critical competencies for key positions.

Objective: Develop a strategic staffing and recruiting plan that includes processes, procedures, and resulting metrics.

Objective: Develop recruitment plan to attract positions requiring expertise in transportation planning, programming, financing, and monitoring.

Objective: Develop competencies critical for the accomplishment of TxDOT's mission and integrate these into the hiring and recruitment process.

Objective: Enhance the recruitment and selection tools and training to enrich the hiring process.

Strategy: Compensation

Action Plan Goals:

- Ensure the compensation strategy and structures align with business strategy and are connecting through line-of-sight. The compensation strategy should allow TxDOT to recruit and retain qualified talent.

Objective: Ensure roles and responsibilities within TxDOT are appropriately classified and, if needed, reviewed for reclassification.

Objective: Conduct salary market benchmarking to ensure salary structure is competitive based on current compensation philosophy, and review hiring rate philosophy and placements of positions within appropriate salary range.

Objective: Assess whether existing supervisory structure is representative of the roles and responsibilities required.

Strategy: Knowledge Transfer

Action Plan Goals

- Deploy a disciplined and structured career development program tailored for purposes of business continuity, which lessens the risk associated with the loss of institutional knowledge.
- Continue to develop procedures manuals and tools to outline standard operating processes.

Objective: Deploy knowledge management and critical expertise continuity based on best practices to address risks associated with retirement of experienced staff.

Objective: Deploy knowledge transfer to strengthen TxDOT's current and future workforce by developing the skills, abilities, and talent needed for leadership continuity.

Objective: Develop policies, procedures and training to ensure transfer of knowledge for information technology systems.

Strategy: Anticipated Surplus or Shortage of Workers or Skills

Action Plan Goals

- Conduct a methodical analysis of current work activities, their drivers with related time and cost measures; and develop staffing models based on workload analysis.
- Develop a staffing plan based on forecasted business needs.
- Develop an FTE management process to incorporate the analysis, decision making, and change implementation processes that meet operational and strategic needs.
- Establish staffing standards, FTE plans and performance objectives that drive operational and key strategic initiatives.

Objective: Conduct a methodical analysis of current work activities, their drivers with related time and cost measures; and develop staffing models based on workload analysis.

Objective: Develop a staffing plan based on forecasted business needs.

Objective: Develop an FTE management process to incorporate the analysis, decision making, and change implementation processes that meet operational and strategic needs.

Strategy: Leadership and Business Development

Action Plan Goals:

- Develop and deliver training focused on core leadership competencies.
- Provide resources for leaders to gain understanding of techniques used to review processes, gain efficiencies, and utilized metrics.
- Obtain and develop project and contract management competencies.

Objective: Develop tailored business development training for engineers and critical staff that focuses on business acumen.

Objective: Develop a program to transform the approaches used in addressing business situations that would provide guidance to be more strategic, lead change, and embrace innovative practices.

Objective: Provide training to enhance project management and contract management practices.

Strategy: Operational

Action Plan Goals

- Continue to monitor business processes to ensure best practices are being used.

- Implement a workload tracking system to identify the capacity of the workforce.
Objective: Establish requirements to be used in the design of a workload tracking system.
Objective: Develop tracking systems to capture the resources and time allocation needed on a per-project basis.

Survey of Employee Engagement 2018

Texas Department of Transportation - Summary

70.6%

About the same as last time

Response Rate

The response rate to the survey is your first indication of the level of employee engagement in your organization. Of the 11493 employees invited to take the survey, 8109 responded for a response rate of 70.6%. As a general rule, rates higher than 50% suggest soundness, while rates lower than 30% may indicate problems. At 70.6%, your response rate is considered high. High rates mean that employees have an investment in the organization and are willing to contribute towards making improvements within the workplace. With this level of engagement, employees have high expectations from leadership to act upon the survey results.

Overall Score

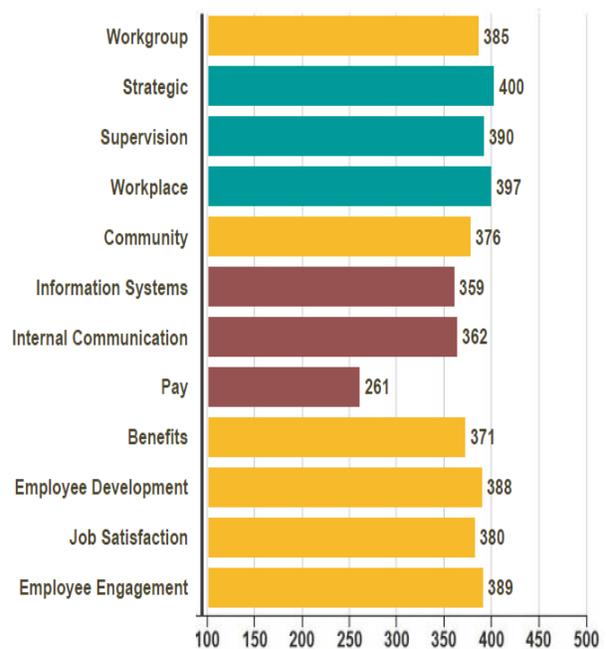
The overall score is a broad indicator for comparison purposes with other entities. Scores above 350 are desirable, and when scores dip below 300, there should be cause for concern. Scores above 400 are the product of a highly engaged workforce. **Your Overall Score from last time was 370.**



Constructs

Similar items are grouped together and their scores are averaged and multiplied by 100 to produce 12 construct measures. These constructs capture the concepts most utilized by leadership and drive organizational performance and engagement. Each construct is displayed below with its corresponding score. Constructs have been coded below to highlight the organization's areas of strength and concern. The three highest are green, the three lowest are red, and all others are yellow. Scores typically range from 300 to 400, and 350 is a tipping point between positive and negative perceptions. The lowest score for a construct is 100, while the highest is 500.

