ANNUAL PERFORMANCE REPORT
Part 1: Agency Summary

Agency: Transportation

Mission Statement:

In its mission to manage a transportation system serving the people of Minnesota, the Department of Transportation (Mn/DOT) operates in accordance with statutory authority "...to provide a balanced transportation system, including aeronautics, highways, motor carriers, ports, public transit, railroads, and pipelines..." and serves as the principal state agency for the "development, implementation, administration, consolidation, and coordination of state transportation policies, plans, and programs".

State and Federal Goals

State legislative goals for the Department of Transportation, as articulated in Minnesota Statutes Chapter 174.01, Subd. 2, are as follows: safe transportation for users throughout the state; multimodal and intermodal transportation that enhances mobility, economic development and access; reasonable travel times for commuters; economic, efficient, and safe multi-modal goods movement; transportation systems that encourage tourism; transit services that meet user's needs; enhanced productivity through system management and use of technological advancements; maximum benefits from state transportation investments; funding for transportation that at least preserves the transportation infrastructure; transportation planning and implementation consistency with state environmental and energy goals; increased high occupancy vehicle use; air transportation system that encourages economic growth statewide; increased urban transit use; and increased bicycle use.

In addition, the Federal Intermodal Surface Transportation Efficiency Act (ISTEA) establishes 23 transportation goals. Fourteen of these goals parallel state legislative goals. The remainder enumerates the following additional goals: metro area planning; connectivity between Metropolitan Planning Organization (MPO) areas; state water pollution planning; land use; preservation of rights-of-way; long-range needs assessment; life cycle costing; coordination of MPO and Transit planning; and concerns of Indian Tribal Governments. Figure 1 shows the similarities and differences between the federal ISTEA and state legislative goals.

Mn/DOT's Strategic Management Process

In January of 1992, Mn/DOT reaffirmed its need to place greater emphasis on strategic management as a means of ensuring its ability to provide superior services to its customers, now and in the future. Eight regional dialogues were hosted across the state to solicit ideas, input and feedback on how to strategically approach Mn/DOT's future activities. Using customer and stakeholder input, the department selected a preferred scenario for the future, developed a vision, identified the forces driving the vision, and established strategic directions. Strategy teams are being used to define major issues and recommend implementation strategies within the department. The department has established an Office of Measurement and Evaluation. It's charge is to develop criteria and methods by which the department can measure performance and effectiveness outcomes.

The overall goal of the strategic management process is to provide legislators and citizens with appropriate and accurate information they need to evaluate transportation investments.

Mn/DOT's Strategic Directions and Destinations

Mn/DOT has identified strategic directions through its Strategic Management Process and established organizational destinations for the department. These statements or goals help the organization pursue its vision and accomplish its mission and the state and federal goals. The strategic directions cover the areas of values, access, energy and environment, government and policy, finance, intermodal transportation, partnerships, planning, education, research and technology.

The destinations represent the organization's priority initiatives within the framework of Mn/DOT's strategic directions. The destinations focus on flattening the organization, decentralization, constant learning environment for employees,

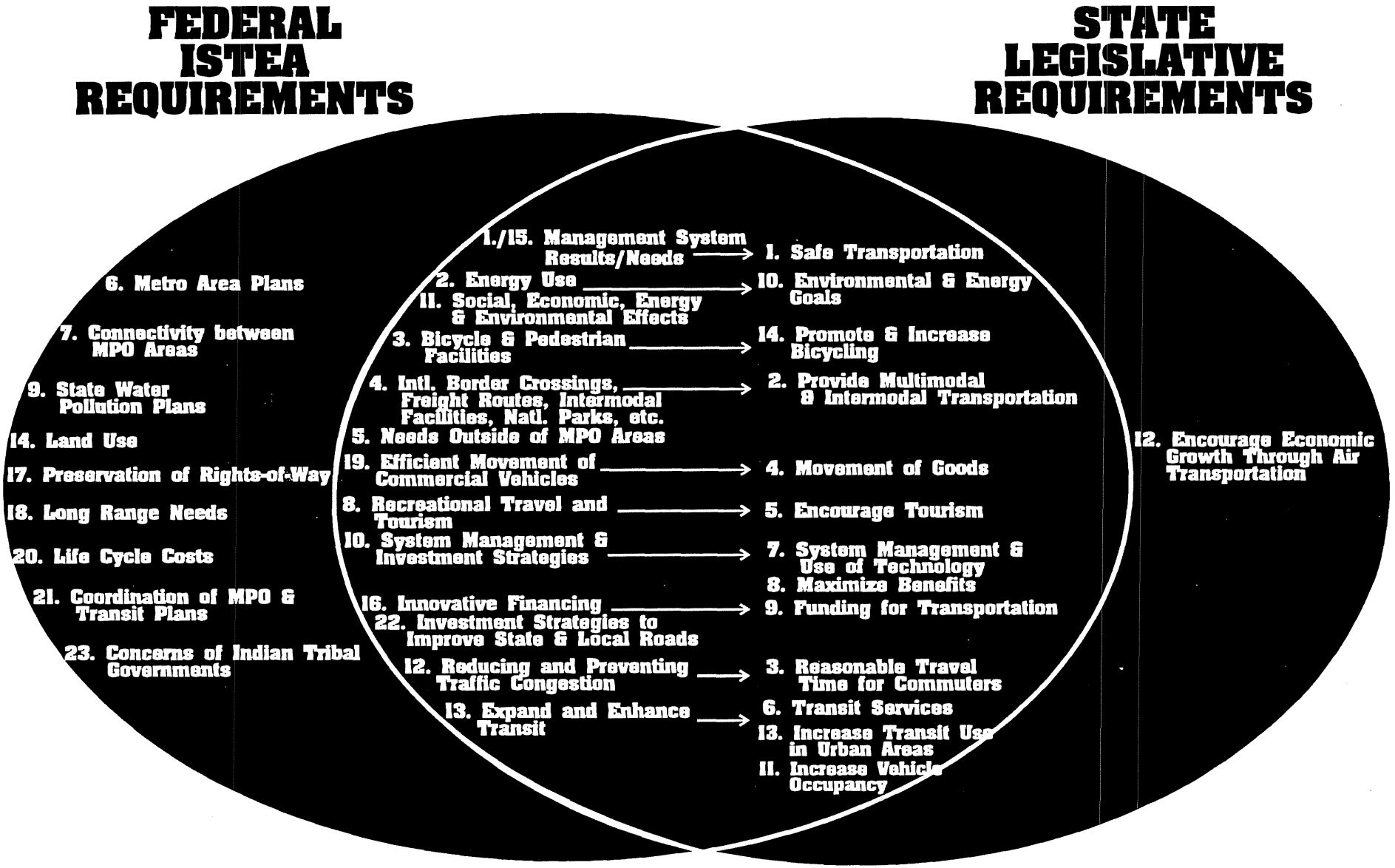
commitment to workplace diversity, institutionalized quality management, stewardship of environment, long range funding mechanisms, public-private partnerships, and revamped internal personnel practices.

Mn/DOT's Programs

The Department of Transportation currently has ten budget programs. They are: Aeronautics; Transit; Railroads and Waterways; Motor Carrier Regulation; Local Roads; State Road Construction; Highway Program Delivery; State Road Operations; Equipment; and General Administration. These programs share a common vision to pioneer, from the customer's viewpoint, a seamless transportation system that offers more choice, flexibility and ways of moving people and goods, provide connectivity to local, regional, national, and international markets at the greatest possible cost advantage consistent with the state's economic, social and environmental values, and foster connections and cooperation among rural and urban areas of the state while enriching sense of community and enhancing quality of life.

For purposes of this report the State Road Construction, Highway Program Delivery, and State Road Operations programs have been merged into a single entity called State Highways. Also, Equipment program outcomes are shared among the other programs.

FIGURE 1
SIMILARITIES AND DIFFERENCES BETWEEN FEDERAL AND MINNESOTA STATEWIDE TRANSPORTATION PLAN FACTORS



ANNUAL PERFORMANCE REPORT
Part 2: Program Information

Agency: Transportation, Department of
Program: Aeronautics

Program Purpose: The aeronautics program exists to promote aviation and to improve aviation safety by assuming a leadership role and by providing innovative educational, technical, and financial assistance for developing and maintaining an excellent air transportation system for the social and economic benefit of the citizens of Minnesota and the traveling public.

Goals of the aeronautics program include the following:

- Working with federal agencies and local units of government to develop and maintain a system of airports and air navigation facilities which serve the needs of Minnesota.

- Conducting and supporting aviation education programs that improve pilot safety and promote interest in aviation careers.

- Administering federal funds appropriated by Congress to support aviation education programs in Minnesota schools.

Purposes for the aviation program are documented in Minnesota Statutes 360.015.

Performance Objectives and Measures:

1. The office will foster the development of a system of airports by providing technical and financial assistance to municipalities that own airports so that the utility of their airports is increased and economic development is enhanced.

Measure: Percent of the 138 publicly owned airports that are paved and lighted.

					Objectives		
	F.Y. 1990	F.Y. 1991	F.Y. 1992	F.Y. 1993	F.Y. 1994	F.Y. 1995	F.Y. 2000
Actual	68	70	72	72	75	77	82
Prior Objectives	69	70	71	72			

Measure: Number of the 25 basic transport airports which have precision instrument approach capabilities for improving all weather usage of the airport.

					Objectives		
	F.Y. 1990	F.Y. 1991	F.Y. 1992	F.Y. 1993	F.Y. 1994	F.Y. 1995	F.Y. 2000
Actual	10	10	13	14	15	18	25
Prior Objectives	25	25	13	16			

2. The office will provide programs that improve pilot safety.

Measure: Total annual attendance at pilot safety seminars.

					Objectives		
	F.Y. 1990	F.Y. 1991	F.Y. 1992	F.Y. 1993	F.Y. 1994	F.Y. 1995	F.Y. 2000
Actual	650	1,100	1,400	1,600	1,800	2,000	2,500
Prior Objectives	1,000	1,500	2,000	2,000			

Part 2: Program Information (Cont.)

Measure: Number of airports where weather data is collected.

	F.Y. 1990	F.Y. 1991	F.Y. 1992	F.Y. 1993	Objectives F.Y. 1994	F.Y. 1995	F.Y. 2000
Actual	6	20	32	36	39	40	45
Prior Objectives	N/A	N/A	N/A	N/A			

Measure: Number of responses to weather information requests provided to pilots on computer weather terminals.

	F.Y. 1990	F.Y. 1991	F.Y. 1992	F.Y. 1993	Objectives F.Y. 1994	F.Y. 1995	F.Y. 2000
Actual (Millions)	2.0	3.0	3.8	4.2	4.6	5.0	5.6
Prior Objectives	N/A	N/A	N/A	N/A			

3. The office will protect the public interest and safety of persons by enforcing rules and regulations relating to airports and commercial operations on airports.

Measure: A measure for this objective will be determined in the near future.

4. The office will foster the development of aviation through programs that stimulate the use of aviation educational materials in the classroom; provide information about aviation career opportunities; and serve as a catalyst in developing aviation education and training programs to meet the needs of the aviation industry.

Measure: A measure for this objective will be determined in the near future.

Program: Transit

Program Purpose: Mn/DOT serves as the recipient and administrator of federal transit assistance funds for all small urban and rural systems and for planning and technical assistance funds in urbanized areas and statewide projects.

The Office of Transit exists to monitor and assess the transit needs of Greater Minnesota; establish goals and set operation standards; issue guidelines and define required regulatory practices; provide technical education and financial assistance to public and private transportation providers; facilitate and encourage development of local public transit planning; monitor and evaluate transit system costs and service performances relative to local goals and the state's transit program purpose; direct transit planning and research programs to predict future transit needs; manage a capital investment strategy to determine fleet management and replacement expenditures; implement and develop statewide car and vanpooling programs to enhance existing transit provider service capability and reduce single-occupancy vehicle rates; direct the design, development, management, and support of transit related automated/integrated networking systems; and assist in the identification and analysis of transit alternatives, including light rail transit (LRT), for transportation corridors in the Twin Cities metropolitan area. Minnesota statutes that outline key areas of responsibility include:

Mobility:

To provide access to transit for persons who have no alternative mode of transportation available (M.S. 174.21).

To alleviate problems of automobile congestion and energy consumption and promote desirable land use where such activities are cost effective (M.S. 174.21).

To provide transit services throughout the state to meet the needs of transit users (M.S. 174.01).

To maintain a state commitment to public transportation (M.S. 174.21).

Performance:

To increase the efficiency and productivity of public transit system (M.S. 174.21).

