Strategic Plan

Texas Tomorrow — Transportation 1992-1998

Texas Department of Transportation

Texas Tomorrow — Transportation 1992-1998

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Objectives, Strategies, Outcome and Output Measures

Vision

State of Texas

We envision a Texas where all people have the skills and opportunities they need to achieve their individual dreams; a Texas where people enjoy good health, are safe and secure from harm, and share a quality standard of living; a Texas where we and future generations can enjoy our bountiful natural beauty and resources.

Mission

- To provide educational opportunities for all its people
- To protect and enhance the health, well-being and productivity of all Texans
- To preserve the state's environment and ensure wise, productive use of the state's natural resources
- To build a solid foundation for social and economic prosperity
- To ensure the safety of our communities

Philosophy

Public service is a public trust. As public servants we take pride in the service we perform for our fellow citizens. We will be open, ethical, responsive, accountable and dedicated to the public we serve--providing legendary customer service. We will foster a working environment free of bias and respectful of the individual. We will operate efficiently and spend the public's money wisely.

Texas Department of Transportation

Vision

We envision a state transportation infrastructure that promotes for the people of Texas a mobile, economically healthy society and preserves or enhances the qualities of our environment and communities.

Mission

- To provide the people of Texas with a transportation system that meets the social, economic, and environmental needs of the state
- To be a leader in the development of a state transportation network that capitalizes on the efficiencies of the various modes of transportation in promoting economic and environmental benefits
- To provide customer-oriented transportation related services for the state's citizens, visitors and commerce.

Philosophy

Our philosophy includes incorporation of the following values into all department activities:

Continual Quality Improvement

We promote continual quality improvement in each product and service we deliver. We support the development of innovative management practices and new technologies. In answer to an ever-changing world we approach our work with professionalism, innovation and a commitment to cost-effectiveness to achieve superior performance.

Integrity in Action

Our credibility depends upon our responsible and forthright actions. We adhere to the highest ethical standards in managing the tax dollars. We uphold, both in spirit and in deed, all laws, rules, commitments and department policies and work requirements.

Respect and Response

We respect all customers of the department which includes our employees, other organizations and, most importantly, the users of the transportation systems. Our respect is demonstrated by responding to all customers' needs quickly.

Diversity and Development

We ensure a productive work force and work environment by identifying future transportation needs and promoting employee development plans and recruitment programs to meet those needs. This includes recruitment and development of women, minorities and employees with disabilities.

External/ Internal Assessment

I. Introduction and Self Evaluation

Federal and State Direction

Federal and state law and policy continually provide this department its mission, standards and guidelines. As a result of the Federal Highway Act of 1916, the state legislature established the Texas Highway Department in 1917. In 1921 Congress amended the Federal Highway Act of 1916 to require the state departments to assume construction and maintenance responsibilities. In 1956, the department received increased federal funding to begin the Interstate Highway System. More recently, the Federal Intermodal Surface Transportation Efficiency Act of 1991 stresses the need for transportation systems that link and rely upon all modes to achieve efficiency and effectiveness. It also allows states more flexibility in using federal funds. As the new Texas Department of Transportation (TxDOT), we are prepared to meet the challenges of the future.

Commission

The governing body of the department is the three member Texas Transportation Commission appointed by the governor to staggered six-year terms. Responsibilities of the commission include: administering the State Highway Fund by formulating plans and policies for the location, design, construction, maintenance, and operation of a comprehensive system of state highways and public roads; administering the state's Public Transportation Fund by planning for, encouraging, fostering and assisting in the development of intracity and intercity public and mass transportation; and assisting general aviation with funding and technical expertise.

Responsibilities

TxDOT is responsible for providing the people and commerce of Texas with air and surface transportation systems that are funded wholly or in part by state funds, developing and maintaining a statewide multimodal transportation plan and providing a number of transportation-related services. Other significant responsibilities include traffic safety operations; travel services and publications in support of tourism and general travel; motor vehicle registration and titling; and assistance for the Gulf Intracoastal Waterway. In September 1992, the Texas Motor Vehicle Commission will become a part of the department. This commission regulates and licenses manufacturers, distributors, converters, and dealers of new motor vehicles and enforces compliance with manufacturers' warranties and with the Texas "lemon" law regarding fraud and unfair practices.

External/ Internal Assessment

I. Introduction and Self Evaluation

Public Perception

A public opinion survey conducted in 1987 (by the Texas Poll at Texas A&M University) pointed to several significant perceptions. In particular, 75 percent of the respondents considered the department as doing an "excellent to good" job. However, sunset review legislation directed the department to extend its public involvement by taking specific environmental actions and increasing the opportunity for public input.

Changing Role

The department has succeeded in developing the interstate system and total highway infrastructure to benefit Texas citizens and commerce. Historically, the department equated "transportation" needs with "highway" needs and had complete authority for the planning, construction and maintenance of the state highway system. As a Department of Transportation, we now recognize that our role as the statewide transportation leader requires the department to share the responsibility of the comprehensive statewide transportation system with other state agencies, metropolitan planning organizations, local governments and, most importantly, with the users of the system.

