Final Report

TxDOT Strategic Planning

Draft Goal Statements: Internal and External Outreach Results

prepared for

Texas Department of Transportation

prepared by

Cambridge Systematics, Inc.

December 2009
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Executive Summary

The Texas Department of Transportation (TxDOT) Strategic Policy and Performance Management (SPPM) Office is currently drafting TxDOT’s Strategic Plan 2011-2015 (Strategic Plan), defining the Department’s mission, vision, and values as well as specific goals, objectives, strategies, and candidate performance measures. In addition to meeting the statutory requirements, this Strategic Plan will institutionalize an ethic of accountability and transparency throughout the Department. Developing the Strategic Plan through a collaborative approach that encourages input from all TxDOT employees statewide, the SPPM Office commissioned an internal and external poll to solicit feedback on the six draft goal statements approved by the Texas Transportation Commission (Commission) on September 24, 2009 (Table ES.1). The survey questions focused on three primary objectives:

- Are the six draft goals straightforward, clear, and easy to understand?
- With these goals, is TxDOT focusing on the right things?
- How would you rate the importance of each goal?

Table ES.1 Draft Goal Statements

| Goal 1 | Cultivate an organizational structure and strategy designed to address the multimodal transportation needs of all Texans |
| Goal 2 | Facilitate the development and exchange of comprehensive multimodal strategies with transportation program and project partners |
| Goal 3 | Maintain the existing Texas transportation system |
| Goal 4 | Promote congestion relief strategies |
| Goal 5 | Enhance system connectivity |
| Goal 6 | Enhance safety for all Texas transportation system users |

Overall, this survey effort generated widespread interest and involvement statewide from both TxDOT employees and the general public. Over the course of approximately six weeks during October and November 2009, TxDOT’s Districts, Divisions, and Offices collected responses from nearly 4,000 internal and external stakeholders.

The survey results indicate a strong consensus around the draft goal statements established by the Commission. Approximately two-thirds (65 percent) of the TxDOT respondents and 74 percent of the public respondents either agreed or strongly agreed that the six draft goals reflect an appropriate focus for the Department. In contrast, 13 percent of the TxDOT employees and public respondents provided a contrary opinion. The goals related to maintenance (Goal 3), congestion (Goal 4), and safety (Goal 6) received the highest importance ratings; however, the other three goal areas (organizational effectiveness [Goal
1], identification of financing options [Goal 2], and system connectivity [Goal 6]) received generally favorable importance ratings as well.

Sixty-two percent of TxDOT employee respondents and 72 percent of external stakeholders agreed that the six goal statements are clear and easy to understand. Conversely, 18 percent of TxDOT respondents and 15 percent of public respondents felt that one or more of the goal statements were not clear. Goals 1 and 2 were most often cited as lacking clarity.

While the survey presented the six draft goals as stand-alone statements, the Draft Strategic Plan will provide supporting documentation and clarifying language to help explain the meaning of each goal. SPPM will incorporate key findings from this survey effort, as appropriate, when documenting objectives and strategies to support each goal in the Draft Strategic Plan, scheduled for presentation to the Commission in January 2010.
1.0 Introduction

The Texas Department of Transportation (TxDOT) Strategic Policy and Performance Management (SPPM) Office is currently drafting TxDOT’s Strategic Plan 2011-2015 (Strategic Plan). The Strategic Plan will define the Department’s mission, vision, and values as well as specific goals, objectives, strategies, and candidate performance measures. In addition to meeting the statutory requirements, the Strategic Plan aims to institutionalize an ethic of accountability and transparency throughout the Department.

In October 2009, the SPPM Office commissioned Cambridge Systematics (CS) to conduct an internal and external poll to solicit feedback on the six draft goal statements approved by the Texas Transportation Commission (Commission) on September 24, 2009 (Table 1.1). The goal statements will provide the foundation for the Strategic Plan and define agency focus for improving performance across the organization. SPPM staff have been developing the Strategic Plan using a collaborative approach that encourages input from all TxDOT employees statewide. As part of that process, this poll provided all employees and the public an opportunity to comment on the draft goal statements and rate their importance.