To meet the needs of individual transit systems to the extent that are consistent with the other objectives stated above (M.S. 174.21).

Meeting the diverse mobility needs of Greater Minnesota is one of the critical transportation challenges of the 1990's. This challenge was met by local communities in cooperation with state and federal government by developing a plan to meet Greater Minnesota's public transportation needs.

Demographic trends clearly indicate a population that is becoming more transit dependent. Nearly 40% (Approximately 790,000) of Greater Minnesota's population has no access to public transportation. During the 1980's many small towns and rural areas lost population through "out-migration." At the same time, however, parts of Greater Minnesota experienced population growth. Both conditions have resulted in an increased need for transit.

In the areas of Greater Minnesota that lost population in the last decade, the percent of elderly in the remaining population is increasing. For example, Region 6W (which showed the greatest decline in population in Greater Minnesota), lost 15% of its population over the past ten years. More than 32% of the region's population is over the age of 55 years, the highest ratio to population in Greater Minnesota. This aging population reside in areas that are becoming more isolated from needed services such as medical facilities.

In contrast, the city of St. Cloud (located in region 7W) was one of Minnesota's fastest growing urban areas during the 1980's. The City has become a regional service center. Access to these services is available for many only by transit. In addition, growth in employment opportunities and college attendance have increased transit demand. Region 7W (which showed the greatest increase in population in Greater Minnesota), showed a population increase of 17% over the past decade. The region has the second lowest ratio of persons over the age of 55 years to population (16%) in Greater Minnesota.

Part 2: Program Information (Cont.)

The existing Greater Minnesota transit service environment is shown on the map entitled: "Minnesota Public Transit Service Areas". Slightly less than half of the 80 Greater Minnesota counties have county-wide service (37 counties). Counties with only municipal-based service account for nearly 30% of the counties (23 counties). Twenty-one counties have no public transit service, approximately 27% of the counties in Greater Minnesota.

Performance Objectives and Measures:

1. Public transit service will be provided to meet the needs of the general public and transit-dependent people throughout Greater Minnesota. All population in Greater Minnesota will have access to public transit service by the year 2000.

Measure: Percentage of population in Greater Minnesota with access to transit services.

					Objectives		
	C.Y. 1990	C.Y. 1991	C.Y. 1992	C.Y. 1993	C.Y. 1994	C.Y. 1995	C.Y. 2000
Actual	64.1%	64.2%	64.8%	64.9%	68.4%	75.0%	100%
Prior Objectives	n/a	n/a	n/a	n/a			

Measure: Number of transit systems in Greater Minnesota.

					Objectives		
	C.Y. 1990	C.Y. 1991	C.Y. 1992	C.Y. 1993	C.Y. 1994	C.Y. 1995	C.Y. 2000
Actual	57	60	61	63	66	66	90
Prior Objectives	57	60	60	63			

Measure: Number of counties in Greater Minnesota with county-wide transit systems.

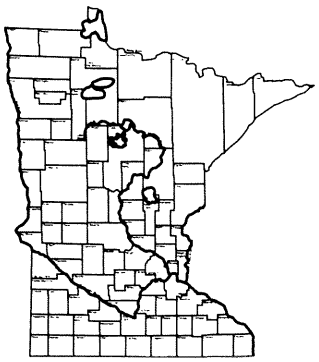
					Objectives		
	C.Y. 1990	C.Y. 1991	C.Y. 1992	C.Y. 1993	C.Y. 1994	C.Y. 1995	C.Y. 2000
Actual	36	36	37	37	40	45	80
Prior Objectives	36	36	37	37			

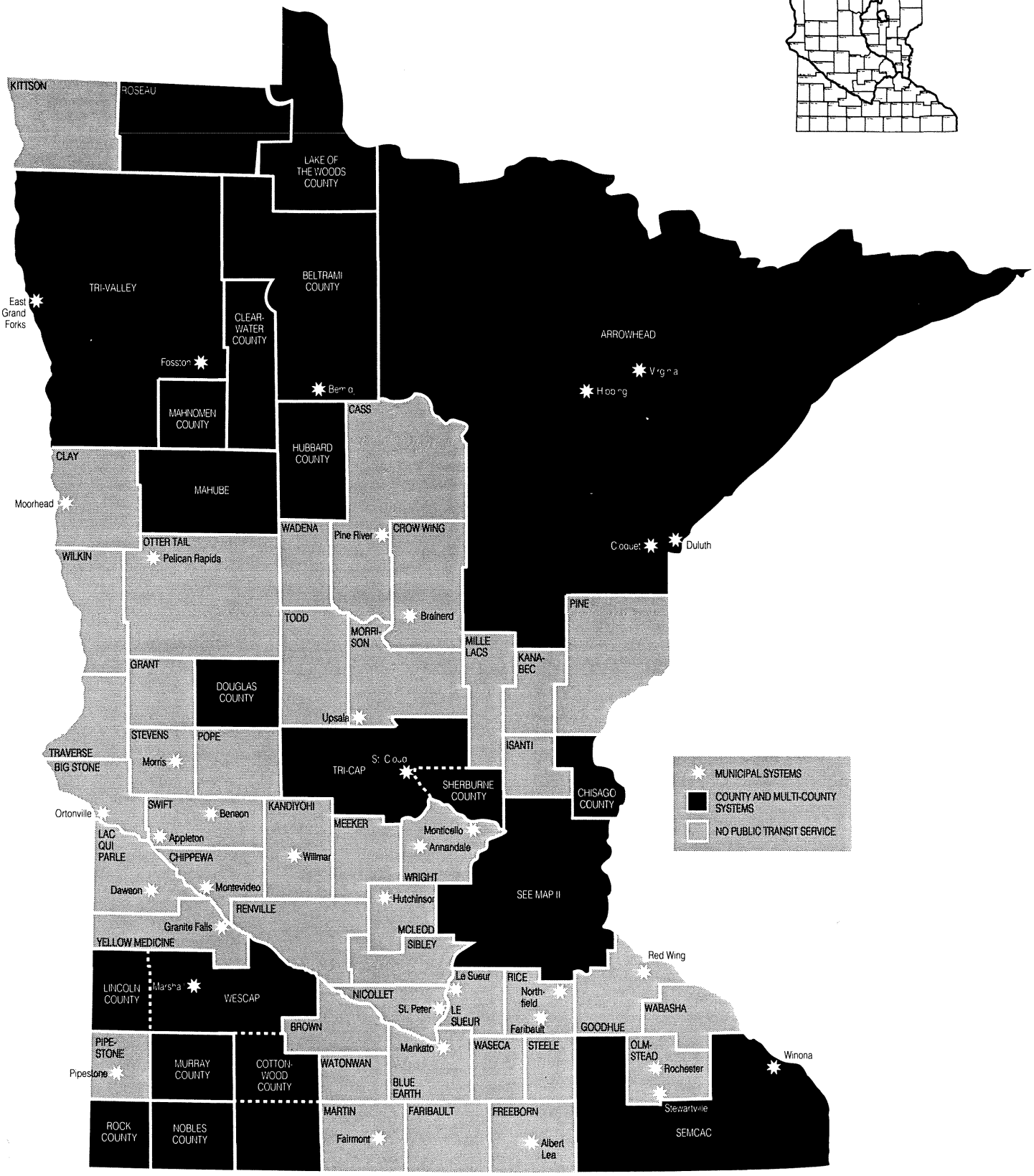
Measure: Number of freestanding cities (outside metropolitan areas) with regularly scheduled public passenger transportation to an urbanized area.

					Objectives		
	C.Y. 1990	C.Y. 1991	C.Y. 1992	C.Y. 1993	C.Y. 1994	C.Y. 1995	C.Y. 2000
Actual	188	188	188	188	188	188	*
Prior Objectives	n/a	n/a	n/a	n/a			

*The Office of Transit does not have all the information it needs to report this measure. The Office of Transit is currently working on an intercity study that would identify intercity needs within Greater Minnesota and develop a support network for intercity connections within Minnesota and the nation. The study will be completed in 1994.

Greater Minnesota Public Transportation System





Greater Minnesota public transit services:
37 counties with county-level service
23 counties with municipal-only service
20 without service

Part 2: Program Information (Cont.)

2. The efficiency and productivity of public transit in Greater Minnesota will be increased.

Measure: Ridership on existing public transit systems in Greater Minnesota. Ridership projections for new systems will be available in 1994 after completion of needs assessment.

					Objectives		
	C.Y. 1990	C.Y. 1991	C.Y. 1992	C.Y. 1993	C.Y. 1994	C.Y. 1995	C.Y. 2000
Urbanized	6,390,713	6,414,275	6,193,387	6,224,354	6,255,476	6,286,753	6,445,506
Urbanized (E&D)	130,113	135,268	132,054	149,267	150,013	150,763	154,570
Small Urban	1,274,734	1,315,134	1,267,966	1,284,658	1,291,082	1,297,537	1,330,302
Rural	717,576	702,833	698,723	706,709	710,243	713,794	731,818
Greater MN Total	8,517,310	8,567,510	8,292,130	8,364,988	8,406,814	8,448,847	8,662,196
Prior Objective	8,507,516	8,582,409	8,625,321	8,668,447			

Measure: Cost per passenger trip on public transit systems in Greater Minnesota.

					Objectives		
	C.Y. 1990	C.Y. 1991	C.Y. 1992	C.Y. 1993	C.Y. 1994	C.Y. 1995	C.Y. 2000
Urbanized	1.63	1.65	1.78	1.84	1.90	1.97	2.34
Urbanized (E&D)	5.05	5.58	6.06	5.49	5.68	5.88	6.98
Small Urban	2.33	2.31	2.53	2.56	2.65	2.74	3.25
Rural	4.97	5.27	5.53	5.67	5.87	6.07	7.21
Greater MN Average	2.07	2.11	2.28	2.34	2.42	2.51	2.97
Prior Objective	2.07	2.11	2.18	2.25			

Measure: Cost per passenger trip mile on public transit systems in Greater Minnesota.

					Objectives		
	C.Y. 1990	C.Y. 1991	C.Y. 1992	C.Y. 1993	C.Y. 1994	C.Y. 1995	C.Y. 2000
Urbanized	2.76	2.83	2.89	3.04	3.16	3.29	4.00
Urbanized (E&D)	1.61	1.71	1.75	1.85	1.92	2.00	2.43
Small Urban	1.73	1.76	1.87	1.94	1.39	1.44	1.76
Rural	0.98	0.98	1.49	1.55	1.60	1.64	1.83
Greater MN Average	1.85	1.87	2.20	2.02	2.11	2.19	2.66
Prior Objective	1.85	1.87	1.94	2.02			

Program: Railroads & Waterways

Program Purpose: The purpose of the railroads and waterways program is to foster the safest, most effective rail and waterway transportation systems possible. This is accomplished through the promotion of an environment in which all modes of transportation can operate competitively and that enhances the interaction between the users and providers of transportation services. The program provides customer service to railroads, shipper associations, regional rail authorities, road authorities, industry associations, other state agencies, other state DOTs, state and national associations, and local units of government through the efforts of professional employees who are committed to safe, efficient transportation service.

This program contributes directly to several of the department's goals and strategic directions including: (1) safe state-wide transportation; (2) economic, efficient & safe multi-modal goods movement; (3) access for all to goods and services; (4) public/private partnerships; (5) environment preserved and energy efficiency promoted; and (6) joint/integrated transportation planning.

The railroads & waterways program has four primary goals:

- Promote the efficient movement of goods via rail and water transport through a comprehensive rail and water transportation planning process
- Promote the safe interaction of rail transportation with highway and pedestrian movements through:
  - Administration of Minnesota's Railroad Grade Crossing Safety Improvement Program.
  - Enforcement of track safety standards.
  - Enforcement of safety and service standards for clearance variances.
  - Advocating crossing closure
- Preserve and/or improve rail lines for continued freight service through Minnesota's Rail Service Improvement Program
- Encourage economic development by providing opportunity for federal, state, local, and private investment in rail and water facilities (e.g., regional and shortline railroads, shipping terminals, ports and grain elevators).

Performance Objectives and Measures:

1. The public's exposure to railroad-highway grade crossing hazards will be reduced through safety improvements.

Measure: Number of crossing safety improvements (signals, signs and/or pavement markings, closures, & surfaces)

					Objectives		
	F.Y. 1990	F.Y. 1991	F.Y. 1992	F.Y. 1993	F.Y. 1994	F.Y. 1995	F.Y. 2000
Actual	10	625	1,060	1,541	1,075	465	75
Prior Objectives	70	70	80	1,675			

2. Improved transportation alternatives will be provided to shippers through preservation and/or improvement of rail service.