Improvement Needs

The department is committed to improve:

- maintaining and managing the existing transportation system and increasing capacity where necessary
- establishing a safe, accessible and comprehensive transportation system within a multimodal/intermodal context
- researching and embracing innovative alternatives to meet transportation requirements through coordination with the public, U.S. Department of Transportation, other state agencies, metropolitan planning organizations, local governmental bodies and other concerned groups
- providing equal employment opportunities
- responding to the special transportation system needs due to increased international commercial traffic
- providing multiple transportation services to persons with disabilities and economically disadvantaged persons in urban and rural areas of the state
- considering social benefits of transportation in Texas with particular attention given to the external benefits of reduced air pollution, reduced traffic congestion and other aspects of the quality of life.

External/ Internal Assessment

I. Introduction and Self Evaluation

Obstacles

We are defining obstacles as items that require legislation to overcome. Legislative remedies currently required by the department include:

- state statutes to conform with new federal legislation
- equitable user fees (taxes) for fuels, including alternative fuels
- a stable revenue base that is necessary for transportation planning and project development
- a competitive salary and benefit structure necessary to attract candidates and retain qualified employees
- a fair relocation benefit package to lessen the economic burden on employees transferring to locations to correspond with shifts in workload.

Exhibit 1 - Key Service Indicators

Item		Value	
State Highway System	1990 Registered Motor Vehicles	14.0	million
	1990 Average Daily Vehicle Miles Traveled	294.0	million
	Centerline Miles	77,045	
	Lane Miles	182,224	
	Bridges	32,941	
Aviation System	Licensed Pilots	52,000	
	General Aviation Aircraft	22,000	
	Pubic-Use Airports	400	
Public Transportation	Annual Ridership	238.9	million
	Average Daily Vehicle Miles	412,296	
	Buses and Vans	4,877	
Travel Information Center Visitors (annual)		2.94	million
Gulf Intracoastal Waterway	Average daily tonnage carried	2,800	tons

Source: Texas Department of Transportation, miscellaneous data, 1991.

External/ Internal Assessment

I. Introduction and Self Evaluation

Exhibit 2 - Key Service Indicators and Comparison Ranking to Other States

Item	Value	Rank*
Motor fuel taxed	10.267 billion gallons	2
Licensed drivers	11.137 million	2
Mileage of all highways, roads and streets	305,658 miles	1
Mileage of federal highways	60,839 miles	1
Annual rural traffic vehicle miles	54.660 billion	2
Annual urban traffic vehicle miles	107.572 billion	2
1990 federal apportionments	$863.043 million	3
1990 Texas payments Highway Trust Fund (HTF)	$915.875 million	2
1990 Ratio of apportionment to Highway Trust Fund payments	0.94	37
1957-1990 cumulative ratio of apportionments to payments	0.86	48
1990 expenditures on state-administered highways	$2.917 billion	2
State highway user revenue per 1,000 miles of traffic	$10.80	43

*Among the 50 states plus the District of Columbia
Source: Federal Highway Administration, Highway Statistics, 1990

External/ Internal Assessment

II. Organizational Aspects

Size and Composition of Workforce

In March of 1991, the department reported 15,224 full time equivalencies (FTEs). In January of 1992, the number had dropped to 14,582. This decrease was due largely to a hiring freeze self-imposed in July of 1991 to assist in locating positions for employees expected to be displaced due to the mandated reduction of district offices from 24 to 18. The reorganization was postponed in January of 1992 as a result of HCR 18, 72nd Legislature, 3rd Called Session and the hiring freeze was lifted. The department anticipates future organizational mandates similar to the one postponed that may again raise the issue of reducing the number of district offices.

The department's workforce is predominantly anglo male, especially in the higher paying positions. To address that issue, the Division of Civil Rights was established to implement an aggressive recruitment program and an enhanced affirmative action plan to provide for a more diverse work force at all levels.

Department Organizational Structure	
Existing district offices (district office being planned for Laredo)	24
Area offices	133
Maintenance sections	288
Tourist Information Centers	12
Motor Vehicle Registration Regional Offices	17
Materials and tests laboratories	4
Area offices for structural inspections	12
Regional warehouses	3
Divisions • Staff Offices • General Counsel • Audit • Information Resources Manager • International Relations (note: headquarter office in Austin)	19 4 1 1 1 1

Organizational Events and Areas of Change and Impact on Organization

This list provides significant past and future changes to department organization:

9-88 Division of Public Transportation created

External/ Internal Assessment

II. Organizational Aspects

9-91	As mandated, combined the State Department of Highways and Public Transportation and the Texas Department of Aviation to form the Texas Department of Transportation (TxDOT)
2-92	The International Relations Office established
9-92	The Motor Vehicle Commission will become part of the Texas Department of Transportation
9-97	The Texas Turnpike Authority may be merged into the Texas Department of Transportation

Human Resource Strengths and Weaknesses

TxDOT provides the following programs to employees and prospective employees to assist them in problem-solving and furthering their education, resulting in a more knowledgeable and productive workforce.

Texas Department of Transportation Benefits
Statewide Employee Assistance Program (EAP)
Education Assistance Program pays for tuition and books for employees continuing their education
Extended sick leave
Masters of Civil Engineering Program pays tuition, books and full salary of a limited number of employees pursuing a masters degree in civil engineering while performing research at a state university
Conditional Grant Program pays tuition, fees and a stipend to minority students majoring in civil engineering (includes an agreement that the student commit to work for the department for at least two years after graduation)
Many in-house training programs targeting engineering, managerial and automation skills

A few years ago, several of these benefits would have been considered above and beyond what an agency should provide. TxDOT recognized that more modern approaches were needed to the entire spectrum of human resources management. Consequently, we continue to work toward changing behaviors and developing additional programs. For example, the EAP was established to assist employees with any type of problem, knowing that any problem, either directly or indirectly, may adversely impact work performance. Adult literacy education is currently being researched for its merits.