Construct Scores



Areas of Strength and Concern

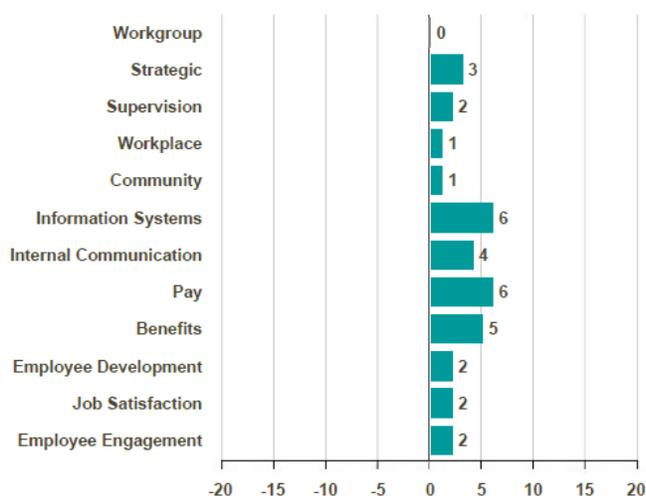
Areas of Strength

	<p>Strategic Score: 400 The strategic construct captures employees' perceptions of their role in the organization and the organization's mission, vision, and strategic plan. Higher scores suggest that employees understand their role in the organization and consider the organization's reputation to be positive.</p>
	<p>Workplace Score: 397 The workplace construct captures employees' perceptions of the total work atmosphere, the degree to which they consider it safe, and the overall feel. Higher scores suggest that employees see the setting as satisfactory, safe and that adequate tools and resources are available.</p>
	<p>Supervision Score: 390 The supervision construct captures employees' perceptions of the nature of supervisory relationships within the organization. Higher scores suggest that employees view their supervisors as fair, helpful and critical to the flow of work.</p>

Areas of Concern

	<p>Pay Score: 261 The pay construct captures employees' perceptions about how well the compensation package offered by the organization holds up when compared to similar jobs in other organizations. Lower scores suggest that pay is a central concern or reason for discontent and is not comparable to similar organizations.</p>
	<p>Information Systems Score: 359 The information systems construct captures employees' perceptions of whether computer and communication systems provide accessible, accurate, and clear information. The lower the score, the more likely employees are frustrated with their ability to secure needed information through current systems.</p>
	<p>Internal Communication Score: 362 The internal communication construct captures employees' perceptions of whether communication in the organization is reasonable, candid and helpful. Lower scores suggest that employees feel information does not arrive in a timely fashion and is difficult to find.</p>

Constructs Scores Over Time



One of the benefits of continuing to participate in the survey is that over time data shows how employees' views have changed as a result of implementing efforts suggested by previous survey results.

Positive changes indicate that employees perceive the issue as having improved since the previous survey.

Schedule G: Report on Customer Service



TEXAS DEPARTMENT OF TRANSPORTATION



CUSTOMER SATISFACTION SURVEY

Conducted for the Texas Department of
Transportation (TxDOT)

Prepared by
Cooper Consulting Company
May 2018



Agenda

- 1 Introduction
- 2 Description of Study
- 3 Summary of Findings
- 4 FY 2018 Visitor Survey – TxDOT Travel Information Centers
- 5 Methodology
- 6 Limitations of Survey
- 7 Survey Questions
- 8 Graphical Summary by Customer Group

Introduction

▪ Purpose

- State of Texas agencies and institutes of higher education are required to evaluate Customer Service and provide a report to the Office of the Governor and the Legislative Budget Board (Texas Government Code, Chapter 2114)

▪ Scope

- Agency report on Customer Service must contain five elements:
 - Inventory of external customers served by each strategy listed in the 2018-19 General Appropriations Act
 - Brief description of information-gathering methods
 - Chart detailing levels of customer-determined service quality
 - Analysis of the findings
 - Performance measure information

Description of Study

- Primary objective: develop, disseminate, compile, and prepare into a final report a customer inventory and satisfaction scorecard

Customer Group	Types of Services
Local Governments (MPO, RMA, COG, County and Municipal Officials)	Local government projects; coordination
Public Involvement (attendees of districts' public involvement meetings)	Transportation planning and projects
Texas Highways Magazine	Subscribers, advertisers
Travel Information Centers	Walk-in visitors
General Public (who have complained to TxDOT in past six months, captured in department's complaint system, TRACK)	Areas of interest include: construction, maintenance, toll road billing, traffic safety, crash reports, website
TxTag Customers*	Processing/collecting of tolls electronically, Customer Service Call Center

*As approved by TxDOT, TxTag customers are represented across multiple groups and do not have a standalone category for report

Description of Study (cont.)