Table 1.1  Draft Goal Statements

| Goal 1 | Cultivate an organizational structure and strategy designed to address the multimodal transportation needs of all Texans |
| Goal 2 | Facilitate the development and exchange of comprehensive multimodal strategies with transportation program and project partners |
| Goal 3 | Maintain the existing Texas transportation system |
| Goal 4 | Promote congestion relief strategies |
| Goal 5 | Enhance system connectivity |
| Goal 6 | Enhance safety for all Texas transportation system users |

This report summarizes the survey results, highlighting separately the perspectives of TxDOT employees and the public. The SPPM Office will build on the results of the internal and external polling effort as it develops the draft Strategic Plan.
1.1 **Poll Format and Implementation**

Working closely with SPPM staff, CS developed a short, straightforward survey to solicit feedback from staff at all levels of the agency and the general public statewide. The survey questions focused on three primary objectives:

- Are the six draft goals straightforward, clear, and easy to understand?
- With these goals, is TxDOT focusing on the right things?
- How would you rate the importance of each goal?

The survey was available in two formats: a tear-off portion of a tri-fold brochure (to accommodate hand-written responses); and online via a link printed in the brochure and posted on the TxDOT website. The tri-fold brochure (included in Appendix A) explained the strategic planning process and listed the draft mission, vision, and goal statements approved by the Commission in September. The brochure asked respondents to complete the survey, tear off the survey panel, and return it to a TxDOT representative. In addition to being printed in the brochure, a link to the online survey was posted on the opening page of the TxDOT website and available on the SPPM strategic planning webpage.1 Screen shots of the online survey are included in Appendix B.

SPPM staff distributed the survey materials to each TxDOT District, Division, and Office (DDO) with instructions for disseminating the information to their staff and external stakeholders. All 12,000 TxDOT employees were eligible and encouraged to participate in the poll.2 The survey was open from October 12, 2009 to November 30, 2009.

Internal outreach was conducted through TxDOT employee meetings carried out by District Engineers, Division Directors, Office Directors, and Regional Directors. To help facilitate discussion and information sharing at the meetings, SPPM provided each DDO with two informational videos: one encouraging employees to think about long-term transportation issues, and the other focused on the strategic planning process and its anticipated results. In addition, a PowerPoint presentation provided more details about the new approach, how it will be carried out, and the role of TxDOT employees in the process.

For external outreach, the SPPM Office asked District Engineers, Division Offices, and Regional Directors to engage stakeholders through regularly scheduled community meetings with city councils, chambers of commerce, economic development agencies, regional mobility authorities (RMAs), metropolitan planning organizations (MPOs), county commissions, and community service groups. SPPM provided the same informational videos, along with a presentation geared towards external audiences. Districts were also encouraged (but not required) to conduct a public open house entitled

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1 Available at [http://txdot.gov/public_involvement/public_comment/strategic_plan_survey.htm](http://txdot.gov/public_involvement/public_comment/strategic_plan_survey.htm)

“Influencing the Future of Texas Transportation” to educate participants on the agency’s future direction and solicit feedback.

1.2 **RESPONDENT DISTRIBUTION**

In total, we received 3,882 completed surveys throughout the polling period. Of this total, 86 percent (3,345) were TxDOT employees, a response rate of approximately 28 percent. Employees from all 25 TxDOT Districts and most Divisions participated in the poll.

The remaining 529 survey responses came from members of the general public. Figure 1.1 shows the statewide distribution of public (i.e., non-TxDOT employee) survey responses by county. In general, the counties with the highest response rates correspond with the state’s largest population centers. Nearly half of the public respondents live in one of the state’s five largest metropolitan statistical areas (MSA) (Dallas-Fort Worth-Arlington, Houston-Sugar Land-Baytown, San Antonio, Austin-Round Rock, and El Paso). The largest number of responses came from Travis County in the Austin-Round Rock MSA. Approximately 30 percent of the public respondents live in non-metropolitan or rural counties. This rural response rate is disproportionately higher than the percent of the statewide population living in these counties (approximately 13 percent of the state’s population lives in rural or non-metropolitan counties).

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3 There were also eight returned survey forms with no response regarding TxDOT employment status.

4 Not all public respondents were residents of Texas, nor did all list their county of residence.

5 Combined, the state’s five largest metropolitan statistical areas account for approximately 67 percent of the state’s population (based on October 2008 population estimates from the Texas State Data Center).