External/ Internal Assessment

II. Organizational Aspects

Capital Asset Strengths and Weaknesses

Assets range from large main-frame computers and telecommunication networks to building, facilities and equipment throughout the state.

Automation - The department is developing a state-of-the-art automation network that will facilitate communication with other agencies, other state transportation agencies, and the Federal Highway Administration. The department is also shifting from single application development approaches to a cost-effective integrated application approach for data and systems management to increase productivity.

Facilities - The department has conscientiously preserved and upgraded its buildings and facilities, but 70% of department buildings are over 30 years old and were built without adequate provisions for the installation of telecommunications and computer networks. Extensive evaluation is needed to identify those facilities requiring modification or rehabilitation to meet unique requirements. Transportation, communication and leasing costs could all be reduced if all the Austin divisions were housed at one location. Also, buildings must be modified for easy access to persons with disabilities and some buildings need more or larger multi-purpose rooms for meetings, public hearings and training.

Equipment - The department's equipment fleet is composed of a variety of equipment that meets both routine and emergency requirements and is kept to a minimum by sharing and by rental or lease agreements. The department is currently piloting the use of several compressed natural gas and liquified petroleum gas vehicles. The equipment preventive maintenance program had reduced repair costs and increased equipment availability. However, cash flow constraints and fluctuating funding levels have meant that the fleet is repaired and not replaced by the purchase of new equipment at the time when repair becomes more costly than replacement.

Radio - The department's radio communications are severely constrained by the use of obsolete technology that does not allow ready-command and logistical communication with maintenance and construction field personnel.

External/ Internal Assessment

III. Fiscal Impacts and Economic Variables

Economic Variables

The Texas Office of the Comptroller estimates that within the planning horizon of the strategic plan (1992-1998), the Texas economy will grow more slowly than the national economy, at least until FY 1996. The annual growth rate of the Texas gross state product is estimated to grow at a 2.2 to 2.8 percent rate through the period 1993-1995, while the national product grows at the rate of 3.1 to 3.4 percent. The Texas unemployment rate is projected to fall slowly from the 6.7 percent level of 1992 to 5.1 percent in 1998. In general, the Texas economic future for the period is seen to be one of slow, but accelerating growth.

The Comptroller's Office forecasts an increase in the rate of inflation, as measured by the U.S. consumer price index with the 1992 level of 3.3 percent, rising gradually to a 5.2 percent rate in 1995 and then slowly falling to 4.8 percent in 1997 and 1998. The economic forecasts available to the department show a similar pattern for highway construction costs. During 1992, construction costs are estimated to increase about 2.0 percent. In the out years, this rate should rise, ending at the 4.0-5.3 level in 1998. The department should be able to operate within a rather stable price environment unless there is a national crisis. However, the main sources of revenues available to the department (state motor fuel tax, vehicle registrations, lubricant sales tax, and federal construction reimbursements) will grow less than one percent per year and, therefore, will not keep abreast with even these historically low inflation rates.

Historical Funding Perspective

Below is a listing of five highway user taxes that benefit the department. The people who drive buy motor fuel and pay taxes that are used for the construction and maintenance of the roads. Exhibit 4 (on the following page) reflects when the legislature elected to use money from the Highway Fund for other purposes.

State Gasoline Tax	Established in 1923, this tax of one cent per gallon dedicated one-quarter to the available school fund. A two cent increase in 1927, two one cent increases in 1929 and 1955 added to three five cent increases in 1984, 1987 and 1991 have brought this tax up to 20 cents per gallon.

External/ Internal Assessment

III. Fiscal Impacts and Economic Variables

State Diesel Tax	Established in 1941 at eight cents per gallon, but subsequently lowered, has increased to its current 20 cents, with a 3.5 cent increase in 1984 and two increases of five cents each in 1987 and 1991.
State Liquified Petroleum Gas	Also, established in 1941, this tax of four cents per gallon has increased to its current 15 cents with the most significant increases of 5.5 cents in 1984 and 4.5 cents in 1987.
Federal Gasoline Tax	Established in 1932, this tax of one cent per gallon included closely related fuels such as liquefied gases. This tax is currently 14.1 cents with the most significant increases of five cents occurring in 1983 and 1990.
Federal Diesel Tax	Established in 1951, this tax of two cents per gallon has risen to its current 20.1 cents with its most significant increases of a nickel in 1983, six cents in 1984 and another nickel in 1990.

Fiscal Dimensions

Department historical and forecast revenues for the period 1982 to 1998 are shown in **Exhibit 3.** Forecast revenues reflect the 1991 five cent state motor fuel tax increase and the increased federal funds available as a result of the Intermodal Surface Transportation Efficiency Act of 1991. It is not anticipated that any of the components of revenue will change substantially over the six-year planning period. While expected increases in vehicle miles of travel would provide revenue gains, increased fuel efficiency and alternative fuels may limit or nullify actual gains. **Exhibit 4** describes historical department expenditures by major programs. The new federal act is expected to impact how the department programs and finances work.