Information Gathering Methods

- TxDOT engaged Cooper Consulting Company (Cooper) to conduct an anonymous survey and to prepare a report
- Survey questions provided by TxDOT
 - 2016 and 2014 surveys used the same questions
- Survey completed over two-week period
 - Bulk of survey solicitations were during April 2 – April 14, 2018
 - One group (185 email addresses) was missed in initial period; those addresses had survey period April 20 – April 25, 2018

Improving the Survey Process

- Project to perform survey was initiated March 13, 2018, and final report was due May 8, 2018
 - More time to gather customer lists and create larger customer groups might have improved the accuracy of the population sampling

Description of Study (cont.)

Table A-1 Summary of Survey Responses (email and website)

Customer Group	Number in Initial Mailing	Number Undeliverable	Number of Surveys Delivered	Number Responding	Response Rate	Number Refusing to Participate*	Refusal Rate
General Public	2,667	2	2,665	592	22.2%	94	3.5%
Local Governments	4,973	0	4,973	424	8.5%	103	2.1%
Public Involvement	506	2	504	63	12.5%	12	2.4%
Texas Highways Magazine	2,288	0	2,288	208	9.1%	48	2.1%
Travel Information Centers	146	0	146	11	7.5%	2	1.4%
Total from email solicitations	10,580	4	10,576	1,298	12.3%	259	2.4%
Website surveys completed**				3			
Total survey responses				1,301			

*The number refusing to participate is the total of individuals who opted out of the survey.

** Surveys submitted through TxDOT web site are included in "Public Involvement" customer group for numeric evaluations throughout this report.

Summary of Findings - % Satisfaction

Table 1: Percentage with TxDOT's Services by Customer Group

Customer Group	Overall Satisfaction TxDOT	Overall Satisfaction District Office	Staff	Complaint Handling	Communications	Internet Site	Timeliness	Offices	Publications
All Customer Groups Combined*	65%	69%	80%	57%	69%	68%	68%	78%	78%
General Public	37%	43%	63%	42%	49%	55%	44%	57%	58%
Local Governments	71%	75%	86%	60%	74%	70%	72%	83%	80%
Public Involvement	77%	80%	83%	65%	73%	61%	70%	78%	83%
Texas Highways Magazine	79%	80%	85%	67%	80%	80%	79%	82%	86%
Travel Information Centers	89%	80%	74%	42%	64%	50%	73%	73%	75%

* Weighted estimate

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General Public	37%	43%	63%	42%	49%	55%	44%	57%	58%
Local Governments	71%	75%	86%	60%	74%	70%	72%	83%	80%
Public Involvement	77%	80%	83%	65%	73%	61%	70%	78%	83%
Texas Highways Magazine	79%	80%	85%	67%	80%	80%	79%	82%	86%
Travel Information Centers	89%	80%	74%	42%	64%	50%	73%	73%	75%

* Weighted estimate

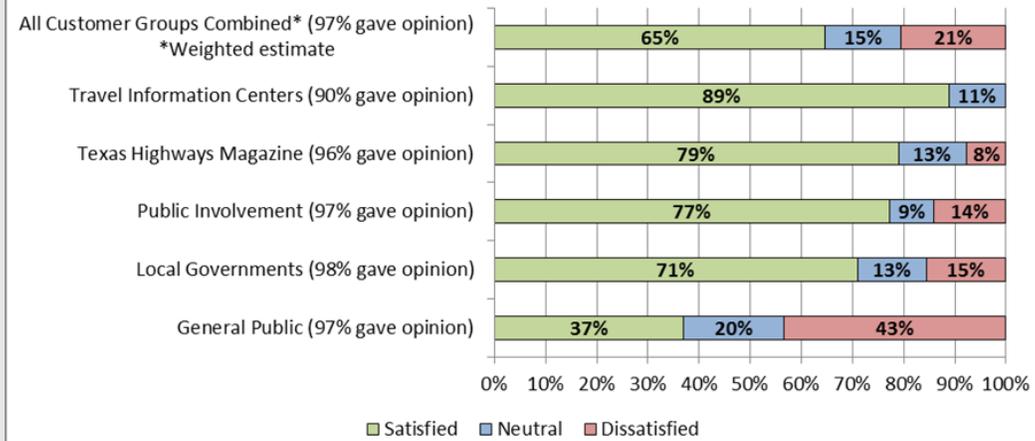
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Q9 – Overall Satisfaction with TxDOT

Figure 1 - Overall Satisfaction with TxDOT (Q9)