6 October 2008 population estimates from the Texas State Data Center.
1.3 Report Organization

This report summarizes the results of the online poll, organized as follows:

- **Section 2.0, Summary of Survey Results**, synthesizes the results of the web-based and hard-copy surveys, disaggregating the results to show the opinions of TxDOT employees and the public separately; and

- **Section 3.0, Conclusions and Next Steps**, provides general observations from the internal and external outreach process and identifies the next steps for developing the Draft Strategic Plan.
2.0 Summary of Survey Results

2.1 Goal Statement Clarity

The first survey question asked respondents to rate their level of agreement or disagreement with the statement, “The six draft goals are straightforward, clear, and easy to understand.” As shown in Figure 2.1, a majority of TxDOT respondents either agree (49 percent) or strongly agree (13 percent) that the goals are clear and easily understood. An even larger percentage of the public respondents agreed or strongly agreed with the statement (72 percent total, shown in Figure 2.2).

In contrast, 18 percent of TxDOT respondents and 15 percent of public respondents indicated that one or more of the goal statements were unclear or difficult to understand. When asked to clarify which goals are unclear and why, Goals 1 and 2 were overwhelmingly cited by both TxDOT employees and the public as being difficult to understand and/or hard to measure. General criticism of the goals centered on two primary themes – that they lack specificity and/or measurability or that they contain too much transportation jargon. Examples include “multimodal” and “connectivity” as terms that the public may not understand.

Figure 2.1 Goals are Clear and Easy to Understand

TxDOT Employee Response
2.2 TxDOT Focus

The second survey question asked respondents to rate their level of agreement or disagreement with the following statement, “With these goals, TxDOT is focusing on the right things.” Approximately two-thirds (65 percent) of the TxDOT respondents and 74 percent of the public respondents either agreed or strongly agreed that the six draft goals reflect an appropriate focus for the Department (Figures 2.3 and 2.4). In contrast, 13 percent of the TxDOT employees and public respondents provided a contrary opinion.
The survey asked the respondents in disagreement (or strong disagreement) to identify other areas for Departmental focus. Given the open-ended nature of the question, there was a wide variety of responses. However, three common themes cited by multiple respondents emerged:

- **Employee issues** (retention, culture, safety, pay, etc.) were mentioned by 136 respondents (130 TxDOT employees, six public respondents). Many of these respondents feel that recent changes at TxDOT have favored highly paid employees, while those at lower levels of the organization feel they are being underpaid or have seen their jobs cut as more maintenance and construction work is done by private contractors.

- **Changing the structure and order of the goals** was mentioned by 88 respondents (75 TxDOT employees, 13 other respondents). Many felt that Goals 1 and 2 should be eliminated or rewritten, and a number of respondents expressed frustration that the goals were not more simple and closely tied to TxDOT’s primary activities (i.e., maintain the current system, work to improve safety, increase capacity). Several respondents suggested that the listed order of the six goals implies a relative priority among them, and many disagreed with the existing order.

- **Maintenance** was mentioned by 67 respondents (58 TxDOT employees, nine public respondents). A common thread among these responses was the sentiment that TxDOT’s goals are overly ambitious and that maintenance of existing facilities should be prioritized over new construction and multimodal solutions. This sentiment was expressed equally (on a percent basis) by TxDOT employees and public respondents.
Other focus areas cited by more than 20 respondents include:

- Congestion relief;
- Public relations;
- Multimodal transportation; and
- Efficiency.

### 2.3 Importance of Each Goal

The third question asked respondents to rate the importance of each draft goal statement in achieving the Department’s mission.⁷ The survey provided the draft mission statement adopted by the Commission in September 2009 for reference:

> Emphasizing cooperation, accountability, and transparency, we will provide a safe, efficient, cost-effective, and environmentally sensitive statewide transportation system for the movement of people and goods.

As shown in Figures 2.5 and 2.6, the goals related to maintenance (Goal 3), congestion (Goal 4), and safety (Goal 6) received the highest importance ratings. Approximately three out of four respondents (both TxDOT employees and public participants) rated the maintenance and safety goals as extremely important. Likewise, approximately 60 percent of respondents indicated that promoting congestion relief strategies is an extremely important goal for TxDOT. Overall, approximately 90 percent of the respondents identified these three goals (Goals 3, 4, and 6) as either extremely important or somewhat important, sending a strong message that these three goals should remain key focus areas for achieving the Department’s mission.