Measure: Miles of rail line acquired and/or rehabilitated for freight service

					Objectives		
	F.Y. 1990	F.Y. 1991	F.Y. 1992	F.Y. 1993	F.Y. 1994	F.Y. 1995	F.Y. 2000
Actual	25	44	114	44	102	188	179
Prior Objectives	24	158	13	44			

Program: Motor Carrier Regulation

Program Purpose: The purpose of the motor carrier program is to play a significant and distinctive role to ensure that transportation of people and property on Minnesota's public highways is safe and meets the needs of carriers, shippers, passengers, and the public. The program works with other state and federal agencies, principally the Minnesota Department of Public Safety (DPS), the Minnesota Pollution Control Agency (PCA), and the Federal Highway Administration (FHWA) to develop, implement, and administer responsive policies and programs. The program continues to strive to form and maintain cooperative relationships with motor carriers and with shippers and manufacturers to obtain compliance with Minnesota's motor carrier laws and rules and to protect the public. Its legislative mandates are outlined in Chapter 221.

This program promotes Mn/DOT strategic directions to provide access for all to goods and services to preserve the environment and promote energy efficiency and to create and support transportation alternatives that balance personal, social economic and environmental values.

The program accomplishes its purposes by:

- Educating shippers, carriers, and law enforcement officials about state and federal motor carrier laws and rules through its motor carrier safety reviews, classes, meetings, seminars, and educational materials.
- Administering and enforcing motor carrier licensing and insurance programs for all for-hire motor carriers operating in and through Minnesota, including building movers, special transportation services for the elderly and disabled, hazardous waste transporters, limousines, personal transportation services, and hazardous materials transporters and shippers.
- Enforcing motor carrier safety regulations, hazardous materials transportation regulations and economic operating regulations through vehicle and cargo tank inspections and audits of motor carriers' and shippers' records, shipping papers, and packaging practices.
- Educating carriers and shippers that motor carrier rates must be reasonable, compensatory, and nondiscriminatory, and enforcing the common carrier obligation to provide service to all authorized points.
- Implementing the agreement between Mn/DOT and DPS to more efficiently allocate motor carrier regulatory responsibilities between the 2 departments in order to avoid overlap or duplication of duties and to promote cooperation and sharing of data resources.

Performance Objectives and Measures:

1. The office will improve public safety by reducing hazardous material waste spills and accidents by conducting training classes for shippers and carriers so that they can comply with state and federal hazardous material transportation regulations.

Measure: Number of three-day classes offered each year

					Objectives		
	F.Y. 1990	F.Y. 1991	F.Y. 1992	F.Y. 1993	F.Y. 1994	F.Y. 1995	F.Y. 2000
Actual	N/A	N/A	3	5	5	5	To be
Prior Objectives			(New Measure)				determined

Mn/DOT recognizes that, in an ideal situation, the desired outcome of providing hazardous material training would be a significant reduction or no accidents or hazardous materials releases on the highway. Unless we could be absolutely certain that every accident or hazardous material release was reported to the department, we would have no reliable method for determining whether there had been a reduction and the extent of that reduction. The output measure in this paragraph reflects the current effort of the department in providing training to hazardous material shippers.

Part 2: Program Information (Cont.)

2. The office will improve public safety by reducing and preventing hazardous material and waste spills and accidents by conducting shipping dock audits to detect violations and to instruct shippers how to package, handle, and transport hazardous materials.

Measure: Number of dock audits and inspections conducted

	F.Y. 1990	F.Y. 1991	F.Y. 1992	F.Y. 1993	Objectives F.Y. 1994	F.Y. 1995	F.Y. 2000
Actual	N/A	N/A	4	25	30	30	50
Prior Objectives			(New Measure)				

Mn/DOT also recognizes that, in an ideal situation, the outcome measure for this activity would be the same as that described above. It is impossible for the department to inspect every one of the thousands of daily shipments of hazardous materials that occur in Minnesota. Therefore, it is impossible to determine the extent to which compliance increases. Our experience to date indicates that the more training we do, the more questions people ask and the more classes and inspections they request. In addition, the federal government is constantly changing the hazardous material transportation regulations so that constant re-education is necessary. Therefore, it is virtually impossible to measure the extent to which performance improves because both the number of shipments of hazardous materials and the complexity of the regulations are constantly increasing.

3. The state's low accident rate will be maintained by assisting carriers and shippers in complying with state and federal transportation regulations.

Measure: Number of Safety Reviews Conducted

	F.Y. 1990	F.Y. 1991	F.Y. 1992	F.Y. 1993	Objectives F.Y. 1994	F.Y. 1995	F.Y. 2000
Actual	371	351	462	450	550	500	300
Prior Objectives				600			

In an ideal situation, Mn/DOT would measure the safety improvement of every carrier moving on the highway and determine that there were no violations. This is an impossible effort since the number of carriers is constantly increasing and the safety of any motor carrier operation is affected by things other than our safety reviews. Those other things include weather, driver and carrier attitude, activities of all other enforcement agencies, highway design, and effectiveness of regulations adopted by the Federal Highway Administration.

4. The office will improve compliance with economic regulations by increasing the number of intrastate motor carrier audits conducted.

Measure: Number of Audits Conducted

	F.Y. 1990	F.Y. 1991	F.Y. 1992	F.Y. 1993	Objectives F.Y. 1994	F.Y. 1995	F.Y. 2000
Actual	N/A	N/A	N/A	50	100	400	500
Prior Objectives			(New Measure)				

This program measures compliance with the economic regulation requirements of Minnesota Statutes, Chapter 221. The Legislature gave the department additional positions in 1992 to conduct this program.

In an ideal situation, the outcome measure would be the extent of violations detected and, in an ideal situation, no violations would be detected. The number of complaints received and the number of audits conducted increases every year. It is difficult to determine if there are more violations or if people feel freer to report violations because they know we will try to address them. Unless we were able to examine every movement of a motor carrier conducted in Minnesota, we cannot determine the extent of compliance. Therefore, we measure outputs or number of audits conducted. This year, the office implemented a new computerized record keeping system that will hopefully help to determine whether those carriers who are audited have improved their performances.

Program: Local Roads

Program Purpose: The purpose of the Local Roads program is to provide technical assistance and leadership in the development and maintenance of the County State Aid Highway (CSAH) system and the Municipal State Aid Street (MSAS) system to provide an integrated and coordinated network of roads for the movement of people and goods particularly in rural areas and small cities.

The State Aid Division works with the local agencies in providing this network by:

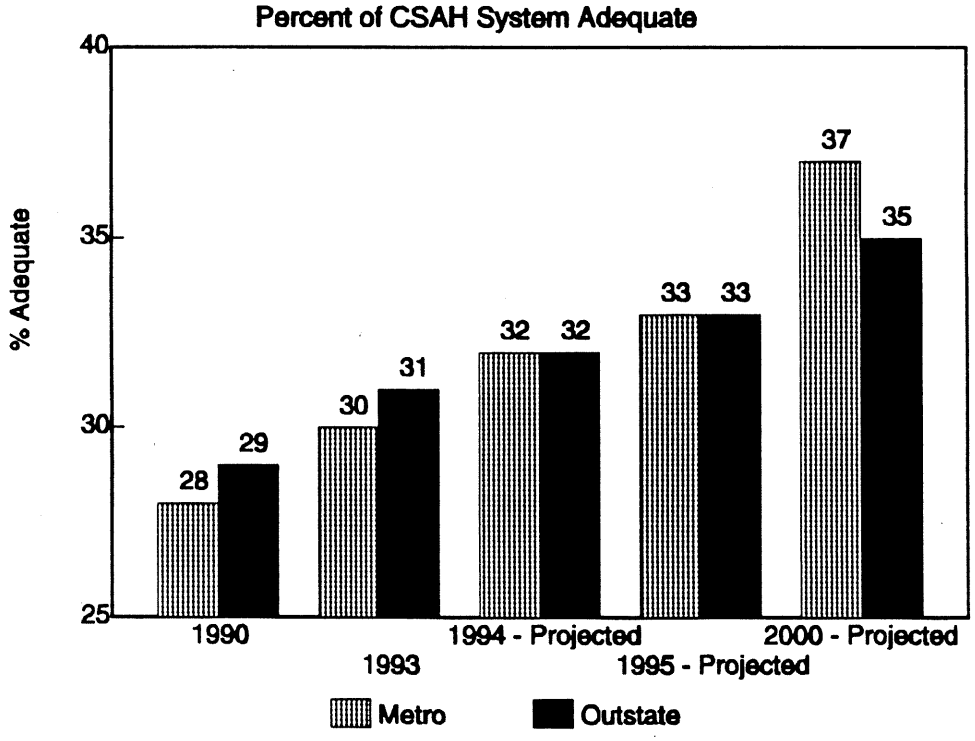
- administering the allocation and distribution of funds from the Highway User Tax Distribution Fund to the 116 municipalities (whose population is 5000 or more), the 87 counties and the townships of Minnesota as required by Minnesota Statutes Chapters 161 and 162;
- acting as agent for the local authority in the administration of federal construction contracts;
- managing and granting funds to the local road authorities from Minnesota State Transportation Fund for replacement of deficient bridges; and
- providing technical assistance to local authorities that utilize state or federal monies to insure compliance with state and federal requirements.

The ability of the CSAH and MSAS systems to carry people and goods impacts the economic vitality of the various regions of the state. Safe, all-weather, unrestricted local road systems are needed. The dollars allocated to the local road systems will be spent on the highest priority projects in an area in an attempt to meet this goal.

Performance Objectives and Measures:

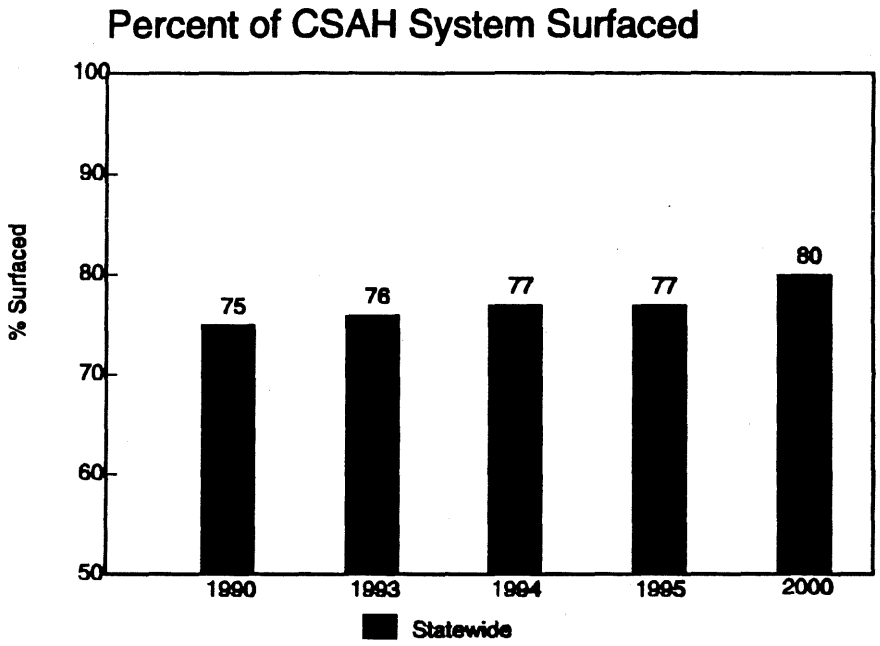
1. Thirty five percent of the 7 outstate district CSAH systems, and 37% of the Metro Division CSAH system, will be adequate by the year 2000.

Measure: Percent of the CSAH system considered adequate.