External/ Internal Assessment

III. Fiscal Impacts and Economic Variables

Exhibit 3

Texas Department of Transportation Revenue Fiscal Years 1982-1998

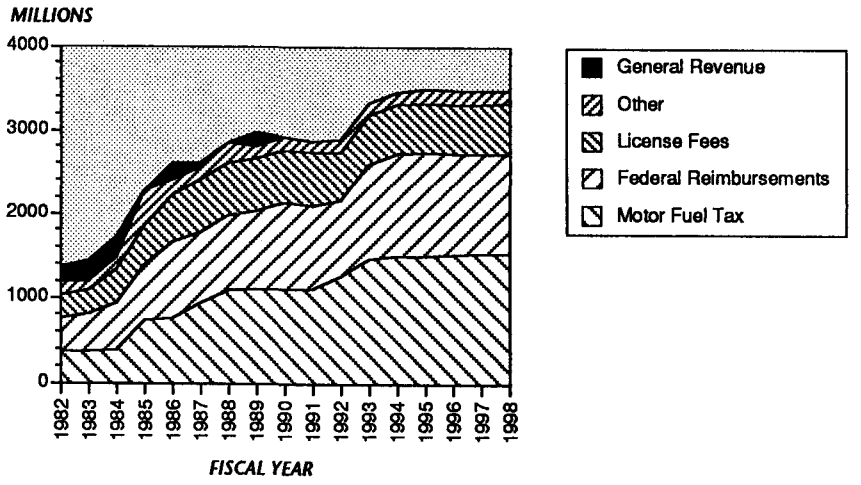
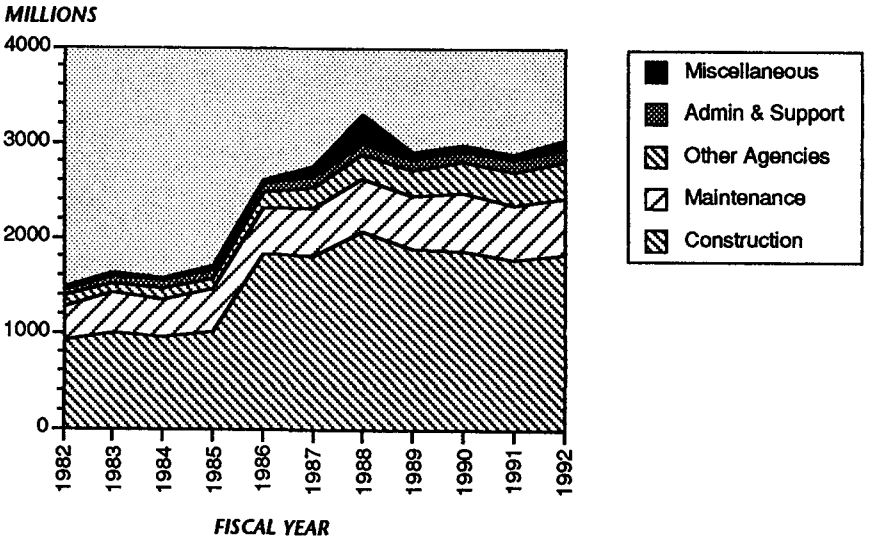


Exhibit 4

Texas Department of Transportation Expenditures Fiscal Years 1982-1992



FY 1988: MISCELLANEOUS INCLUDES $280 M LOAN TO SCHOOL FUND

External/ Internal Assessment

III. Fiscal Impacts and Economic Variables

Forecast Department Needs and Revenues

Exhibit 5 describes the department's total forecast needs by major functional areas for the period 1993 to 1998. All amounts are in 1991 dollars and do not reflect projected inflationary trends. The $23.1 billion of highway and bridge system needs represent accruing maintenance and operations costs; the costs to eliminate the major portion of backlog and accruing condition and performance deficiencies; and to provide for the necessary planning, research, and engineering management functions. Not included are costs to construct segments of the Texas Trunk System, a planned, minimum 4-lane divided rural highway system that is to include and complement the Interstate System. The completed Trunk System is expected to consist of some 10,500 miles of existing highways upgraded to system standards where necessary, cost an estimated $8 billion in 1991 dollars, and take 30 years to finish. For the period of this strategic plan, any construction work on this system would be in conjunction with correcting deficiencies.

The $212 million in public transportation needs over the period represent federal funding of the elderly and disabled transit services, state and federal funding of the rural public transportation program, and the state share of municipal transit system funding.

The $199 million in aviation needs is the amount of state, federal and local dollars required for non-reliever general aviation airports as projected from the Texas Airport Facilities Plan.

The transportation related needs include the forecast needs for travel and information services, motor vehicle registration and titling, Motor Vehicle Commission activities, off-system railroad grade protection, outdoor advertising and junkyard control, traffic safety activities, and Gulf Intracoastal Waterway improvements.

The "other" category of needs includes those transportation funds that are forecasted to be appropriated to other state agencies in support of department operations, for example, Attorney General, Employees Retirement System, State Comptroller, State Auditor, and so forth.

External/ Internal Assessment

III. Fiscal Impacts and Economic Variables

Exhibit 5
Total Department Needs, 1993-1998
(millions of 1991 dollars)

Requirement	Dollars (millions)
Highway and Bridge Systems	23,120
Public Transportation	212
Aviation	199
Transportation Related	308
Administration, Support, and Capital Outlay	752
Fund Allocation - Department of Public Safety	1,264
Other Agencies	963
Six Year Total Needs	26,818
Annual Total Needs	4,470
Forecast Average Annual Revenue - 1991 Dollars	3,449
Annual Revenue Over/(Short) Needs	(1021)

External/ Internal Assessment

IV. Service Population Trends

Since the creation of the department in 1917, the service population has significantly grown and changed in characteristics...changes which have increased the roles and responsibilities of the department. Since 1920, the Texas population has grown nearly fourfold, while the U.S. population has doubled. In 1920, there were 4.6 million Texans, 70 percent of whom lived in rural areas. Today, there are nearly 18 million Texans, 80 percent of whom are urban dwellers. These decades of growth and population migration to the cities have meant the department has gone from the era of getting the farmer out of the mud to one of constructing multi-lane urban highways and installing state-of-the-art traffic management systems.