While fewer respondents rated Goal 1 (organizational effectiveness), Goal 2 (identify financing options), and Goal 5 (system connectivity) as extremely important, they still received generally favorable importance ratings. Approximately one-third (36 percent) of TxDOT respondents rated these three goals as extremely important, while an additional 34 to 40 percent rated them as somewhat important. In comparison, nearly half of the public respondents indicated Goals 1, 2, and 5 to be extremely important. An additional 30 percent of the public respondents indicated Goals 1 and 2 to be somewhat important. An additional 40 percent of the public respondents indicated Goals 1, 2, and 5 to be somewhat important. In comparison, approximately 10 percent of all respondents indicated that Goals 1 (organizational effectiveness) and 2 (identify financing options) are “somewhat unimportant” or “not at all important.” Similarly, five percent of the respondents rated Goal 5 (system connectivity) as “somewhat unimportant” or “not at all important.”

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⁷ Rated on a scale of 1 (not at all important) to 5 (extremely important).
Figure 2.5  Importance Rating of Each Draft Goal

*TxDOT Employee Response*

- **Goal 1: Organizational Effectiveness**
  - Not at all Important: 3%
  - Somewhat Unimportant: 34%
  - Neutral: 36%
  - Somewhat Important: 15%
  - Extremely Important: 10%

- **Goal 2: Identify Financing Options**
  - Not at all Important: 4%
  - Somewhat Unimportant: 38%
  - Neutral: 35%
  - Somewhat Important: 19%
  - Extremely Important: 13%

- **Goal 3: Maintain the System**
  - Not at all Important: 1%
  - Somewhat Unimportant: 15%
  - Neutral: 60%
  - Somewhat Important: 9%
  - Extremely Important: 15%

- **Goal 4: Promote Congestion Relief**
  - Not at all Important: 1%
  - Somewhat Unimportant: 7%
  - Neutral: 56%
  - Somewhat Important: 9%
  - Extremely Important: 22%

- **Goal 5: Enhance System Connectivity**
  - Not at all Important: 2%
  - Somewhat Unimportant: 40%
  - Neutral: 37%
  - Somewhat Important: 18%
  - Extremely Important: 18%

- **Goal 6: Enhance Safety**
  - Not at all Important: 1%
  - Somewhat Unimportant: 7%
  - Neutral: 72%
  - Somewhat Important: 18%
  - Extremely Important: 18%
Figure 2.6  Importance Rating of Each Draft Goal

Public Response

Goal 1: Organizational Effectiveness
- Extremely Important: 4%
- Somewhat Important: 48%
- Neutral: 31%
- Not at all Important: 13%

Goal 2: Identify Financing Options
- Extremely Important: 5%
- Somewhat Important: 49%
- Neutral: 28%
- Not at all Important: 12%

Goal 3: Maintain the System
- Extremely Important: 1%
- Somewhat Important: 5%
- Neutral: 19%
- Not at all Important: 74%

Goal 4: Promote Congestion Relief
- Extremely Important: 2%
- Somewhat Important: 8%
- Neutral: 27%
- Not at all Important: 62%

Goal 5: Enhance System Connectivity
- Extremely Important: 2%
- Somewhat Important: 10%
- Neutral: 40%
- Not at all Important: 45%

Goal 6: Enhance Safety
- Extremely Important: 1%
- Somewhat Important: 8%
- Neutral: 21%
- Not at all Important: 70%
2.4 **ADDITIONAL COMMENTS**

The end of the survey provided respondents with the opportunity to provide any additional comments related to the draft goal statements, the strategic planning process, or any other topic of interest. This open-ended question generated a large number and wide variety of responses; however, several common themes emerged:

- **Employee issues** (including compensation, benefits, retention, safety, and morale) were the most common theme, mentioned by 195 respondents (187 TxDOT employees and eight public respondents), specifically relating to employees at lower levels in the organization. Many respondents who mentioned these issues felt undervalued, that their benefits and pay have been stagnant and their jobs are becoming less secure, while highly paid new jobs have been created in TxDOT’s administration.