2. Eighty percent of CSAH system will be surfaced by the year 2000.

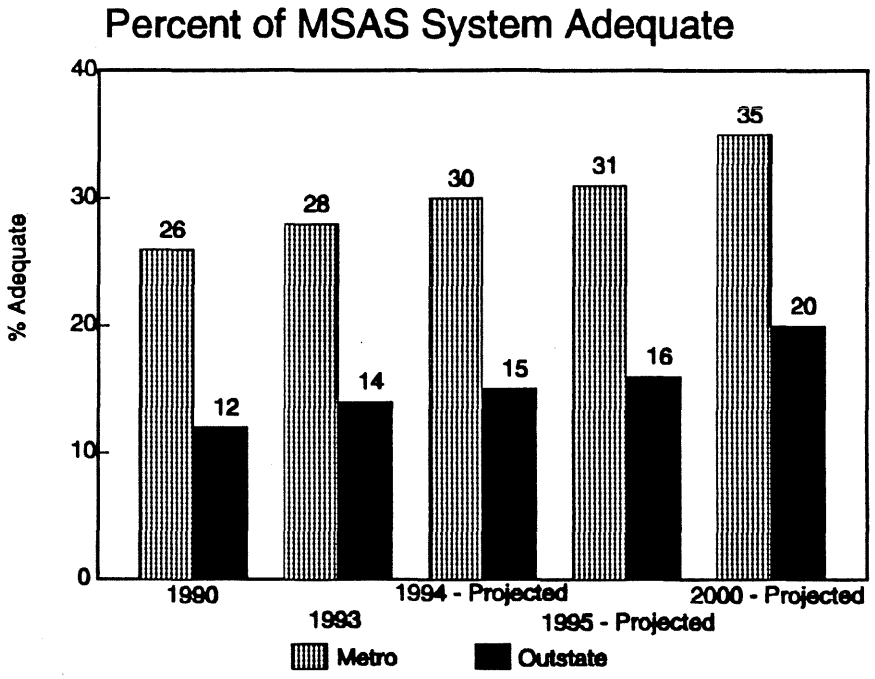
Measure: Percent of statewide CSAH system surfaced.



Part 2: Program Information (Cont.)

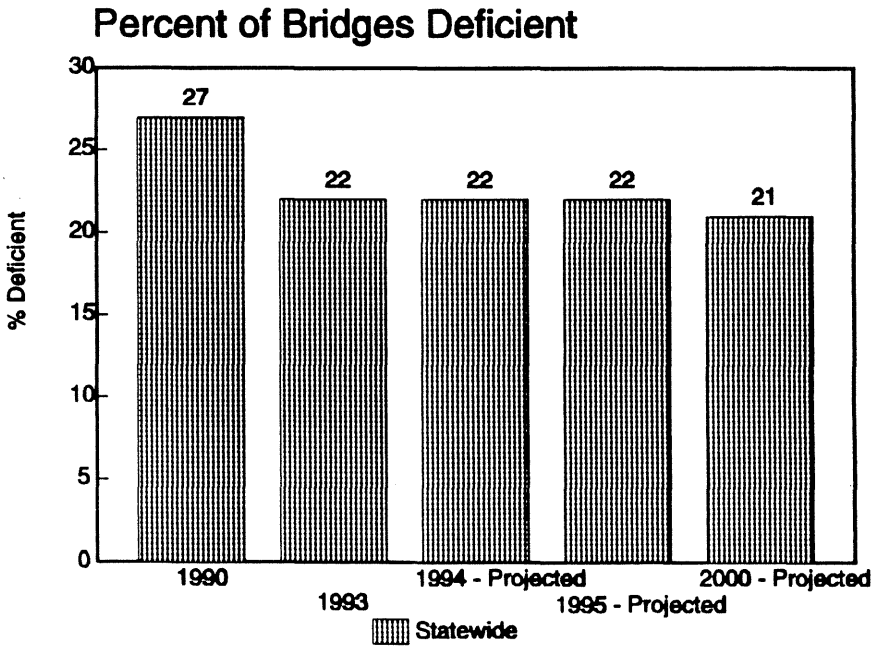
3. Twenty percent of the 7 outstate district MSAS system, and 35% of the Metro Division MSAS system will be adequate by the year 2000.

Measure: Percent of the MSAS system considered adequate.



4. Less than 22% of the bridges on the local roads system will be deficient in 2000.

Measure: Percent of the bridges considered deficient by federal rating criteria.



Program: State Highways (State Road Construction, Highway Program Delivery, State Road Operations)

Program Purpose: The purpose of the State Highways program is to maintain, preserve and improve the quality of travel on Minnesota's 12,100 mile highway system.

To carry out the above purpose, the State Highways program has adopted the following five goals:

- Fiscal Stewardship - a state highway system that utilizes and extends the value of transportation investments.
- Accessibility - a broad based system of state-aided highways.
- Safety - a safe highway system for all users.
- Economic Development - a preserved or improved standard of living for Minnesota citizens through reliable and predictable transportation systems and services and a reduced total cost of transportation.
- Environmental Stewardship - an environment that is preserved and enhanced through proactive programs.

Performance Objectives and Measures:

Introduction: State and Federal Transportation Requirements

1. Minnesota will manage service levels to ensure efficient public benefit. (Fiscal Stewardship)

Measure: Percent of wholesale and retail sales in significant centers served by market artery routes.

					Objectives		
	F.Y. 1990	F.Y. 1991	F.Y. 1992	F.Y. 1993	F.Y. 1994	F.Y. 1995	F.Y. 2000
Actual	87	87	87	87	87	87	87
Prior Objectives			87	87			

2. Minnesota will preserve and extend the useful life of the infrastructure. (Fiscal Stewardship)

Measure: Pavement Quality Index (Statewide Average on the Trunk Highway System)

					Objectives		
	F.Y. 1990	F.Y. 1991	F.Y. 1992	F.Y. 1993	F.Y. 1994	F.Y. 1995	F.Y. 2000
Actual	3.2	3.2	3.2	3.2	3.2	3.2	3.2
Prior Objectives			3.2	3.2			

3. Minnesota will provide state-aided public highway accessibility to all areas of the state. (Accessibility)

Measure: Percent of population within 10 minutes or 5 miles of state aided public roads.

					Objectives		
	F.Y. 1990	F.Y. 1991	F.Y. 1992	F.Y. 1993	F.Y. 1994	F.Y. 1995	F.Y. 2000
Actual	95	95	95	95	95	95	95
Prior Objectives			95	95			

4. Minnesota will maintain the state's low accident rates. (Safety)

Measure: Total accidents per million vehicle miles traveled on State Highways

Part 2: Program Information (Cont.)

	F.Y. 1990	F.Y. 1991	F.Y. 1992	F.Y. 1993	Objectives F.Y. 1994	F.Y. 1995	F.Y. 2000
Actual	1.6	1.7	1.5	1.5	1.5	1.4	1.3
Prior Objectives			1.5	1.5			

Measure: Total Fatal accidents per 100 million vehicle miles traveled on State Highways

	F.Y. 1990	F.Y. 1991	F.Y. 1992	F.Y. 1993	Objectives F.Y. 1994	F.Y. 1995	F.Y. 2000
Actual	1.0	1.0	1.0	1.0	0.9	0.9	0.9
Prior Objectives			1.0	1.0			

5. Minnesota will reduce travel time for travelers. (Economic Development)

Measure: Percent of major or severe congestion on Twin Cities freeways.

	F.Y. 1990	F.Y. 1991	F.Y. 1992	F.Y. 1993	Objectives F.Y. 1994	F.Y. 1995	F.Y. 2000
Actual	31	32	33	34	35	36	40
Prior Objectives			33	34			

Measure: Percent of drivers satisfied with travel time.

	F.Y. 1990	F.Y. 1991	F.Y. 1992	F.Y. 1993	Objectives F.Y. 1994	F.Y. 1995	F.Y. 2000
Actual	88	90	89	89	88	87	85
Prior Objectives			89	89			

6. Minnesota will avoid or mitigate the negative impacts of the transportation system on the environment. (Environmental Stewardship)

Measure: Number of Urbanized Areas not in compliance with Federal Standards for a safe air quality environment.

	F.Y. 1990	F.Y. 1991	F.Y. 1992	F.Y. 1993	Objectives F.Y. 1994	F.Y. 1995	F.Y. 2000
Actual	3	3	3	2	1	0	0
Prior Objectives			3	2			

7. Minnesota will be environmentally responsible in purchase, use, storage and disposal of resources. (Environmental Stewardship)

Measure: Tons of deicing salt per million vehicle miles traveled, adjusted by the weather index.

	F.Y. 1990	F.Y. 1991	F.Y. 1992	F.Y. 1993	Objectives F.Y. 1994	F.Y. 1995	F.Y. 2000
Actual	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Prior Objectives			n/a	n/a			

8. Minnesota will encourage activities that preserve or enhance scenic, historical, recreational or archeological resources along the state highway corridors. (Environmental Stewardship)

Part 2: Program Information (Cont.)

Measure: Number and miles of wildflower routes.

	F.Y. 1990	F.Y. 1991	F.Y. 1992	F.Y. 1993	Objectives F.Y. 1994	F.Y. 1995	F.Y. 2000
Actual-Routes	* 6	6	6	8	10	12	22
Actual-Acres	3,000	3,800	4,600	5,500	7,000	8,500	16,000
Prior Objectives-Routes			6	8			
Prior Objectives-Acres			4,600	5,500			

*Note: The total number of acres contains 2,000 acres of naturally occurring wildflower acres that were so designated in FY 1989 - FY 1990.

Part 2: Program Information (Cont.)

Program: General Administration

Program Purpose: The general administration program provides management focus and direction (commissioner's office) and service, support, and structure to Mn/DOT. Its goal is to provide leadership and timely, efficient, and effective assistance to the other program entities in fulfillment of the general mission, strategic directions, and statutory goals of the department. Six of the primary objective areas for this program are:

1. Safety of the Workforce - Mn/DOT realizes that all of its efforts to reach transportation goals must start with a dedicated, empowered and able work force. Employee wellness and safety are critical foundation blocks to realizing this type of workforce. Mn/DOT's goal is to create a safe and healthy work environment for its employees so that they can do their jobs effectively to meet our program goals.

2. Workforce Diversity - In this area Mn/DOT's goal is to institutionalize a commitment to a diverse work force which will make us an organization that will be more aware of the social/economic impact of our services. We will have a diverse workforce representative of our citizens.

3. Employee Development - The purpose of this function is to develop our workforce to meet the demands of change in the environment and in transportation. Training and development of staff will prepare us to work with a multimodal transportation system, as well as teach us to be stewards of the environment. As a result of training, Mn/DOT employees will remain able to perform their ever-changing duties. The technical training enables Mn/DOT and local government employees to become certified and remain current in a variety of technical specialties in order to provide quality products.

4. Information Management - In this area Mn/DOT's goal is to create an environment where information can be accessed and integrated quickly, as needed to support the agencies strategy and functions. Information is seen as a valuable shared resource to facilitate both internal functions and external partnerships. This objective area directly supports the goal of public/private partnerships by working toward a sharable information resource. It also is critical to the goal of increased use of technology, as technology becomes the means for sharing information. Use of information resource technology also supports the goal of maximum benefit for investment by creating reusable information resources.

5. Customer Focus - Mn/DOT has made a commitment to be focused on customer needs and satisfaction. Customers will be more involved in the decision making process, and customer needs will drive the delivery of services. This philosophy will drive us to enter into more public/private partnerships as is stated in the Department Strategic Directions.

6. Air Transportation - The use of air transportation services increases the ability of state government to respond to constituents' needs in Greater Minnesota by providing services from an central geographic location. The use of aircraft in the daily operation of state government results in the efficient use of employee time. The mobility provided by air transportation sends a message to the public that government values them and their needs, and that government is willing to go out into the community to meet its needs.

Performance Objectives and Measures:

1. A more safe work environment will be provided to Mn/DOT employees.

Measure: The frequency rate of work related injuries = $\frac{\text{\# of Work Related Lost Time Injuries x 200,000}}{\text{\# of Employee Hours Worked}}$

					Objectives		
	C.Y. 1990	C.Y. 1991	C.Y. 1992	C.Y. 1993	F.Y. 1994	F.Y. 1995	F.Y. 2000
Actual	3.34	3.47	3.30	N/A	3.20	3.15	3.00
Prior Objectives	N/A	N/A	N/A	3.25			

Part 2: Program Information (Cont.)

Measure: The severity rate of work related injuries = $\frac{\text{\# of Work Related Injury Days Lost x 200,000}}{\text{\# of Employee Hours Worked}}$

					Objectives		
	C.Y. 1990	C.Y. 1991	C.Y. 1992	C.Y. 1993	F.Y. 1994	F.Y. 1995	F.Y. 2000
Actual	37.61	36.81	35.76		33.50	33.00	30.00
Prior Objectives	N/A	N/A	N/A	34.00			

2. The department will have a diverse workforce representative of the citizens of Minnesota.

Measure: Percentage of female workers in non-clerical positions in the Mn/DOT workforce.

					Objectives		
	F.Y. 1990	F.Y. 1991	F.Y. 1992	F.Y. 1993	F.Y. 1994	F.Y. 1995	F.Y. 2000
Actual	26	28	28	29	31	32	35
Prior Objectives	28	28	34	34			

Measure: Percentage of racial/ethnic minority employees in the Mn/DOT workforce.