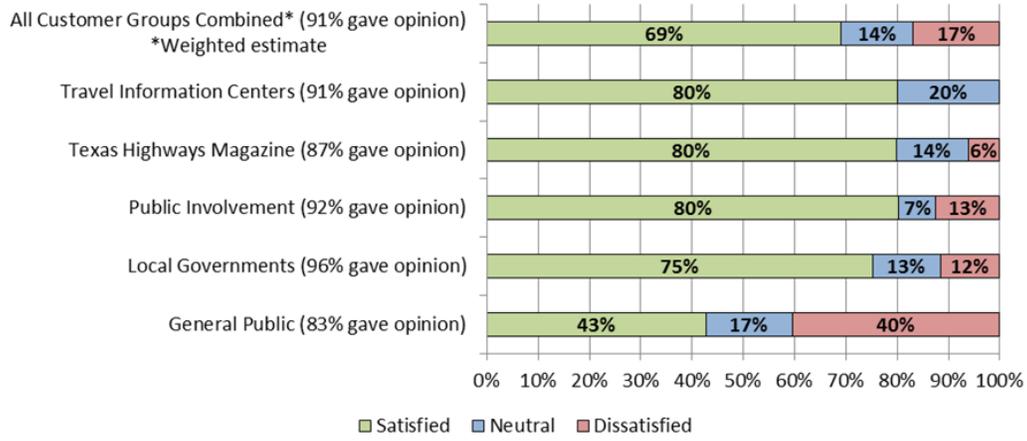
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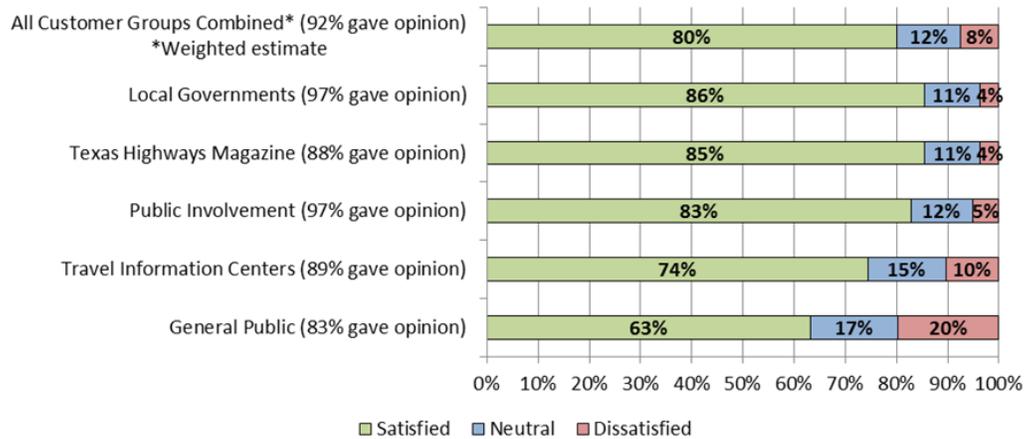
Q8 – Overall Satisfaction with TxDOT Office Interacted with Most

Figure 2 - Overall Satisfaction with TxDOT Office Interacted With Most (Q8)



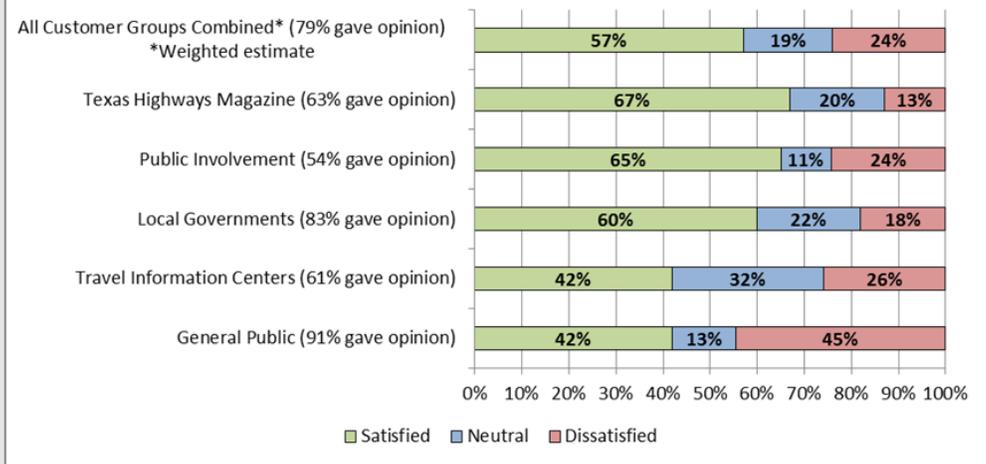
Q1 – Satisfaction with TxDOT Staff

Figure 3 - Satisfaction with TxDOT Staff (Q1)



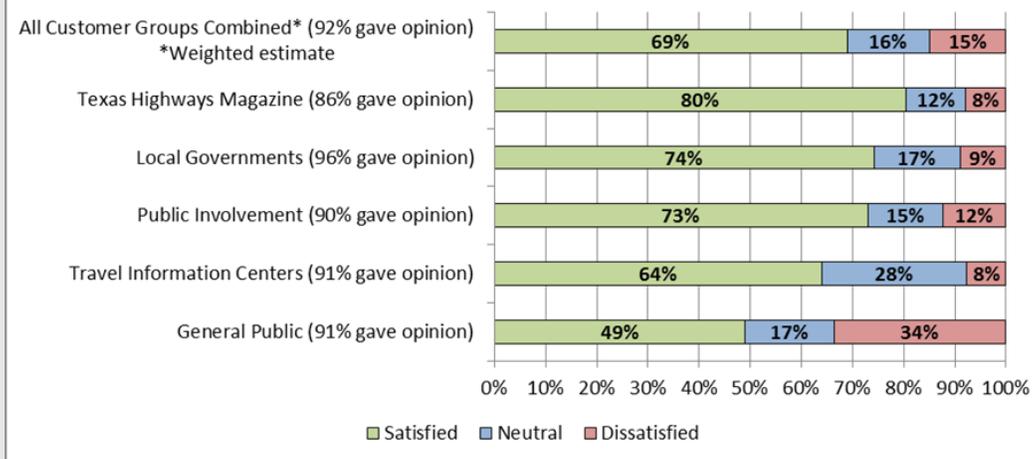
Q2 – Satisfaction with TxDOT’s Handling of Complaints