- **TxDOT Restructuring.** Many respondents voiced their disapproval of TxDOT’s recent regionalization, indicating that it has increased administration costs, slowed the design and construction process, and reduced maintenance forces. This issue was mentioned by 110 respondents (101 TxDOT employees and nine public respondents).

- **Simplify the goals.** 102 respondents (92 TxDOT employees, 10 public respondents) echoed sentiments expressed in responses in previous questions—that the goals are hard to understand and that it will be difficult for TxDOT to evaluate its performance in achieving them.

- **Focus on maintenance.** 77 respondents (65 TxDOT employees, 12 public respondents) felt that funding being spent on new construction and other projects should be spent on maintenance and that new projects should only be embarked upon once maintenance is completed.

- **Increase communication within TxDOT and with partners.** 84 respondents (66 TxDOT employees, 18 public respondents) mentioned this issue. Many felt that maintenance employees and other TxDOT employees in regional offices could provide valuable insight into local needs and priorities but are not given an adequate opportunity to do so. Several non-TxDOT respondents mentioned that more communication between the Department and cities, counties, and other transportation decision-makers would be beneficial.

Other issues and/or suggestions mentioned by more than 30 respondents include:

- Improving public relations/communications;
- Reducing the focus on organizational structure and extraneous projects;
- Increasing the Department’s focus on multimodal transportation;
- Increasing funding (do not allow diversion of fuel tax revenue);
- Reducing reliance on outside consultants/contractors;
• Increasing funding for infrastructure and maintenance in rural areas; and
• Depoliticizing the decision-making process.
3.0 Conclusion and Next Steps

Overall, this survey effort generated widespread interest and involvement statewide from both TxDOT employees and the general public. Over the course of approximately six weeks during October and November 2009, TxDOT's Districts, Divisions, and Offices collected responses from nearly 4,000 internal and external stakeholders.

The survey results indicate a strong consensus around the draft goal statements established by the Texas Transportation Commission. Sixty-two percent of TxDOT employee respondents and 72 percent of external stakeholders agreed that the six goal statements are clear and easy to understand. Conversely, 18 percent of TxDOT respondents and 15 percent of public respondents felt that one or more of the goal statements were not clear. Goals 1 and 2 were most often cited as lacking clarity. While the survey presented the six draft goals as stand-alone statements, the Strategic Plan will provide supporting documentation and clarifying language to help explain the meaning of each goal.

The SPPM office has identified several next steps for the strategic planning process, outlined below:

1. **Revise Goal Statements.** When preparing the Draft Strategic Plan, SPPM may revise the goal statements at the direction of the Commission based on input received through the polling effort. Goal statements 1 and 2 in particular may require clarification, as these were the ones most frequently cited as being unclear by the survey participants.

2. **Develop Agency-level Action Plan.** SPPM will incorporate key findings from the surveys as appropriate as it develops objectives and strategies to support each goal in the Draft Strategic Plan. SPPM will present the Draft Strategic Plan to the Commission in January 2010.

3. **Define performance measures.** SPPM will begin to identify ways to measure and track TxDOT agency performance, using performance measures to hold the Department accountable to the goals, objectives, and strategies listed in the Draft Strategic Plan.

4. **Continue to gather feedback.** Throughout this process, SPPM will continue to solicit internal and external feedback on the Draft Strategic Plan, with the intent of receiving buy in and support throughout the agency.
Appendix A

Tri-Fold Brochure
**PLEASE GIVE US YOUR FEEDBACK**
(continued)

5. Please rate the importance of each goal in achieving the Department’s mission.
   (1=not important/5=extremely important)
   - Goal 1: Strategic Organizational Structure
     1 2 3 4 5
   - Goal 2: Explore All Funding Strategies
     1 2 3 4 5
   - Goal 3: Maintain Existing System
     1 2 3 4 5
   - Goal 4: Promote Congestion Relief Strategies
     1 2 3 4 5
   - Goal 5: Enhance System Connectivity
     1 2 3 4 5
   - Goal 6: Enhance Safety for All System Users
     1 2 3 4 5

6. Are you a TxDOT employee? (circle one)
   - Yes
   - No

If yes, for which District/Division/Office do you work?