					Objectives		
	F.Y. 1990	F.Y. 1991	F.Y. 1992	F.Y. 1993	F.Y. 1994	F.Y. 1995	F.Y. 2000
Actual	3.5	3.7	3.9	4.2	4.6	4.9	6.5
Prior Objectives	4.0	4.0	4.0	4.2			

3. Mn/DOT, local government and contractor employees will have the necessary skills to accommodate changing job requirements on Mn/DOT projects.

Measure: Percentage of Mn/DOT technical employees needing new skills who receive necessary training.

					Objectives		
	F.Y. 1990	F.Y. 1991	F.Y. 1992	F.Y. 1993	F.Y. 1994	F.Y. 1995	F.Y. 2000
Actual					75	85	100
Prior Objectives			(New Measure)				

Measure: Number of local government employees needing new skills who receive necessary training.

					Objectives		
	F.Y. 1990	F.Y. 1991	F.Y. 1992	F.Y. 1993	F.Y. 1994	F.Y. 1995	F.Y. 2000
Actual	1,250	1,375	1,500	1,600	1,700	1,800	2,200
Prior Objectives	N/A	N/A	N/A	N/A			

4. Mn/DOT's information users will have better information, more quickly at lower cost.

Measure: Accomplishment of Information Resource Management (IRM) critical success factors. (See Part 3 for an explanation of these factors.)

					Objectives		
	F.Y. 1990	F.Y. 1991	F.Y. 1992	F.Y. 1993	F.Y. 1994	F.Y. 1995	F.Y. 2000
Actual	1	2	5	8	12	14	20
Prior Objectives	1	2	6	10			

Part 2: Program Information (Cont.)

5. Customers and stakeholders will understand and have influence on major transportation decisions in the state.

Measure: Number of customer input opportunities that had influence on major transportation decisions.

					Objectives		
	F.Y. 1990	F.Y. 1991	F.Y. 1992	F.Y. 1993	F.Y. 1994	F.Y. 1995	F.Y. 2000
Actual					N/A	10	100
Prior Objectives			(New Measure)				

6. Air transportation will be provided so that elected officials and agency employees can use their time more effectively while conducting official business.

Measure: Percent of available seats utilized.

					Objectives		
	F.Y. 1990	F.Y. 1991	F.Y. 1992	F.Y. 1993	F.Y. 1994	F.Y. 1995	F.Y. 2000
Actual	50	50	57	55	60	63	65
Prior Objectives	N/A	N/A	N/A	N/A			

ANNUAL PERFORMANCE REPORT
Part 3: Substantiating the Performance Measures

Agency: Transportation, Department of
Program: Aeronautics

Objective 1. The office will foster the development of a system of airports by providing technical and financial assistance to municipalities that own airports so that the utility of their airports is increased and economic development is enhanced.

Measure: Percent of the 138 publicly owned airports that are paved and lighted.

Definition: Number of paved and lighted airports divided by the number of publicly owned airports (138).

Rationale: Paving an airport improves its utility for year-round use. Likewise, lighting an airport permits its use for both daylight and nighttime operations. Thus, paving and lighting an airport increases its overall utility in serving the needs of a community.

Data Source: Status of the airport system was documented in the State Aviation System Plan (SASP) published in June 1991. Information on improvements made since that time is contained in records in the Office of Aeronautics.

Factors Beyond Agency's Control That Affect Performance: Municipalities that own airports initiate projects to improve their airports. Consequently, the agency cannot unilaterally influence the number of airports that are paved and lighted.

Measure: Number of the 25 basic transport airports which have precision instrument approach capabilities for improving all weather use of the airport.

Definition: Number of basic transport category airports which have fully functional precision instrument approach systems.

Rationale: Providing a precision instrument approach system on an airport increases the utility of an airport by reducing the amount of time the airport cannot be used due to unfavorable weather conditions. Precision instrument landing systems generally are not provided for airports that are smaller than basic transport. Basic transport airports are able to accommodate the majority of the corporate aircraft in use and, thereby, support the economic activity of a community.

Data Source: Status of the airport system was documented in the SASP published in June 1991. Information on modifications to airports in the system accomplished since that time is contained in records in the Office of Aeronautics.

Factors Beyond Agency's Control That Affect Performance: The SASP contains a goal that all basic transport airports should have precision instrument landing systems. Until F.Y. 1992, all precision instrument landing systems were installed and operated by the Federal Aviation Administration (FAA). It became apparent that the FAA would not install sufficient systems to meet the goals of the SASP. A state program was started in F.Y. 1992 to install and operate state owned systems to supplement the FAA's systems. Since the FAA may install some additional systems in Minnesota, the agency does not have exclusive control over meeting the goals of the SASP.

Objective 2. The office will provide programs that improve pilot safety.

Measure: Total annual attendance at pilot safety seminars.

Definition: Accumulated totals of all attendees at all pilot safety seminars offered during a fiscal year.

Rationale: Generally, pilots respond to programs that they find interesting and they feel will meet their needs. Recording the attendance at safety seminars provides one means of measuring how effective these programs are in meeting the needs

of pilots. A more effective measure would be to track the safety records of pilots who attend safety seminars versus those who do not. This would be a very costly, time intensive-effort and certainly would not be cost effective.

Data Source: Records of attendance at safety seminars is contained within the records of the Office of Aeronautics.

Factors Beyond Agency's Control That Affect Performance: The office can influence attendance at safety seminars by providing topics that are of interest to pilots, marketing them effectively, and scheduling them at times and locations that are convenient. However, the decision to attend is a personal one on the part of each individual pilot. Thus, attaining the goals is a strong indication of performance.

Measure: Number of airports where weather data is collected.

Definition: Actual number of airports where the office is responsible for the collection of weather data information.

Rationale: Current on-site weather reports are a necessary component of some aircraft operations. Collecting weather information increases the utility of these airports in deteriorating weather conditions. In addition to being critical to aircraft operations at the specific airport, additional weather reports provide pilots with information about conditions they may encounter enroute. Collectively, this increased information contributes to improved aviation safety. This program also benefits the general public since the information is transmitted to the national weather data base.

Data Source: Data is contained in records in the Office of Aeronautics.

Factors Beyond Agency's Control That Affect Performance: Making information available does not guarantee that it will be used. Most pilots are concerned about safety and utilize all the information they can in making their decisions. However, a few pilots do not investigate weather conditions to the degree they should. This program cannot contribute to safe operations for those who do not use the information it provides.

Measure: Number of responses to weather information requests provided to pilots via computer weather terminals.

Definition: Actual number of satisfied requests for information made via computer terminals.

Rationale: Weather is the largest contributor to aircraft accidents. Current weather information is critical to sound decision making by pilots. To provide for pilot's needs for current weather information, the Office of Aeronautics maintains a system of computer weather terminals at airports around the state. These terminals are connected to a data base that contains all of the current weather information nationwide. Pilots can use these terminals to request information for use in their flight planning and decision making. Current information allows pilots to make better decisions and conduct safer operations.

Data Source: Data is included in records in the Office of Aeronautics and the contract vendor supplying the service.

Factors Beyond Agency's Control That Affect Performance: Providing weather terminals does not guarantee they will be utilized. Most pilots find the computer weather terminals very convenient and use them to secure the information they need when planning flights. Of course, the systems are of no value to those who choose not to investigate weather conditions and forecasts before making their decisions.

Objective 3. The office will protect the public interest and safety of persons by enforcing rules and regulations relating to airports and commercial operations on airports.

Measure and Definition: There is no current measure. The measure and its definition will be developed at a later date.

Rationale: M.S. 360.015, Subdivision 3, gives the Commissioner powers and duties to promulgate rules and regulations for the purpose of protecting the public interest and insuring safety. The Office of Aeronautics has adopted rules relating to safety on airports and controlling commercial operations on airports.

Part 3: Substantiating the Performance Measures (Cont.)

Data Source: Records in the Office of Aeronautics will be the basis for the measurements to be used.

Factors Beyond Agency's Control That Affect Performance: The office's approach in dealing with enforcement issues is to focus on educating the party on the value of the rule and the consequences of not complying. A spirit of cooperation is maintained to the maximum practical. The office has no control over the response and cooperation of the individual who is not in compliance. The office does not have unilateral control over the time necessary to resolve issues and problems.

Objective 4. The office will foster the development of aviation through programs which stimulate the use of aviation educational materials in the classroom; provide information about aviation career opportunities; and serve as a catalyst in developing aviation education and training programs to meet the needs of the aviation industry.

Measure and Definition: There is no current measure. A measure and its definition will be developed at a later date.

Rationale: M.S. 360.015, Subdivision 1, empowers and directs the Commissioner to "encourage, foster, and assist in the development of aeronautics..." The aviation education programs within the Office of Aeronautics are structured around this directive. Purpose of these programs is to stimulate students at all levels and encourage them to investigate and possibly pursue a career in aviation.

Data Source: Data included in the records of the Office of Aeronautics will be used.

Factors Beyond Agency's Control That Affect Performance: The primary activities of the aviation education programs are providing resources to the educational institutions for the purpose of educating students about aviation and aviation career opportunities. The success of the program depends upon the utilization of these resources by students and teachers and the cooperation of educational institutions and the aviation industry.

Part 3: Substantiating the Performance Measures (Cont.)

Program: Transit

Objective 1. Public transit service will be provided to meet the needs of the general public and transit dependent people throughout Minnesota. All population in Minnesota will have access to public transit service by the year 2000.

Measure: Percentage of population in Greater Minnesota with access to transit services.

Definition: Transit service covers all forms of two or more people making a trip together from single or multiple origins to single or multiple destinations. The term includes fixed-route and paratransit services, as well as, ridesharing. Transit-dependent is a person who lacks immediate access to a private vehicle, or, because of age or health reasons, cannot drive and must rely on others for transportation. Rural transit service is provided under arrangements among transportation providers and/or customers, that is aimed at realizing increased benefits and cost-effective services through the shared management and/or operation of one or more transportation related functions.

Access to transit in Greater Minnesota is defined as an opportunity for individuals to leave their point of origin and reach their destination using transit service.

New public transit service is a coordinated means of providing transportation service opportunities to citizens who otherwise had no means of making the trips. The transportation services could use buses, vans, or cars; with either paid or volunteer drivers. Funding for this service is provided by the federal government, state, and local community.

Rationale: State law designates responsibility for establishing a transit assistance program in the 80 county geographic area located outside the seven-county Twin Cities Metropolitan Area to Mn/DOT's Office of Transit. The need for transit service is determined by total number of transit dependents within the geographic area and the need/opportunity for commuter trips. This performance indicator measures the extent that transit services reach people in Greater Minnesota.

Data Source: Population data from 1970, 1980, and 1990 U.S. Census was used to determine populations trends within counties. Annual transit reports are used to summarize transit activities within the state. The Greater Minnesota Transit Plan is an overview of possible transit scenarios organized by regional development commission boundaries. Each chapter provides an overview of existing public transit services and recommendations for service options based on the input received at public meetings, from local liaisons and transit colleagues in cooperation with Mn/DOT Office of Transit staff. Individual need assessments are used to focus on a specific area with extensive representation from citizens and customer groups to recognize unmet transit needs, identify available resources and develop transit service options specific to establish the means to meet transit users basic necessities.

Factors Beyond Agency's Control That Affect Performance: Access to transit depends, in a large part, upon local commitment to providing transit service, consumer demand for services, and the willingness to use some form of transit rather than continuing to use single occupancy vehicle to move from origin to destination. Expanding transit service county-wide in Greater Minnesota by the year 2000 requires extensive cooperation between public/private organizations and individuals with a strong commitment to providing transit service focused at a local level. The extent to which effective transportation in the most cost effective manner is provided in the 80 counties is directly related to the amount of available funds from local, state and federal sources to plan, design, and implement transit service.

Measure: Number of transit systems in Greater Minnesota

Definition: Existing public transit service systems are systems that participate in the Transit Assistance Program administered by Mn/DOT's Office of Transit. State funds are expended according to the following priority areas: (1) Existing Systems - Operating; (2) Existing Systems - Capital Assistance; and (3) Establishing New Systems - Operating and Capital.

New public transit service is a coordinated means of providing transportation service opportunities to citizens who otherwise had no means of making the trips. The transportation services could use buses, vans, or cars; with either paid or volunteer

drivers, funding is provided by the Federal government, State, and Local community.