Figure 4 - Satisfaction with TxDOT's Handling of Complaints (Q2)



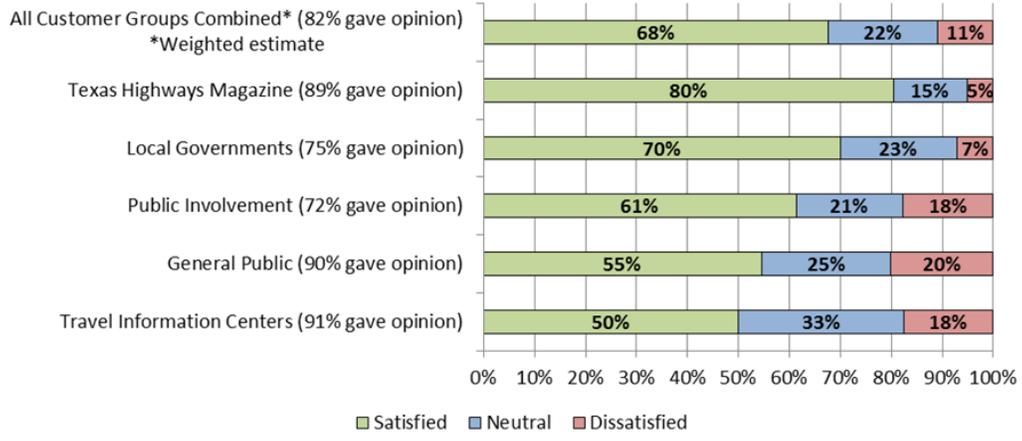
Q3 – Satisfaction with Communicating with TxDOT Staff

Figure 5 - Satisfaction with Communicating with TxDOT Staff (Q3)



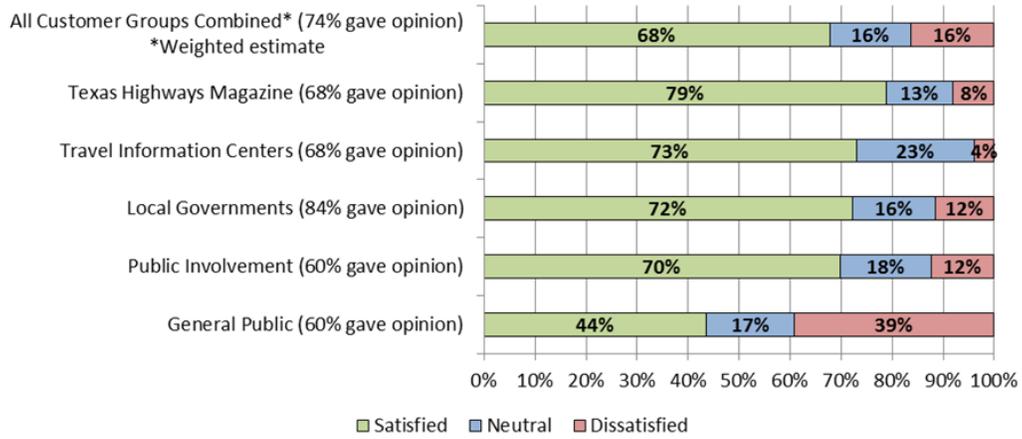
Q4 – Satisfaction with TxDOT’s Primary Internet Site

Figure 6 - Satisfaction with TxDOT’s Primary Internet Site (Q4)



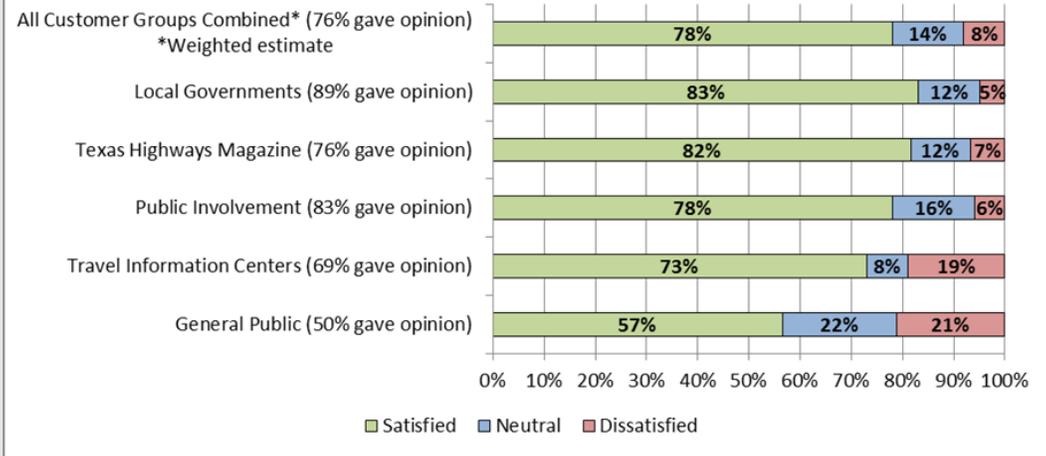
Q5 – Satisfaction with TxDOT’s Timeliness of Service

Figure 7 - Satisfaction with TxDOT’s Timeliness of Service (Q5)