Additional Comments:

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**PLEASE TEAR OFF AND RETURN COMPLETED SURVEYS TO A TxDOT REPRESENTATIVE AT THIS EVENT.**

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**FREQUENTLY ASKED QUESTIONS**

**What is TxDOT doing?**
The TxDOT Strategic Policy and Performance Management (SPPM) Office is conducting a series of strategic planning workshops and public outreach campaign to gather input for the 2011-2015 Strategic Plan and solicit a variety of perspectives on key focus areas for TxDOT.

**Why are we doing it?**
Texas state law requires state agencies to prepare a five-year Strategic Plan every biennium. Public and legislative desire for more TxDOT accountability and transparency have led to the renewed focus on reshaping the 2011-2015 Strategic Plan.

**What has TxDOT done so far?**
To gauge public opinion about TxDOT and the state’s transportation needs, TxDOT has conducted a public Internet poll of Texans, public focus groups, and strategic planning workshops both with an internal audience and the Texas Transportation Commission.

**What are the next steps?**
TxDOT will continue soliciting both internal and external feedback as it develops a draft Strategic Plan document. TxDOT will also continue to educate our employees about their role in this process and to identify effective ways to measure our performance and track our progress.

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**Draft Strategic Direction Statements**

**STRATEGIC POLICY & PERFORMANCE MANAGEMENT**

**FY 2011-2015**
TEXAS DEPARTMENT OF TRANSPORTATION
STRATEGIC PLANNING PROCESS

July 2009 to September 2009
- Eight regional focus groups and public polling gauged public expectations about TxDOT.
- TxDOT held Nacogdoches town hall meeting and tested educational video.
- TxDOT interviewed stakeholders about organizational issues and TxDOT goals.
- TxDOT conducted five statewide internal workshops.
- Texas Transportation Commission approved draft goal statements.

October 2009 to December 2009
- Internal workgroup will begin drafting Strategic Plan.
- District engineers will present Strategic Plan package to transportation partners.
- Texas Transportation Commission will review draft Strategic Plan.

December 2009 to February 2010
- TxDOT will post final draft Strategic Plan for public comment.
- Texas Transportation Commission may adopt final 2011-2015 TxDOT Strategic Plan.

MISSION
Emphasizing cooperation, accountability and transparency, we will provide a safe, efficient, cost-effective, and environmentally sensitive statewide transportation system for the movement of people and goods.

VISION
To be a trusted, performance-driven organization committed to collaborating with internal and external partners to deliver a modern, interconnected, and multimodal transportation system that enhances the quality of life for Texas citizens and increases the competitive position for Texas industry.

GOALS
1. Cultivate an organizational structure and strategy designed to address the future multimodal transportation needs of all Texans.
2. Facilitate the development and exchange of comprehensive multimodal transportation funding strategies with transportation program and project partners.
3. Maintain the existing Texas transportation system.
4. Promote congestion relief strategies.
5. Enhance system connectivity.
6. Enhance safety for all Texas transportation system users.

PLEASE GIVE US YOUR FEEDBACK

On-line version of the survey available at: http://webservices.camsys.com/txdotstratplan/

Please rate your agreement/disagreement with the following statements (1=strongly disagree/5=strongly agree):

1. The six proposed goals are straightforward, clear, and easy to understand.

2. With these goals, TxDOT is focusing on the right things.

3. If you disagree with Question 1, please identify what is unclear.

4. If you disagree with Question 2, on what other areas should TxDOT focus?
Appendix B

Web-Based Survey Instrument
TxDOT Strategic Planning: Feedback on Agency Goals

Background

The Texas Department of Transportation (TxDOT) is undertaking a renewed strategic planning process to develop new measurable and attainable goals for inclusion in the Department’s 2011-2015 Strategic Plan. At the highest level, goals define what the Department is going to focus on and try to accomplish. In September 2009, the Texas Transportation Commission approved six draft goal statements to focus the Department’s efforts over the next five years in fulfilling TxDOT’s mission. The draft goal statements were developed by the collective work of the Texas Transportation Commission, the TxDOT Strategic Policy and Performance Management (SPPM) Office and other Department staff, and select external stakeholders. SPPM is now seeking internal and external feedback on the draft goal statements to incorporate as appropriate in the draft Strategic Plan.