Rationale: State law designates that funds received under the Public Transit Assistance and Transportation Management Program be distributed to eligible recipients for transit service activities located outside of the metropolitan area. The Office of Transit is responsible for monitoring recipient eligibility and distribution of funds under state law. This performance indicator measures the extent that eligible recipients have participated in the Transit Assistance Program and how the state maintained a commitment to public transportation in Greater Minnesota.

Data Source: The Office of Transit compiles a report that summarizes all major public transit activities undertaken during the calendar year. This report is divided into two major sections - Program Overview and Transit Fact Sheets. Information is gathered from monthly reports submitted by existing transit services and verified when Transit staff meet with local representatives to negotiate contracts and review the budget.

Factors Beyond Agency's Control That Affect Performance: The eligibility, distribution, and amount of funds are determined by state and federal law. The federal share, through the Intermodal Surface Transportation Act of 1991 (ISTEA), is not expected to be at the level originally authorized. There is no dedicated funding at the state level. Base level funding impacts each transit program participant and impedes expansion of the program to potential program recipients.

Measure: Number of counties in Greater Minnesota with county-wide transit systems.

Definition: When transportation facilities and/or vehicles including fixed-route and paratransit services as well as ridesharing are accessible throughout a county it is defined as a county-wide transit system. Existing Greater Minnesota Transit Service is shown on the map entitled: "Minnesota Public Transit Systems Service Areas". Slightly less than half of the 80 Greater Minnesota counties have county-wide service (37 counties). Counties with only municipal-based service account for nearly 30% of the counties (23 counties). Twenty-one counties have no public transit service, approximately 27% of the counties in Greater Minnesota.

Rationale: In December, 1991, the Intermodal Surface Transportation Efficiency Act (ISTEA) called for methods to "expand and enhance transit services and increase the use of such services." That same year, the state law was amended to "Provide transit services throughout the state to meet the needs of transit users." This performance indicator measures the extent that transit services is established in the 80 counties.

Data Source: The Office of Transit compiles a report that summarizes all major public transit activities undertaken during the calendar year. This report is divided into two major sections - Program Overview and Transit Fact Sheets. The Greater Minnesota Transit Plan provides an overview of existing public transit services by regional development commission boundaries. The Greater Minnesota Transit Service Inventory published in 1993 identifies transportation providers by region, county and city. It also lists alphabetically all registered charter bus operators and all intercity service operators.

Factors Beyond Agency's Control That Affect Performance: Access to transit depends, to a large part, upon local commitment, consumer demand, and availability of funds to provide transit services. Ridership depends upon transit services available, consumer demand for services, and the willingness to use some form of transit, rather than continuing to use single occupant vehicles to move from origin to destination. Expanding transit service county-wide requires extensive cooperation between public/private organizations and individuals with a strong commitment to providing transit service focused at a county level.

Measure: Number of freestanding cities (outside metropolitan areas) with regularly scheduled public passenger transportation to an urbanized area.

Definition: Transit occurs when two or more people ride together on one trip by car, van, bus, or taxi. The term as used here specifies regularly scheduled fixed-route and paratransit services from a Greater Minnesota city to an urbanized central city that has a population of over 50,000. Intercity transit service is defined as a transportation service provided between cities, generally on a fixed-route, fixed-schedule basis, usually by private certified for hire carriers.

Part 3: Substantiating the Performance Measures (Cont.)

Rationale: State law requires an analysis of the role of private providers in the delivery of public transit services. Federal law designates that 10% of Federal Transit Administration Section 18 funds be used during calendar year 1994 appropriation for intercity programs. The percentage will increase to 15% for calendar year 1995.

Transportation to the Twin Cities metro area and connections between cities within a county and between counties were significant reoccurring issues discussed during the public meeting process for the Greater Minnesota Transit Plan. There was also a strong need expressed for transit clientele to travel across state lines for medical care (as well as other personal business). This performance indicator measures the extent of transit services provided according to intrastate regular route passenger authorities. However, it would be preferable for the state to measure the active regular route service and the number of passengers served to determine the percentage of clients reached under current authorities.

The Office of Transit is using the Request for Proposal process to arrange an intercity study that would identify intercity needs within Greater Minnesota, develop an intercity adaptation program, and develop a support network for intercity connections within Minnesota and throughout the nation. Mn/DOT's Motor Carrier Office is conducting a statewide study on Regulations of Passenger Services that will determine all active intrastate regular route passenger authorities in Greater Minnesota. Both studies are expected to be completed during 1994.

Data Source: The Greater Minnesota Transit Service Inventory, published in 1993, identifies transportation providers by region, county and city. Registered charter bus operators and all intercity service operators have licenses on file with Mn/DOT's Motor Carrier Office.

Factors Beyond Agency's Control That Affect Performance: Due to Interstate Commerce Commission (ICC) operating authority and insurance requirements, rural public transit systems cannot provide intercity service across state lines. Although charter service and intercity providers are required to be licensed for a specific area of operation, the license does not guarantee that the area listed has regularly scheduled service. Services to urbanized areas will depend on the willingness of all public and private providers to work together with government officials to provide services that are appropriate to meet passenger needs and are consistent with the most prudent use of public transportation funding.

Objective 2. The efficiency and productivity of public transit in Greater Minnesota will be increased.

Measure: Ridership on public transit systems in Greater Minnesota.

Definition: Actual transit system performance data routinely collected defines ridership according to four main areas: Urbanized, Urbanized (Elderly and Disabled), Small Urban, and Rural. Urbanized areas are geographic areas with a central city that has a population of over 50,000. Urbanized (Elderly and Disabled) are areas where transportation service is provided to persons that are physically disabled and/or elderly and live in areas with a population over 50,000. Small Urban are geographic areas with a central city that has a population of between 2,500 and 50,000. Rural Areas are geographic areas with a population of less than 2,500.

Transit dependents are people who do not have immediate access to a private vehicle, or because of age or health reason cannot drive and must rely on others for transportation.

Rationale: State law provides transit services are provided throughout the state to meet the needs of transit users and to provide access to transit for persons who have no alternative mode of transportation. This outcome directly demonstrates the number of transit users in Greater Minnesota and indirectly measures the extent to which transit services are provided to transit-dependent individuals. Ridership trends are examined when Transit staff meet with local representatives to negotiate contracts, conduct program reviews, review the budget, and review service design and performance.

Data Source: Data for this performance measure is obtained from "Monthly Reports" submitted each month by systems who participated in the public transit assistance program; individual transit service management plans; and certificates issued by Mn/DOT auditors upon completion of contract audits.

Part 3: Substantiating the Performance Measures (Cont.)

Factors Beyond Agency's Control That Affect Performance: Ridership depends upon transit services available, consumer demand for services, and the willingness to use some form of transit rather than continuing to use single occupant vehicle to move from origin to destination. Ridership is also impacted by the significant events within a community, (i.e. 1993 flood, plant closures, country fairs, special events, etc).

Measure: Cost per passenger trip on public transit systems in Greater Minnesota.

Definition: Actual transit system performance data routinely collected defines transit passenger trips according to four main areas: Urbanized, Urbanized (Elderly and Disabled), Small Urban, and Rural. The classifications as defined by M.S. 174.22 are used to determine the maximum percentage of state operating assistance funds a system is eligible to receive. The percentages shall be: for large urbanized area service, 55 percent; for urbanized area service and small urban area service, 40 percent; for rural area service, 35 percent; and for elderly and disabled service, 35 percent.

Operating cost is defined as the recurring costs of providing transit service, i.e. wages, salaries, maintenance, insurance, taxes, fuel, marketing, etc. A passenger trip is one person making a one-way trip from origin to destination (one round trip equals two passenger trips). The measurement reflects the cost of operating expense divided by passenger trips.

Rationale: The Office of Transit plays a leading role in developing performance measures and report requirements for transit systems who enter into contracts with Mn/DOT. M.S. 174.21 specifically requires the Office of Transit to increase the efficiency and productivity of public transit systems. This performance indicator measures the cost of a transit system to the level of clientele provided service.

Data Source: Data for this performance measure is obtained from "Monthly Reports" submitted each month by systems who participated in the public transit assistance program; individual transit service management plans; and certificates issued by Mn/DOT auditors upon completion of contract audits.

Factors Beyond Agency's Control That Affect Performance: Ridership depends upon transit services available, consumer demand for services, and the willingness to use some form of transit rather than continuing to use single occupant vehicle to move from origin to destination.

Measure: Cost per passenger mile on public transit systems in Greater Minnesota.

Definition: Transit miles are defined according to four main geographic areas: Urbanized, Small Urban, and Rural. Urbanized, Small Urban and Rural areas are geographic areas classified according to specific population measures. Areas with populations over 50,000 are subdivided into Urbanized and Urbanized (Elderly and Disabled) transportation service. This distinction (M.S. 174.22, Subd. 13) is made to recognize service provided to persons that are physically disabled and/or elderly and are unable to use regular means of public transportation.

Transportation service can be operated over a set route or network of routes on a regular time schedule; regular route, but will on demand change the route to meet the user's needs; or, flexible routing and scheduling of relatively small vehicles to provide door-to-door or point-to-point transportation at the user's demand.

Operating cost is defined as the recurring costs of providing transit service, i.e. wages, salaries, fuel, oil, taxes, maintenance, depreciation, insurance, marketing, etc. A passenger mile is defined as miles accumulated during which the designated payment for a ride on a passenger vehicle has been collected.

The measurement reflects the cost of operating expense divided by the number of passenger miles.

Rationale: The Office of Transit plays a leading role in developing performance measures and report requirements for transit systems who participate in public transit assistance and transportation management programs. M.S. 174.21 specifically requires the Office of Transit to increase the efficiency and productivity of public transit systems. This performance indicator measures the cost effectiveness of transit service according to specific geographic areas.

Part 3: Substantiating the Performance Measures (Cont.)

The measurement reflects the average cost of mileage a transit system incurs delivering a passenger from point of origin to destination in a specific geographic area.

Data Source: Data for this performance measure is obtained from "Monthly Reports" submitted each month by systems who participated in the public transit assistance program; individual transit service management plans; and certificates issued by Mn/DOT auditors upon completion of contract audits.

Factors Beyond Agency's Control That Affect Performance: The accumulation of miles is directly dependent on the type of transportation service used within the geographic areas. Ridership miles also depends upon consumer demand for services and the willingness to use some form of transit rather than continuing to use single occupant vehicles to move from origin to destination.

Part 3: Substantiating the Performance Measures (Cont.)

Program: Railroads & Waterways

Objective 1. The public's exposure to railroad-highway grade crossing hazards will be reduced through safety improvements.

Measure: Number of crossing safety improvements (signals, signs and/or pavement markings, closures & surfaces)

Definition: The purpose of the Minnesota railroad grade crossing safety effort is to reduce exposure to railroad-highway grade crossing accidents. This measure of numbers of crossing safety improvements including signals, signing, pavement markings, closures, etc. are all actions which greatly reduce that exposure.

Rationale: This outcome measure is a direct indicator that the Office of Railroads & Waterways is making progress toward making all railroad-highway grade crossings as safe as is possible for the travelling public, greatly reducing their exposure to accidents.

Data Source: The Office of Railroads & Waterways maintains a current database of grade crossing improvement projects.

Factors Beyond Agency's Control That Affect Performance: The lack of available state and federal funds for safety improvement projects limits the progress toward accomplishing this objective, as well as the local decision making process that may indicate safety improvement projects are of lower priority, in a given area of the state, than other projects.

Objective 2. Improved transportation alternatives will be provided to shippers through preservation and/or improvement of rail service.

Measures: Miles of rail line acquired and/or rehabilitated for freight service

Definition: Miles of rail line acquired or rehabilitated is a measure of rail service preserved and/or improved through the Minnesota Rail Service Improvement program. Acquisition and rehabilitation of rail lines provides the opportunity for modal choice by allowing for continuation and improvement of rail service that might otherwise be lost.

Rationale: Preservation and improvement of rail lines that would otherwise be abandoned, provides shippers the choice of transporting and receiving goods in the most economical way. The benefits of the availability of this choice is reflected in additional earnings by shippers as evidenced by a shipper survey conducted in 1990 that indicated an increase of 8 cents per bushel for producers on project rail lines.

Data Source: Miles of rail line acquired or rehabilitated is from records maintained by the Office of Railroads & Waterways.

Factors Beyond Agency's Control That Affect Performance: The rail industry is not predictable in terms of identifying rail lines that may be abandoned or put up for sale (spun-off). We must be in a position to react to a rail companies business decisions but cannot predict those decisions. Our ability to acquire and/or improve a rail line is contingent on shipper, railroad, and regional railroad cooperation and funding support.