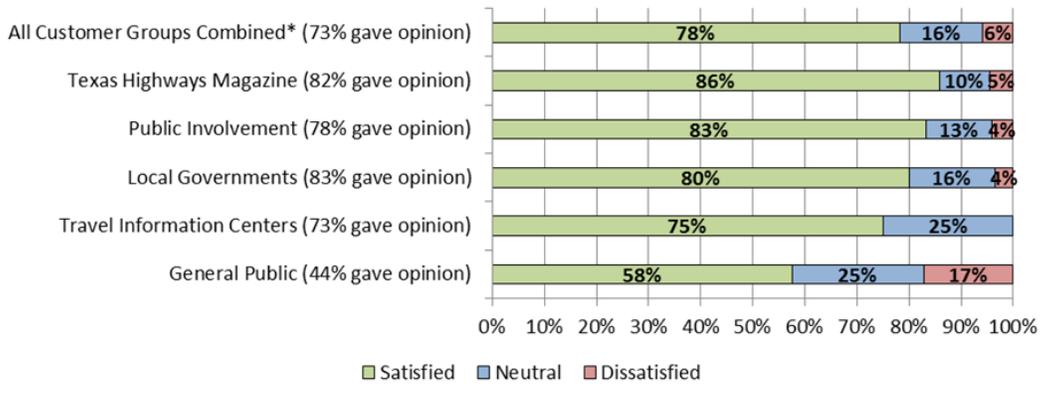
Q6 – Satisfaction with TxDOT's Offices

Figure 8 - Satisfaction with TxDOT's Offices (Q6)



Q7 – Satisfaction with TxDOT's Printed Information

Figure 9 - Satisfaction with TxDOT's Printed Information (Q7)



Q10 – Count of Customer Comments by Theme

Question 10: “How can TxDOT improve its services?”

Customer Group	Praise			Recommendations										References to previous requests		Not applicable to TxDOT		Grand Total
	General praise for TxDOT	Praise for staff	Praise for other/miscellaneous services	Improve staff training	Improve contracting and project procedures	Reduce bureaucracy, complexity, and red tape	Improve communications with contractors and collaborating agencies	Improve roads and signs	Improve public website	Improve other/miscellaneous services	Improve communications with TxDOT customers	Compensation for damages	Tolls	Reference to previous request for TxDOT support - praise	Reference to previous request for TxDOT support - suggestion	Non-substantive comment (such that no improvement was necessary or that they could not think of anyway that service could be improved)	Comment that does not apply to TxDOT services	
General Public	10	1	1	9	9	3		66	10	81	16	13	14	2	127	21	8	391
Local Governments	13	8	3	1	4	8	12	27	2	41	17			1	19	26	1	183
Public Involvement	4	1		1				2	1	11	5				2	3	1	31
Texas Highways Magazine	11	2	1	4	1	3	1	10	3	12	9	1	4	2	3	25	2	94
Travel Information Centers							1				1					1		3
Grand Total	38	12	5	15	14	14	14	105	16	145	48	14	18	5	151	76	12	702

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FY 2018 Visitor Survey – TxDOT Travel Information Centers

- Separate from the survey exercise conducted by Cooper, the TxDOT Travel Information Centers conduct a paper version of a customer satisfaction survey.
- The following results were compiled for six months from September 1, 2017 through February 28, 2018.

FY 2018 Visitor Survey

7. Please rate your satisfaction with the following:

	Poor		Fair		Neutral		Good		Excellent		Total	Weighted Average
Center Facility	0.00%	0	0.09%	2	0.22%	5	2.27%	51	97.42%	2188	2246	4.97
Center Staff	0.00%	0	0.04%	1	0.13%	3	0.62%	14	99.20%	2227	2245	4.99
Printed Information	0.00%	0	0.00%	0	0.18%	4	2.59%	58	97.23%	2178	2240	4.97
Overall/general	0.00%	0	0.00%	0	0.22%	5	1.74%	39	98.04%	2196	2240	4.98
											Answered	2247
											Skipped	62

TxDOT Customer Satisfaction Survey

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Methodology

- TxDOT engaged Cooper Consulting Company (Cooper) to conduct an anonymous survey and to prepare a report
- Survey questions provided by TxDOT
 - 2016 and 2014 surveys used the same questions
- Survey completed over two-week period
 - Bulk of survey solicitations were during April 2 – April 14, 2018
 - One group (185 email addresses) was missed in initial period; those addresses had survey period April 20 – April 25, 2018

Limitations/Opportunity for Improvement

- Five customer groups were contacted with a total of 10,576 surveys delivered
 - Travel Information Centers group had only 146 addresses in initial mailing
 - 7.5% response rate provided extremely small (11) pool of inputs to analyses
 - Public Involvement group also had fewer than 100 responses
 - Web site access to survey vehicle provided only three responses
- Cooper team believes that a longer period to collect customers for contact might offer an improved (larger) result pool
- Aggregated (all customer groups combined) totals used a weighting factor to modulate over- and under-represented response groups

Survey Questions

Q1: The TxDOT staff...

	Strongly Agree				Strongly Disagree	NA
are courteous	5	4	3	2	1	NA
are helpful	5	4	3	2	1	NA
are knowledgeable about services offered by TxDOT	5	4	3	2	1	NA
identify themselves by stating their names or using name tags or plates	5	4	3	2	1	NA

Survey Questions

Q2: When handling complaints, TxDOT...

	Strongly Agree				Strongly Disagree	NA
provides an easy method for customers to file the complaints about TxDOT's service	5	4	3	2	1	NA
responds to complaints about TxDOT's service in a timely manner	5	4	3	2	1	NA
handles complaints effectively	5	4	3	2	1	NA
provides updates on the progress of complaints	5	4	3	2	1	NA

Survey Questions

Q3: In communicating with TxDOT, the TxDOT staff...