The Department of Transportation serves the entire population of the state in a number of ways, but most noticeably in the movement of people and goods.

Gulf Intracoastal Waterway

Over the last decade, departmental activities regarding the waterway have been limited to the acquisition by purchase (or lease) of upland disposal sites for materials dredged from the waterway. Tonnage of the waterway grew during the 1980's, rising from an annual average of about 65 million tons in the early 1980's to 81 million tons in 1989. This increase in waterway activity plus other factors has meant an increase in the need for disposal sites. Viable disposal sites are becoming limited and will become even more so in the future because of economic factors and environmental concerns.

Rural Public Transit

Rural public transit in Texas has experienced substantial growth in the last ten years. There are currently 41 rural transit providers serving over 72% of Texas counties. These systems have grown at an enormous pace, providing over 3.3 million one-way passenger trips in 1990, a 163% increase in ridership from 1985 levels.

Urbanized Transit

The department provides funding for buses and other transit operations in population areas of 50,000 to 200,000.

Elderly and Disabled

The department-financed providers of elderly and disabled transportation have also seen a rapid growth in ridership. In 1990, these providers made 2.7 million trips, an increase of over 106% since 1985.

External/ Internal Assessment

IV. Service Population Trends

Aviation

The department provides technical and financial assistance to public sponsors of general aviation airports, administers federal funds for non-reliever general aviation airports, and promotes aviation safety and aeronautical education. According to data and forecasts compiled by the Federal Aviation Administration, during the 1980's Texas air passenger traffic grew at about six percent per year. For the period 1993-1998, this traffic is estimated to be about five percent per year. (Source: Federal Aviation Administration, **"Terminal Area Forecasts: FY 1990-2005," July, 1990.**)

Texas Motor Vehicle Commission

Over the last three fiscal years (1989-1991), the annual sale of new vehicles averaged about 1,000,000, while the commission made each year about 13,000 field investigative actions of consumer complaints. Over the period 1993-1998, estimated new vehicle sales are expected to rise about 2/3 of one percent per year to somewhat less than 1.1 million sales in 1998. (Source: WEFA, Regional Economics Service **"Forecast: Third Quarter 1991."**)

Tourism

The department provides tourists with travel counseling, maps and travel literature, as well as a free 1-800 service, for travel counseling and emergency road conditions.

External/ Internal Assessment

V. Technological Developments

Impact of technology on current agency operations

Degree of agency automation, telecommunications, etc.

The department provides automation and telecommunications services to more than 7,000 department employees located throughout the state who routinely use automation to perform their assigned tasks. The current estimated value of information resources is $745 million. All department programs and functions rely on technology, including traffic management, permitting oversize/overweight vehicles, motor vehicle registration and titling, etc.

Future impacts

The assessment of information needs and systems as well as advances in technology to provide full function workstations and distributed processing may require changes to the current systems, data, and procedures.

The development of more powerful workstations will enable the department to shift from multiple platforms currently required to support voice, data, and video to a more cost-effective integrated solution. Since the department is predominantly mainframe-oriented, changes in relational database structures, standardized query languages, and fourth generation languages could affect current mainframe information systems.

Structured engineering tools such as Computer Aided Software Engineering will assist in designing and developing information systems which are more reliable, effective, and timely. Changes in relational database structures, standardized query languages, and fourth generation languages will assist the department in developing more cost-effective and timely applications, reducing existing project development backlog, but may require re-engineering of existing applications.

Geographic Information System (GIS) will be essential in supporting all aspects of transportation. The department is currently working with the Department of Information Resources on the GIS Planning Council and GIS Standards Subcommittee to assist in a cost-effective and integrated solution for the state of Texas.

External/ Internal Assessment

V. Technological Developments

Materials

New materials used for construction and maintenance activities require continuous updating of specifications to continue to develop a better product with better results. The Strategic Highway Research Program developments in materials, particularly in asphalt and asphaltic concrete, have the potential of increasing the life of our pavements but may also increase the cost of these materials. Recycling of existing paving materials and incorporation of other recycled products into our pavements has the potential for cost savings, but initially will require a greater outlay of funds for research and quality control to ensure good performance of the end product.

The department is moving toward quality assurance/quality control programs, particularly in the area of pavement materials and construction. This concept places the primary responsibility for quality assurance on the supplier/contractor with the department performing tests to confirm quality of final product. The advantage of this system is a greater awareness of quality and quality requirements by the contractor.

The future will see more complex, more expensive equipment for testing and quality control at all levels from the field to the central testing laboratory. This will enable the department to obtain more and better information quicker, but it will require a considerably greater outlay for equipment.

External/ Internal Assessment

VI. Statutory Limitations and Requirements

State Provisions

Over the years TxDOT operations have been shaped by increased state budgetary authority and restrictions. The department's appropriations legislation provides specific requirements for contracting, project selection, and transfer of funds. Recent appropriations riders have emphasized the use of private sector contractors and professional services as well as historically underutilized businesses. In addition, the expected Free Trade Agreement has led to an emphasis on the needs of international trade traffic in statewide transportation planning.