Part 3: Substantiating the Performance Measures (Cont.)

Program: Motor Carrier Regulation

Objective 1. The office will improve public safety by reducing hazardous material waste spills and accidents by conducting training classes for shippers and carriers so that they can comply with state and federal hazardous material transportation regulations.

Measure: Number of classes offered.

Definition: Number of three-day classes.

Rationale: Minnesota law and federal law require shippers and carriers of hazardous materials and hazardous waste to comply with the regulations designed to protect the public from injury, death, or property damage caused by the inadvertent release of hazardous waste or materials during transportation. In recent years, federal law has become stricter and the states are required to adopt federal hazardous material transportation regulations and to enforce them locally, placing a tremendous educational burden on shippers and carriers who transport these materials. These materials are necessary in the production of goods that are used daily and in many industrial processes. To promote economic productivity, to safeguard the public and to provide assistance to those who transport these materials, the department provides optional three-day training classes for carriers and shippers to instruct them about how to comply with the regulations governing the packaging, marking, labeling, handling and transportation of these materials. The department is required by M.S. Section 221.033 to enforce these regulations. An efficient method of enforcement is to assist people in learning to comply so that they will comply with regulations voluntarily. It is more effective and productive in the long run to prevent and deter violations by providing instruction in advance rather to wait until there have been violations or accidents and then take enforcement action.

Data Source: Office of Motor Carrier Services records

Factors Beyond Agency's Control That Affect Performance: Carriers and shippers are not required to attend these courses that are offered on an occasional basis. The department depends on the federal government to train its instructors.

Objective 2. The office will improve public safety by reducing and preventing hazardous material and waste spills and accidents by conducting shipping dock audits to detect violations and to instruct shippers how to package, handle, and transport hazardous materials.

Measure: Number of shipper and carrier dock audits conducted.

Definition: Hazardous Material Specialists go to carrier loading docks and inspect packages and containers of hazardous materials waiting to be loaded on trucks. The department contacts shippers who have not properly packaged or labeled hazardous materials. Shippers are instructed about how to comply with safe packaging standards. In extreme cases enforcement action is taken.

Rationale: The office inspects hazardous material shipments to detect violations before they cause accidents or injuries and the office requires that those hazardous materials be properly packaged and labelled. In addition, we identify the shipper who has committed the violation and provide instructions on how to safely ship hazardous materials. This enables shippers to learn how to transport hazardous materials properly and safely, thus, averting future problems and assuring safer handling of hazardous materials on highways.

Data Source: Office of Motor Carrier Services records

Factors Beyond Agency's Control That Affect Performance: Prevention of hazardous material and waste spills and accidents is affected by the willingness or the ability of shippers and carriers to comply with hazardous material transportation regulations and the limited resources of the Office of Motor Carrier Services to conduct as many dock audits as we would like to conduct.

Part 3: Substantiating the Performance Measures (Cont.)

Objective 3. The state's low accident rate will be maintained by assisting carriers and shippers in complying with state and federal transportation regulations.

Measure: Number of Motor Carrier Safety Reviews conducted

Definition: Motor Carrier Safety Reviews are non-enforcement educational audits of safety records and practices maintained by motor carriers. The Motor Transportation Representative examines records of driver qualification, vehicle maintenance, insurance, accident reports, and drivers' hours-of-service records. The office provides carriers with forms and instructional materials.

Rationale: Most motor carriers wish to comply with state and federal transportation regulations that govern motor carrier safety. The regulations are very complex and change frequently. The regulations are promulgated by the Federal Highway Administration and must be adopted and enforced by every state. Educating and assisting motor carriers in complying promotes safety on the highway.

Data Source: Office of Motor Carrier Services records

Factors Beyond Agency's Control That Affect Performance: The states' accident rate is affected by the ability and willingness of carriers and shippers to comply with safety regulations and the ability of all state and federal law enforcement agencies to detect violations, as well as highway design and weather factors.

Objective 4. The office will improve compliance with economic regulations by increasing the number of intrastate motor carrier audits conducted.

Measure: The number of intrastate motor carrier audits conducted.

Definition: These audits are conducted to enforce M.S. 221 that governs governing safety and intrastate operating authority. The Legislature authorized additional positions for this activity in 1992 and the transportation committees expressed a desire that Mn/DOT increase enforcement. This audit activity furthers the efficient division of labor between Mn/DOT and the State Patrol as Mn/DOT now concentrates on audits and the State Patrol concentrates on roadside inspections and enforcement.

Rationale: Minnesota Statutes, Sections 221.031, 221.221, and 221.605 require the commissioner of transportation to enforce Minnesota Statutes, Chapter 221 and regulations adopted under that chapter. Conducting audits to detect violations and to explain regulations to carriers furthers those objectives.

Data Source: Office of Motor Carrier Services records

Factors Beyond Agency's Control That Affect Performance: This measure is affected by the limited staff available to conduct audits and the willingness of carriers to comply with regulations.

Program: Local Roads

Objective 1. Thirty-five percent of the outstate district CSAH systems, and 37% of the Metro Division CSAH system, will be adequate by the year 2000.

Measure: Percent of the CSAH system considered adequate.

Definition: The number of miles of County State Aid Highways that meet State Aid standards for width, structural capacity and design speed divided by the total number of CSAH miles.

Rationale: The State Aid Division has a CSAH Needs Unit which determines each county's fair share of the Highway User Tax Distribution Fund for each calendar year. Forty percent of the allocation, according to Minnesota Statute 162, is based on the annual amount of money it would take to bring the individual county to bring its entire system up to current standards over a period of 25 years. Adequate is the term used to indicate that a road meets current standards for width, structural capacity and design speed. A road may be termed inadequate yet be carrying a great deal of traffic. It may simply be restricted from allowing heavy springtime loads. It may have narrower than desired lane width (11 rather than 12 feet) which is less safe. It may have narrow or no shoulders which would help stabilize the traffic lanes and would provide a refuge for disabled vehicles. Or it may have hills and curves that require a posting of a speed lower than the regulatory speed limit.

This outcome directly measures whether we are making any progress toward the program purpose of providing a network of roads which allows for the movement of people and goods in a safe and unrestricted manner since an adequate road will provide this movement.

Data Source: CSAH Needs Unit of the State Aid Division

Factors Beyond Agency's Control That Affect Performance: Each County Board prioritizes the projects on which they will spend the state aid dollars available to their county. There may be safety, economic or political factors which impact the decision. Therefore, not every dollar is spent on projects which improve the adequacy of the roadway as measured by State Aid. An example of a worthwhile safety improvement which uses state aid funds but does not necessarily improve the adequacy is a traffic signal with left and right turn lanes.

Objective 2. Eighty percent of the CSAH system will be surfaced by the year 2000.

Measure: Percent of the statewide CSAH system surfaced.

Definition: The number of miles of County State Aid Highways that have a concrete or bituminous surface divided by the total number of CSAH miles.

Rationale: The ability of people in the rural areas to transport their products to markets over the local road system is directly related to the type of surface in place and its ability to provide service in all types of weather. They also need to be able to receive medical and emergency service in any type of weather and this need is best meet by a hard surfaced road. As more of the CSAH system is paved more of the citizen's will have better access for themselves and their goods.

Data Source: Mn/DOT's Office of Transportation Data and Analysis catalogs all the roads by type of surface and jurisdiction within Minnesota.

Factors Beyond Agency's Control That Affect Performance: Each County Board prioritizes the projects on which they will spend the state aid dollars available to their county. There may be safety, economic or political factors which impact the decision. Therefore, not every dollar is spent on projects which provide a paved surface where none existed before.

Objective 3. Twenty percent of the 7 outstate district MSAS system, and 35% of the Metro Division MSAS system will be adequate by the year 2000.

Part 3: Substantiating the Performance Measures (Cont.)

Measure: Percent of the MSAS system considered adequate.

Definition: The number of miles of Municipal State Aid Streets that meet State Aid standards for width, structural capacity and design speed divided by the total number of MSAS miles.

Rationale: The State Aid Division has a MSAS Needs Unit which determines each city's fair share of the Highway User Tax Distribution Fund for each calendar year. Fifty percent of the allocation, according to Minnesota Statute 162, is based on the annual amount of money it would take to bring the individual city to bring its entire system up to current standards over a period of 25 years. **Adequate** is the term used to indicate that a street meets current standards for width, structural capacity and design speed. A street may be termed inadequate yet be carrying a great deal of traffic. It may simply be restricted in to heavy springtime loads. It may have narrower than desired lane width (11 rather than 12 feet) which is less safe. It may have narrow or no shoulders which would help stabilize the traffic lanes and would provide a refuge for disabled vehicles. Or it may have hills and curves that require a posting of a speed lower than the regulatory speed limit.

This outcome directly measures whether we are making any progress toward the program purpose of providing a network of roads which allows for the movement of people and goods in a safe and unrestricted manner since an adequate road will provide this movement.

Data Source: MSAS Needs Unit of the State Aid Division

Factors Beyond Agency's Control That Affect Performance: Each City Council prioritizes the projects on which they will spend the state aid dollars available to their city. There may be safety, economic or political factors which impact the decision. Therefore, not every dollar is spent on projects which improve the adequacy of the roadway as measured by State Aid. An example of a worthwhile safety improvement which uses state aid funds but does not necessarily improve the adequacy is a traffic signal with left and right turn lanes.

Objective 4. Less than 22% of the bridges on the local roads system will be deficient in 2000.

Measure: Percent of the bridges considered deficient by federal rating criteria.

Definition: A bridge is considered deficient if the structural condition or geometrics do not meet certain minimum federal criteria. These bridges may be open to traffic but most likely are restricted to trucks carrying heavy loads or are so narrow that vehicles should not meet on the structure.

By definition in the statute, any structure which is 10 feet or longer, measured along the centerline of the roadway, is considered a bridge.

Rationale: Bridges are critical links in the transportation network, and the replacement of bridges on the local roads system is a measure of how well State Aid is providing for the network. The State Aid Division allocates federal and state bridge replacement funds to the highest priority non-trunk highway bridges throughout the state on the county, city and township road systems.

If a bridge is closed due to unsafe conditions, the roads it connects can not serve the function of moving people and goods as needed.

Data Source: The Bridge Data Section of the Mn/DOT Office of Bridges and Structures maintains an inventory of all the bridges in the state.

Factors Beyond Agency's Control That Affect Performance: Bridge replacement funds are allocated by the State Legislature and Congress. The level of funding which these bodies are willing to commit determines the progress we are able to make toward replacing deficient structures.

Part 3: Substantiating the Performance Measures (Cont.)

Bridges have an average service life of 60 years. There are currently about 800 bridges that will reach this 60 year age between now and the year 2000. Most of these bridges are deteriorating and will reach the point of deficiency, significantly increasing the number of deficient bridges. If we are to make real progress toward decreasing the percent of deficient structures when so many more are being added to the list we will need to increase the amount of funds targeted toward this effort.

Part 3: Substantiating the Performance Measures (Cont.)

Program: State Highways (State Road Construction, Highway Program Delivery, State Road Operations)

Objective 1. Minnesota will manage service levels to ensure efficient public benefit. (Fiscal Stewardship)

Measure: Percent of wholesale and retail sales in significant centers served by market artery routes.

Definition: Minnesota Rule 8.815 defines significant centers which includes; population, manufacturing employment, wholesale and retail sales. Market artery routes are determined by the Department of Transportation and include 4,775 miles of state highways.

Rationale: Market Arteries are designated state highways that provide year round unrestricted truck travel to significant centers of population and commerce thereby providing predictable highway service.

Data Source: The data source for the information needed to develop and maintain the list of significant centers are as follows: U.S. Census of Population, Retail Sales, Wholesale Sales, and Manufacturing Employment. Market Artery routes are designated by the Department of Transportation. The U.S. Economic, Transportation and Employment Census is released to the public every five years. U.S. Population Census is released every ten years.

Factors Beyond Agency's Control That Affect Performance: Population and business growth throughout the State affects the designation of significant centers and market artery routes.

Objective 2. Minnesota will preserve and extend the useful life of the infrastructure.

Measure: Pavement Quality Index (Statewide Average on the Trunk Highway System)

Definition: Pavement Quality Index (PQI) is an indicator of the overall quality of the roadway driving surface of the state's highways. The range of PQI values is from 0 to 5. The PQI is computed by taking the square root of the product of the Present Serviceability Rate (PSR) and the Surface Rating (SR). PSR is a measure of each road segments ride quality (smoothness) and SR is a measure of each road segments structural quality (cracking, spalling, potholes, etc.).