	Strongly Agree				Strongly Disagree	NA
provide sufficient information	5	4	3	2	1	NA
provide understandable information	5	4	3	2	1	NA
provide helpful information	5	4	3	2	1	NA
route your calls, emails, or letters to the proper person	5	4	3	2	1	NA

Survey Questions

TxDOT maintains the following Internet site: www.txdot.gov

Q4: TxDOT's Internet site...

	Strongly Agree				Strongly Disagree	NA
easy to navigate	5	4	3	2	1	NA
well organized	5	4	3	2	1	NA
clearly explains services offered by TxDOT	5	4	3	2	1	NA
provides sufficient information	5	4	3	2	1	NA

Survey Questions

Q5: Rate your level of satisfaction with the timeliness of service you receive from TxDOT...

	Very Satisfied				Very Dissatisfied	NA
in person	5	4	3	2	1	NA
by telephone	5	4	3	2	1	NA
by mail	5	4	3	2	1	NA
by e-mail	5	4	3	2	1	NA

Survey Questions

Q6: TxDOT's offices are...

	Strongly Agree				Strongly Disagree	NA
accessible	5	4	3	2	1	NA
conveniently located	5	4	3	2	1	NA
clearly identified with signs	5	4	3	2	1	NA
clean	5	4	3	2	1	NA
open during reasonable hours	5	4	3	2	1	NA

Survey Questions

Q7: TxDOT's brochures, publications, and other printed information are...

	Strongly Agree				Strongly Disagree	NA
accurate	5	4	3	2	1	NA
understandable	5	4	3	2	1	NA
useful	5	4	3	2	1	NA

Survey Questions

Q8: Rate your overall satisfaction with the TxDOT district office that you interact with most frequently.

	Very Satisfied				Very Dissatisfied	NA
	5	4	3	2	1	NA

Survey Questions

Q9: Rate your overall level of satisfaction with TxDOT.

	Very Satisfied				Very Dissatisfied	NA
	5	4	3	2	1	NA

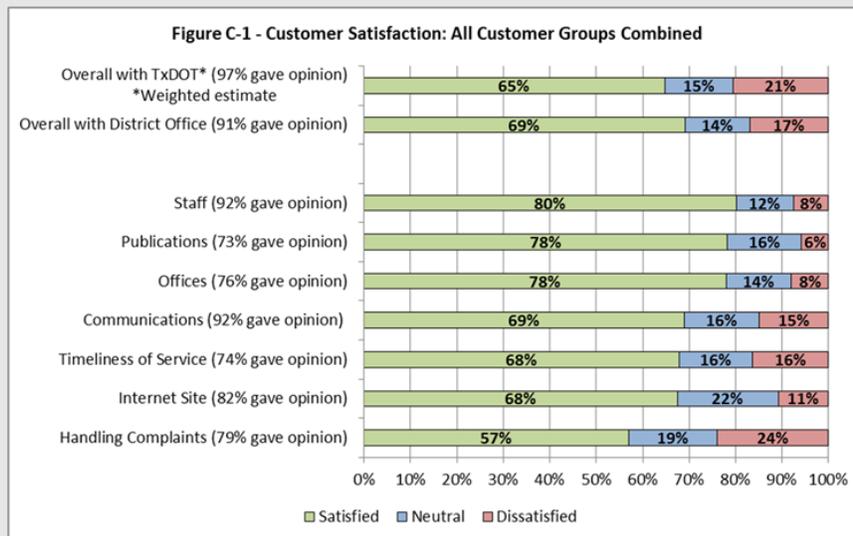
Survey Questions

Q10: How can TxDOT improve its services?

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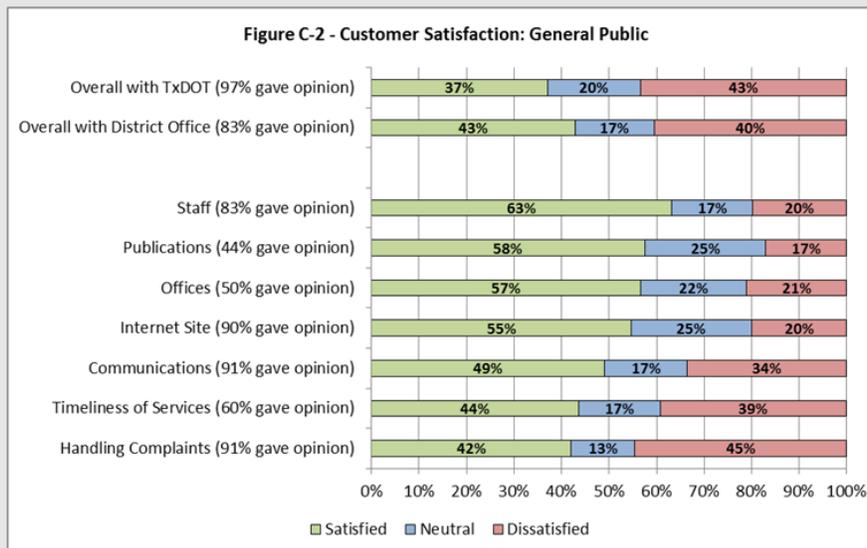
Graphical Summary by Customer Group