Texas state statute regulates the department's operations and spending authority relating to roadway construction, maintenance, and beautification, public transportation funding, traffic safety services, aviation funding and services, the Gulf Intracoastal Waterway, and other transportation-related services and programs. TxDOT statutory regulations and authority are found in the following Texas Civil Statutes articles:

- Articles 6663 through 6674w-5: Highway or Roadway Provisions
- Articles 6675a-1 et. seq.: Motor Vehicle Registration
- Article 6687-1: Certificate of Title
- Articles 6694 through 6701a: Various Over-the-road Operation Regulations
- Articles 6663b through 6663c: Public Transportation Administration & Funding
- Article 6144e: Travel Materials Publication & Distribution
- Articles 46c-1 through 46c-8A: General Aviation Regulations
- Article 4413(36): Motor Vehicle Commission Provisions

As previously mentioned, the department's revenue sources are established in the Texas Constitution and provide the foundation for all department operations.

Federal Provisions

TxDOT has used federal funds over the years to construct and rehabilitate the basic roadways of the state and the Interstate Highway System, to assist metropolitan areas with mass transit systems, to provide traffic safety throughout the state, and to accomplish many other tasks that help to provide a safe and efficient transportation system for the citizens of Texas. Over the next six years, the following issues will dramatically affect the department:

External/ Internal Assessment

VI. Statutory Limitations and Requirements

- The Clean Air Act contains specific limitations and requirements relating to ambient air quality in the four non-attainment areas in the state. These requirements must be met within specific deadlines. Failure to meet these requirements could lead to a withholding of federal transportation funds. In addition, the department's operations must conform with the provisions of the Clean Water Act, the Endangered Species Act, and other federal environmental legislation.

- The Civil Rights Act requires employers to provide equitable employment opportunities and services for all employees to achieve in a diverse, multi-cultural working environment.

- The Americans with Disabilities Act requires the department to provide:
  --reasonable accommodations to employees with disabilities
  --transportation facilities accessible to disabled citizens
  --access to all department facilities

The department is responsible for ensuring that various federal safety standards are enforced subject to the withholding of federal funds or injunctive relief. The various federal standards are: safety belt and motorcycle helmet laws, national speed limit law, commercial vehicle length and width limits, vehicle weight limits, outdoor advertising and junkyard control requirements, national minimum drinking age law, driver's license suspension for drug offenders, and commercial vehicle driver licensing requirements.

Recent federal surface transportation reauthorization legislation directs spending for highways, safety, transit, and research activities. Federal funds are now more flexible in purpose and use. Local government will have a greater role in planning for and spending federal funds for transportation systems to help achieve broader statewide planning of transportation systems that best meet user needs. Congress is scheduled to pass an Air Transportation Reauthorization Act this year affecting the funding of general aviation activities.

External/ Internal Assessment

VII. Other Legal Issues

Impact of anticipated state statutory changes

Texas Turnpike Authority - Section 1.22 of House Bill 9, 72nd Legislature, First Called Session, 1991, requires the Sunset Advisory Commission to review the feasibility of consolidating the Texas Turnpike Authority (TTA) within TxDOT and to report its findings to the 73rd Legislature. The legislature stated its intent to consolidate the two agencies on September 1, 1997. Although the merger is tentative and several years away, the voters of Texas adopted a constitutional amendment in November 1991 which authorizes the department to expend funds out of the Highway Fund for TTA toll projects, provided that all funds are repaid to the Highway Fund from toll project revenues. This amendment removes a constitutional impediment to the possible merger of these two transportation agencies in 1997. The new federal surface transportation law authorizes the use of federal dollars for up to 50 percent of the cost of toll projects.

Impact of current outstanding court cases

Right-of-way acquisitions - Historically, eminent domain law has not required state and local governments to compensate property and business owners for damages during construction and business losses resulting from reduced visibility and reduced ease of customer access to the business. Two cases in Texas last year addressed these types of awards. Appellate courts in Houston and Austin issued different rulings on these matters. Because of the different rulings, the Austin case was presented to the Texas Supreme Court in February of 1992 and is still pending.

As a direct result of the Austin ruling the estimated original right-of-way costs in the Austin district have escalated from $14 million to $24 million during the period from October 1991 through February 1992. If the Supreme Court upholds the Austin appellate court ruling, the department's annual statewide right-of-way costs could double or triple. Since federal law does not allow reimbursement for these types of damages, the state would have to bear these additional costs.

TxDOT Goals

Goal 1

To operate and maintain transportation systems and provide services to transportation users in a safe, efficient, effective and environmentally-sensitive manner.

[Texas Civ. Stat., Arts. 601b Secs. 13.01 et seq, 6673g, 6674q-4, and 6701j-1][23 US Code Secs. 109, 116 and 119 (b), 138, 152, and 402][Intermodal Surface Transportation Efficiency Act (ISTEA) of 1991 Sec. 1007]

Goal 2

To promote transportation decisions, with public input, at the local, regional, and state level and invest in cost-effective transportation projects and programs employing innovation that:

- Enable alternative means of travel that use the most effective and efficient methods available.

  [Texas Civ. Stat., Arts. 6665, 6665a and 46c-6] [US Code Sec. 142 and 49 US Code, Chapter 31]
  [ISTEA Sec. 1025]

- Stimulate and support long-term economic growth and development.