Surveys must be completed by November 30, 2009.

TxDOT Mission

Emphasizing cooperation, accountability, and transparency, we will provide a safe, efficient, cost-effective, and environmentally sensitive statewide transportation system for the movement of people and goods.

TxDOT Vision

To be a trusted, performance-driven organization committed to collaborating with internal and external partners to deliver a modern, interconnected, and multimodal transportation system that enhances the quality of life for Texas citizens and increases the competitive position for Texas industry.

Draft Goals

- Cultivate an organizational structure and strategy designed to address the future multimodal transportation needs of all Texans.
- Facilitate the development and exchange of comprehensive multimodal transportation funding strategies with transportation program and project partners.
- Maintain the existing Texas transportation system.
- Promote congestion relief strategies.
- Enhance system connectivity.
- Enhance safety for all Texas transportation system users.
**TxDOT Strategic Planning: Feedback on Agency Goals**

**Goal 1:** Cultivate an organizational structure and strategy designed to address the future multimodal transportation needs of all Texans.

**Goal 2:** Facilitate the development and exchange of comprehensive multimodal transportation funding strategies with transportation program and project partners.

**Goal 3:** Maintain the existing Texas transportation system.

**Goal 4:** Promote congestion relief strategies.

**Goal 5:** Enhance system connectivity.

**Goal 6:** Enhance safety for all Texas transportation system users.

Please rate your agreement/disagreement with the following statement:

1. The six proposed goals are straightforward, clear, and easy to understand.

   - [ ] Strongly Disagree  [ ] Disagree  [ ] Neutral  [ ] Agree  [ ] Strongly Agree
TxDOT Strategic Planning: Feedback on Agency Goals

**Goal 1:** Cultivate an organizational structure and strategy designed to address the future multimodal transportation needs of all Texans.

**Goal 2:** Facilitate the development and exchange of comprehensive multimodal transportation funding strategies with transportation program and project partners.

**Goal 3:** Maintain the existing Texas transportation system.

**Goal 4:** Promote congestion relief strategies.

**Goal 5:** Enhance system connectivity.

**Goal 6:** Enhance safety for all Texas transportation system users.

Please rate your agreement/disagreement with the following statement:

2. With these goals, TxDOT is focusing on the right things.

- [ ] Strongly Disagree
- [ ] Disagree
- [ ] Neutral
- [ ] Agree
- [ ] Strongly Agree
**Public Input to TxDOT Strategic Direction: Polling**

## TxDOT Strategic Planning: Feedback on Agency Goals

**TxDOT Mission**

Emphasizing cooperation, accountability, and transparency, we will provide a safe, efficient, cost-effective, and environmentally sensitive statewide transportation system for the movement of people and goods.

### 3. Please rate the importance of each goal in achieving TxDOT’s mission.

<table>
<thead>
<tr>
<th>Goal</th>
<th>Not at all Important</th>
<th>Somewhat Unimportant</th>
<th>Neutral</th>
<th>Somewhat Important</th>
<th>Extremely Important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal 1: Cultivate an organizational structure and strategy designed to address the future multimodal transportation needs of all Texans.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☑</td>
<td>☐</td>
</tr>
<tr>
<td>Goal 2: Facilitate the development and exchange of comprehensive multimodal transportation funding strategies with transportation program and project partners.</td>
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<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Goal 3: Maintain the existing Texas transportation system.</td>
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</tr>
<tr>
<td>Goal 4: Promote congestion relief strategies.</td>
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</tr>
<tr>
<td>Goal 5: Enhance system connectivity.</td>
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</tr>
<tr>
<td>Goal 6: Enhance safety for all Texas transportation system users.</td>
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4. Are you a TxDOT employee?

☐ Yes  ☐ No
TxDOT Strategic Planning: Feedback on Agency Goals

For which District/Division/Office do you work?

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Please provide any additional comments.

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Thank you for taking time to provide your input on key focus areas for the Department. TxDOT will continue soliciting both internal and external feedback as it develops the 2011-2015 Strategic Plan. TxDOT will also continue to educate employees about their role in this process and to identify effective ways to measure performance and track progress towards its goals.