All Customer Groups Combined (N=1,301)



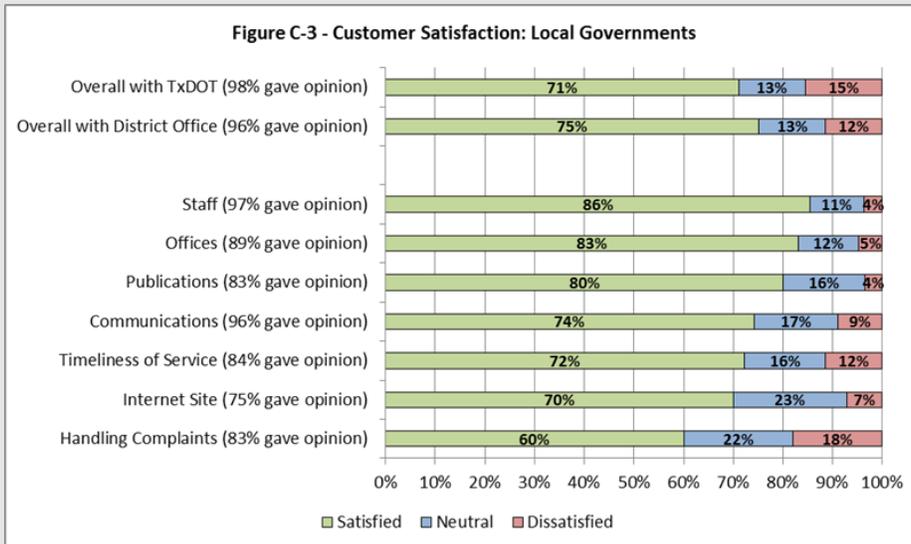
Graphical Summary by Customer Group

General Public (N=592)



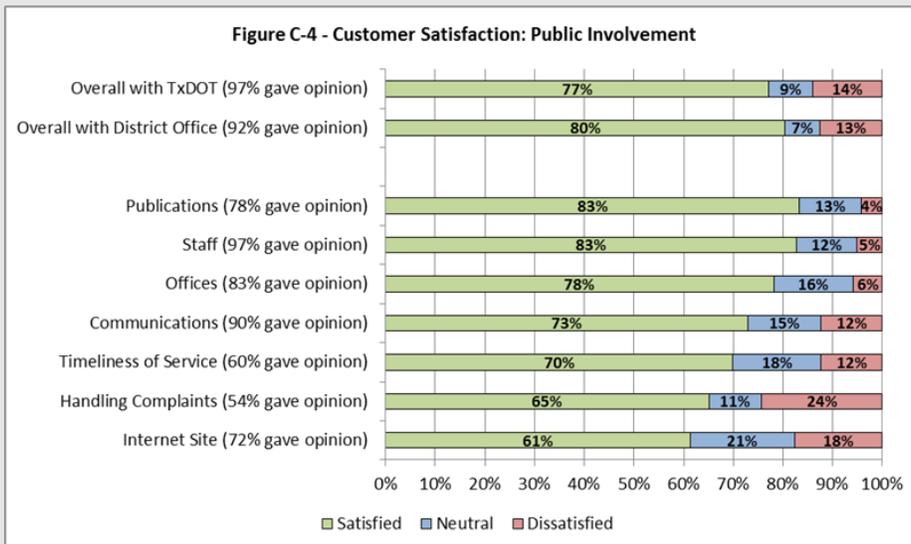
Graphical Summary by Customer Group

Local Governments (N=424)



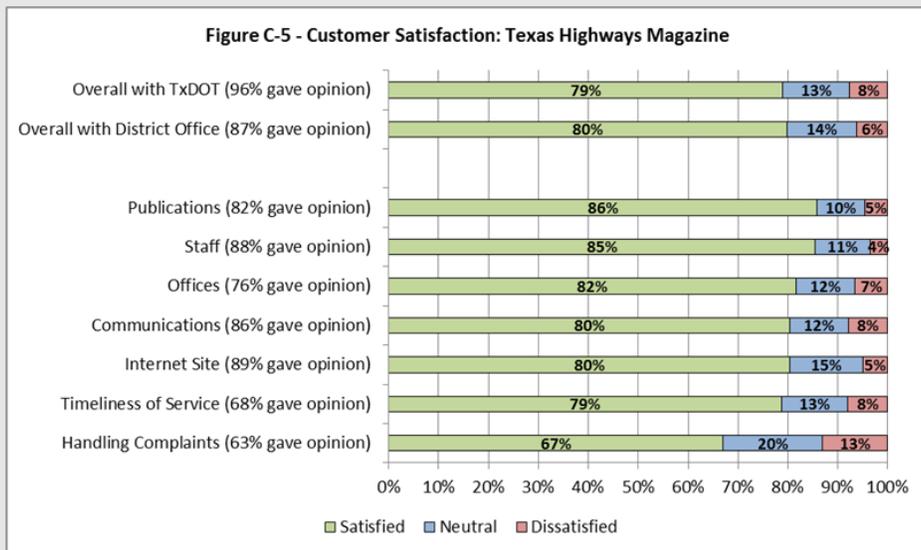
Graphical Summary by Customer Group

Public Involvement (N=66)



Graphical Summary by Customer Group

Texas Highways Magazine (N=208)



Graphical Summary by Customer Group

Travel Information Centers (N=11)