  [Texas Civ. Stat., Arts. 6673k, and 6674j-1] [ISTEA Sec. 1025]

- Increase safety, access, and mobility for the transportation of all people and goods.

  [Texas Civ. Stat., Art. 6701j-1] [ISTEA Secs. 1007 and 1008]

- Protect and/or enhance the quality of the environment.

  [Texas Civ. Stat., Arts. 6673g] [23 US Code Secs. 109 and 138] [ISTEA Sec. 1008]

On the following pages are the objectives, outcome measures, strategies and output measures related to each goal.

TxDOT Goals

Goal 1

To operate and maintain transportation systems and provide services to transportation users in a safe, efficient, effective, and environmentally-sensitive manner.

Objective 1

To efficiently operate and maintain the highway system at the highest achievable level of service while protecting and/or enhancing the environment.

Outcome Measures:

- *Percent of highway system attaining an "acceptable" level of service in accordance with published TxDOT maintenance level of service guidelines*
- *Average minutes of wait time to board ferryboats at Galveston and Port Aransas*
- *Percent of outdoor advertising signs not in compliance with state and federal laws*
- *Percent of routine and preventive highway system maintenance contracted*

Strategy 1

Manage and provide for the routine maintenance and operation of the highway system, provide for the safety and comfort of the highway user, and protect and/or enhance the environmental and aesthetic qualities of the system.

Output Measures:

- *Number of highway lane-miles resurfaced with seal-coat or overlay*
- *Total cumulative number of roadside acres mowed*
- *Number of on-system bridge inspections*
- *Number of state highway system oversize/overweight permits issued*

Strategy 2

Maintain and operate ferry and tunnel systems

Output Measures:

- *Number of vehicles carried on ferryboats at Galveston*
- *Number of vehicles carried on ferryboats at Port Aransas*

TxDOT Goals

Strategy 3

Provide a preventive maintenance program through payments to contractors to prevent major deterioration of the state highways and bridges.

Output Measures:

- *Number of lane miles contracted for asphaltic seal coat surfacing*
- *Number of lane miles contracted for asphaltic concrete pavement overlay*
- *Number of bridges contracted for painting*

Strategy 4

Control outdoor advertising, junkyards, and automobile graveyards adjacent to designated interstate and primary highways.

Output Measures:

- *Number of outdoor advertising sign licenses and permits issued and renewed*
- *Number of outdoor advertising signs acquired for elimination*

Objective 2

To achieve continued reductions in highway accident rates and degree of severity.

Outcome Measures:

- *Percent change in statewide traffic accident death rates*
- *Percent of drivers complying with seat belt law*
- *Percent of change in off-system railroad grade crossing accidents and fatalities*

Strategy 1

Identify problem areas and implement countermeasures to reduce the number and severity of traffic accidents through the statewide traffic safety program.

TxDOT Goals

Output Measures:

- *Number of agencies, counties, cities, and schools receiving traffic safety grants*
- *Number of state and local officials trained in agency-sponsored traffic safety courses*
- *Number of cities, counties and government agencies receiving traffic law enforcement funding*

Strategy 2

Provide planning and funding assistance to erect warning and protection devices at dangerous railroad grade crossings which are not on the designated state highway system.

Output Measures:

- *Number of railroad grade protection projects started*
- *Number of railroad grade protection projects completed*

Objective 3

To actively support maintenance of the Gulf Intracoastal Waterway for navigational purposes in an operational and environmentally sound manner.

Outcome Measures:

- *Percent of Corps of Engineer requested dredge disposal acreage provided*

Strategy 1

Administer the state's responsibility as the nonfederal sponsor of the Gulf Intracoastal Waterway.

Output Measures:

- *Number of acres approved for acquisition for the purpose of dredge disposal*

Objective 4

To increase public use of travel and information services.

TxDOT Goals

Outcome Measures:

- *Percent change in number of people provided with travel information center services*
- *Percent change in number of public information requests filled*
- *Percent change in number of travel information inquiries received*
- *Percent change in number of Texas Highways magazine sold*

Strategy 1

Provide department and travel information to the media and the general public.

Output Measures:

- *Number of emergency road condition inquiries answered*
- *Number of travel mail inquiries filled*
- *Number of public information requests answered*
- *Number of travel literature documents developed or revised*
- *Number of Texas Highways magazines printed*

Objective 5

To provide efficient customer-oriented, regulatory, and transportation-related services.

Outcome Measures:

- *Average number of days for users/customers to have access to updated vehicle record files*
- *Percent of motor vehicle consumer complaints resolved*
- *Percent of counties connected into automated registration and titling system*
- *Average number of days for new motor vehicle dealer to be licensed*

Strategy 1

Administer the provisions of the motor vehicle registration, titling, and dealer statutes.

TxDOT Goals

Output Measures
- *Number of registration renewal notices mailed*
- *Number of titles issued*
- *Total number of vehicles registered*
- *Number of dealer distinguishing numbers issued*

Strategy 2

Administer the provisions of the Texas Motor Vehicle Commission Code.

Output Measures:
- *Number of motor vehicle consumer complaints resolved*
- *Number of licenses issued*

Goal 2

To promote transportation decisions, with public input, at the local, regional and state level, and to invest in cost-effective transportation projects and programs employing innovation that:
- Enable alternative means of travel that use the most effective and efficient methods available
- Stimulate and support long-term economic growth and development
- Increase safety, access, and mobility for the transportation of all people and goods
- Protect and/or enhance the quality of the environment

Objective 1

To effectively preserve the state highway system, increase safety, improve mobility and access, achieve air quality standards, and promote economic growth through transportation programs while protecting and/or enhancing the environment.

Outcome Measures
- *Percent of state highway system mainlane pavement mileage rated good or better based on the Pavement Management Information System condition score*

TxDOT Goals

- *Percent of state highway system bridges structurally deficient or functionally obsolete*
- *Percent change in state urban principal arterial highway performance based on Highway Performance Monitoring System ratings*
- *Number of projects for which right-of-way acquisition is completed*
- *Percent change in highway emission levels within non-attainment areas*
- *Percent of state or federal highway construction dollars contracted to disadvantaged businesses*

Strategy 1

Manage all activities related to the highway/roadway construction programs; analyze transportation problems and plan projected solutions; develop design criteria and standards; solicit public involvement, conduct environmental studies; acquire right-of-way; prepare detailed construction plans and specifications; and ensure quality of construction.

Output Measures

- *Number of highway construction project preliminary engineering plans completed*
- *Average number of days required to acquire highway right-of-way parcels*
- *Number of highway construction projects reviewed for environmental impact*
- *Number of highway construction project public hearings held*
- *Number of highway construction projects contracted*
- *Number of highway construction projects completed*
- *Number of disadvantaged businesses assisted*

TxDOT Goals

Strategy 2

Purchase right-of-way needed in the construction and maintenance of the state highway system

Output Measures

- *Number of parcels of highway right-of-way acquired*
- *Number of highway right-of-way utility facilities adjusted*

Strategy 3

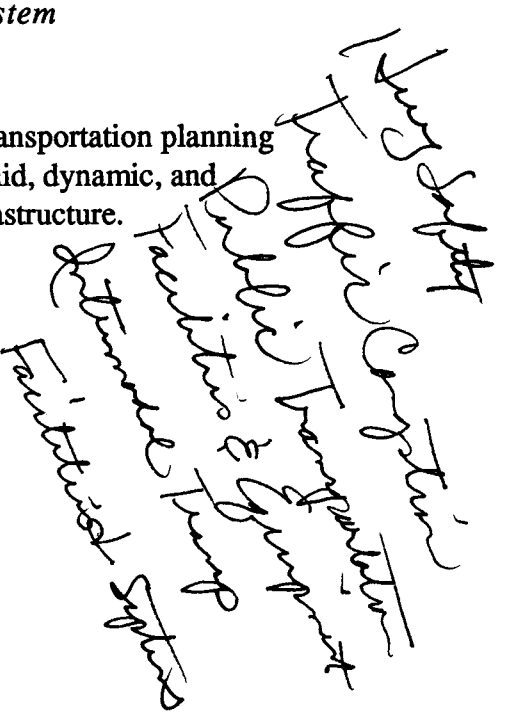
Provide for the construction, reconstruction, rehabilitation, and traffic management of state highway system roads, bridges, and facilities.

Output Measures

- *Number of lane miles of pavement on the state highway system contracted for rehabilitation*
- *Number of deficient/obsolete bridges on the state highway system contracted for replacement or rehabilitation*
- *Number of state highway system site specific safety projects contracted*
- *Number of state highway system lane miles contracted to increase capacity*
- *Number of miles of state highway system roadway placed under the operation of a traffic management system*
- *Number of new location lane miles contracted for addition to the state highway system*

Objective 2

To assume a leadership role in effecting transportation planning decisions at all levels that provide for a solid, dynamic, and environmentally sound transportation infrastructure.



TxDOT Goals

Outcome Measures

- *Percent completion of statewide Multi-Modal Transportation Plan*
- *Percent Metropolitan Planning Organizations in compliance with 1991 Intermodal Surface Transportation Efficiency Act requirements*
- *Percent of contracted federal project dollars jointly planned with Metropolitan Planning Organizations (MPOs)*

Strategy 1

Coordinate and assist MPOs and political subdivisions to conduct transportation planning that supports and complements the statewide planning process. Coordinate the development of a multi-modal research program. Collect and maintain traffic and statistical data.

Output Measures

- *Number of research projects completed*
- *Number of traffic and statistical data files updated*

Objective 3

To promote aviation safety, economic development, and air transportation for Texas by conducting aviation programs to satisfy aviation needs.

Outcome Measures

- *Percent of general aviation airport project needs identified in the Texas Airport Facilities Plan that are satisfied*
- *Percent of aviation community reached through aviation services program*

Strategy 1

Implement airport improvements and provide educational and information services.

TxDOT Goals

Output Measures

- *Number of general aviation airports selected for financial assistance*
- *Number of airports inspected*
- *Number of aviation users instructed*

Objective 4

To foster and assist the development of public transportation in Texas.

Outcome Measures

- *Percent change in the number of public transportation trips*
- *Percent of rural citizens with public transportation services available*
- *Percent of elderly citizens and persons with disabilities with special transit services available*

Strategy 1

Assist communities, nonprofit organizations, and political subdivisions in the development and delivery of public transportation services to the general public

Output Measures

- *Number of technical assistance projects completed*
- *Number of conferences and training workshops conducted*

Strategy 2

Provide financial assistance to transit operators providing transit services.

Output Measures

- *Number of transit projects funded with state dollars only*
- *Number of transit projects funded with federal dollars only*
- *Number of transit projects funded with both state and federal dollars*