Rationale: Measure indicates preservation of the overall quality of the roadway driving surface of the state's highway system through investment strategies.

Data Source: Each road segment of the State Highway System is rated for both PSR and SR once every three years. Data is stored in the Condition Rating file of the Transportation Information System computer.

Factors Beyond Agency's Control That Affect Performance: Factors affecting this index include availability of funds and priority of projects.

Objective 3. Minnesota will provide state-aided public highway accessibility to all areas of the state. (Accessibility)

Measure: Percent of population within ten minutes or five miles of state aided public roads

Definition: Land area band ten miles wide are plotted on state roadway maps for state aided public highways and census density maps are overlaid to determine percent of population within ten minutes or five miles of state-aided public highways. State-aided public highways total 44,270 miles and are partially financed by state collected highway user taxes; motor fuel tax and vehicle license fees.

Rationale: Measure indicates availability of all weather roads within reasonable travel times for a preponderance of the states population.

Data Source: Data is updated periodically when new roadway maps and census data becomes available.

Factors Beyond Agency's Control That Affect Performance: Redistribution of population and population density are beyond the governments control.

Objective 4. Minnesota will maintain the state's low accident rates. (Safety)

Measure: Total accidents per million vehicle miles traveled on state highways.

Definition: Represents the total number of accidents occurring each year for all vehicles on all the states highways divided by the total miles of travel (expressed in millions of miles) for all vehicles on all the states highways.

Rationale: Measure indicates relative safety of travel on Minnesota's State Highway system and provides indicator where specific areas may need attention.

Data Source: Data is reported by state and local agencies and tabulated by Department of Public Safety. Data is reported annually in "Crash Facts" and current and historical data is maintained on the Transportation Information System (TIS) computer files.

Factors Beyond Agency's Control That Affect Performance: Factors such as driver behavior, vehicle design and condition, travel speeds, enforcement, and weather conditions can affect the indicators. Also, the availability of highway funding to correct unsafe conditions is a factor.

Measure: Total fatal accidents per 100 million vehicle miles traveled on state highways.

Definition: Represents the total number of fatal accidents occurring each year for all vehicles on all the states highways divided by the total miles of travel (expressed in 100's of millions of mils) for all vehicles on all the states highways.

Rationale: Measure indicates relative safety of travel on Minnesota's State Highway system and provides indicator where specific areas may need attention.

Data Source: Data is reported by state and local agencies and tabulated by Department of Public Safety. Data is reported annually in "Crash Facts" and current and historical data is maintained on the Transportation Information System (TIS) computer files.

Factors Beyond Agency's Control That Affect Performance: Factors such s driver behavior, vehicle design and condition, travel speeds, enforcement, weather conditions, and availability of emergency life support services can affect the indicators. Also, the availability of highway funding to correct unsafe conditions is a factor.

Objective 5. Minnesota will reduce travel time for travelers. (Economic Development)

Measure: Percent of major or severe congestion on Twin Cities freeways.

Definition: Major or severe congestion is defined if the one way traffic of a freeway segment is above the segments capacity for more than two hours a day.

Rationale: The measure indicates the extent of travel delays experienced by freeway travelers. It is generally recognized that the state cannot afford to build freeways to serve single passenger automobile travel. Emphasis is being placed on transit, high occupancy vehicles, ramp metering, and other technology to reduce or manage freeway congestion.

Data Source: Data is collected from Department of Transportation loop detection traffic counters (hour readings), automatic traffic recording stations (monthly readings), traffic flow maps (yearly), television monitoring of freeways, reviewing accident

types, and monitoring of motorist telephone calls.

Factors Beyond Agency's Control That Affect Performance: Factors affecting congestion include driver behavior and land development patterns.

Measure: Percent of drivers satisfied with travel times.

Definition: Market research telephone interviews with random sampled Minnesota citizens asked, "How satisfied are you with how long it takes to get where you want to go?"

Rationale: The measure of satisfaction with travel time includes all aspects of travel; drivers or passengers, on all types of vehicles or road conditions.

Data Source: The University of Minnesota, Center for Survey Research included the "travel time satisfaction" question in their omnibus surveys in 1989 and 1992.

Factors Beyond Agency's Control That Affect Performance: Peoples experience compared to their expectation is a measure of satisfaction. Changes in peoples expectations are beyond the agencies direct control.

Objective 6. Minnesota will avoid or mitigate the negative impacts of the transportation system on the environment. (Environmental Stewardship)

Measure: Number of urbanized areas not in conformance with national ambient air quality standards.

Definition: Measuring compliance with federal national ambient air quality standards for carbon monoxide emissions. Urbanized Areas are monitored for compliance by the Environmental Protection Agency (EPA) and the Minnesota Pollution Control (MPCA). Two violations at a monitoring location in one year determine non-compliance for the area.

Rationale: Measure indicates compliance with Federal Standards for a safe air quality environment.

Data Source: Data is collected and reported by the Environmental Protection Agency and the Minnesota Pollution Control Agency on an annual basis.

Factors Beyond Agency's Control That Affect Performance: Factors affecting compliance include weather conditions (temperature inversions), drivers patterns and behaviors, and establishment and revision of national standards.

Objective 7. Minnesota will be environmentally responsible in purchase, use, storage and disposal of resources. (Environmental Stewardship)

Measure: Tons of deicing salt per million vehicle miles traveled, adjusted by the weather index.

Definition: The tons of deicing salt used on Minnesota state highways is a well known statistic. Minnesota Department of Transportation's (Mn/DOT) maintenance management system currently tracks labor and equipment hours, material used, application rates and lane miles serviced. However, the quantity that needs to be used each year depends on the type of weather conditions experienced in a given year in each area of the state. Ideally, the weather that is about to enter an area and up to the minute pavement conditions should be used to provide the plow drivers with the correct sand and salt mixture for that weather forecast and pavement condition. Therefore, Marquette University was contracted to research the development of a chemical demand weather index that would allow Mn/DOT to relate salt use to an objective needs measurement. This chemical demand weather index is scheduled to be developed by Fiscal 1995. Eventually, Mn/DOT would like to have pavement sensors installed to monitor all state roads so deicing salt could be applied exactly when it is most effective, thus minimizing its use.

Rationale: Deicing salt can contaminate groundwater and have a negative effect on certain plants. The cost of deicing salt for Minnesota is approximately 200 thousand tons x $30 per ton = $6 million per year. Deicing salt also corrodes road and bridge components made of metal and metal motor vehicle components.

Data Source: The data sources for the information needed to develop and maintain this performance measure are the maintenance management system, weather data from road weather information systems, and National Weather Service data and forecasts.

Factors Beyond Agency's Control That Affect Performance: The weather index may not be fully tested and perfected for several years. Funding for all the road weather information systems containing pavement sensors may not be available soon.

Objective 8. Minnesota will encourage activities that preserve or enhance scenic, historical, recreational or archeological resources along the state highway corridors. (Environmental Stewardship)

Measure: Number and acres of wildflower routes.

Definition: Measure indicates the total number of highway routes and corresponding acres where wild flowers and native grasses have been planted, plus the 2,000 acres that were naturally occurring and designated in F.Y. 89 - F.Y. 90.

Rationale: Measure indicates an improved environment due to restoration of endangered grass and wildflower species, improved scenic and recreational resources along the highway corridor and driver satisfaction.

Data Source: Mn/DOT - Office of Environmental Services.

Factors Beyond Agency's Control That Affect Performance: Availability of funding and extreme weather conditions.

Part 3: Substantiating the Performance Measures (Cont.)

Program: General Administration

Objective 1. A more safe work environment will be provided to Mn/DOT employees.

Measure: The frequency rate of work related injuries = $\frac{\text{\# of Work Related Lost Time Injuries x 200,000}}{\text{\# of Employee Hours Worked}}$

Measure: The severity rate of work related injuries = $\frac{\text{\# of Work Related Injury Days Lost x 200,000}}{\text{\# of Employee Hours Worked}}$

Definition: Frequency and severity rate measures are calculations used nationally to compare similar types of industries for the number of lost time injuries and the severity of those lost time injuries incurred during a calendar year.

Rationale: The above outcome measures directly demonstrate whether we (Mn/DOT) are making progress towards the objectives stated above and will indirectly measure the progress toward the safety, health and workers' compensation program goals of ensuring the safety and health of our employees and the protection of work areas for the prevention of accidents, injuries and illnesses. The outcome measures will directly impact our workers' compensation expenditures related indemnity payments, medical costs, attorney fees and vocational costs. By meeting or exceeding our outcome measures, our long term exposures to workers' compensation costs will be reduced, inflation costs for increased medical and benefit costs will be offset, and we will have a well, more productive and efficient work force. By annual review of injury and illness statistics, we can track our injury trends and monitor the injuries reported.

Data Source: The Office of Human Resources annually submits the previous year's work related injury and illness statistics to the Minnesota Safety Council and the Department of Labor & Industry. Each district/division submits their annual work related injury and illness statistics to the Office of Human Resource for staff verification and accuracy against workers' compensation data.

Factors Beyond Agency's Control That Affect Performance: None

Objective 2. The department will have a diverse workforce representative of the citizens of Minnesota.

Measure: Percentage of female workers in non-clerical positions in the Mn/DOT workforce.

Definition: Annual number of instances in which vacant positions were filled with a protected class individual.

Rationale: Federal and state law require Mn/DOT to act affirmatively for specific groups which are numerically under represented in the work place. These groups are women, persons with disabilities, and racial/ethnic minority groups. The performance indicator measures whether our efforts to recruit and promote more protected group persons are successful.

Data Source: The objectives are based on availability analyses conducted as part of the department's self assessment for compliance with state and federal (FHWA) regulations.

Factors Beyond Agency's Control That Affect Performance: Like other state agencies, Mn/DOT is grappling with the effects of serious budget constraints. We are closely managing hiring in order to avoid layoffs. Hiring is being limited to essential positions.

Objective 3. Mn/DOT, local government and contractor employees will have the necessary skills to accommodate changing job requirements on Mn/DOT projects.

Measure: Percentage of Mn/DOT technical employees needing new skills who receive necessary training.

Definition: Technical training provides information and competencies needed by engineers, technicians, maintenance workers

assigned to construction and other personnel in pre-design, design, traffic, bridge and materials.

Rationale: Technical training is essential to the way Mn/DOT does business. Engineers, technicians, and other personnel must have the most current information in order to properly build and maintain the infrastructure. If employees don't receive proper technical training, the consequences of accidents or failures could be serious.

Data Source: Technical training records, technical certification reports, course evaluations.

Factors Beyond Agency's Control That Affect Performance: Dramatic technology would impact Mn/DOT's ability to meet the objective.

Objective 4. Mn/DOT's information users will have better information, more quickly at lower cost.

Measure: Accomplishment of Information Resource Management (IRM) critical success factors.

Definition: Mn/DOT monitors five critical success factors that are necessary for achieving this objective. A scale is used for each factor, from 0 (no progress) to 4 (mature level of accomplishment). The total for all critical success factors will be used to monitor achievement of major Information Resource Management (IRM) objectives. The scale ranges from 0 (no activity on any of the five factors) to 20 (full accomplishment of all factors).

Rationale: The strategy to accomplish the objective of better information for users is to invest in data, applications, and technology resources that can be shared and reused across organizational boundaries, rather than investing in piecemeal systems that result in costly, long, redundant development. Critical factors to carry out this strategy are: executive leadership; policies; standards, methods and tools; organizational models and a plan; and an organizational structure and skill base to support the development and maintenance of shared resources. Without the presence of these factors, the strategy of building shared, reusable resources cannot be carried out, and hence the goal of providing better information, more quickly at lower cost cannot be achieved.

Mn/DOT will be developing measures and a baseline for 1) the user's perspective on whether better information is available, more quickly, at less cost; and 2) the information resource professionals perspective of whether the critical success factors are enabling them to develop and maintain resources more efficiently and effectively. No measures are available before 1993. Measures will begin in 1993. However, no change in the baseline should be expected until approximately 1998, because major new resource development projects will not begin until FY 1996 and availability of shared resources for users will not begin to occur until FY 1997 or 1998. In the meantime, Mn/DOT will monitor its progress on achieving the critical success factors for successful Information Resource Management (IRM).

Data Source: Mn/DOT's Information Leadership Council annually rates progress on each factor. In the future the Information Leadership Council will approve the instruments to measure user and information professionals' satisfaction with the quality of information resources.

Factors Beyond Agency's Control That Affect Performance: The ability of Mn/DOT to shift internal fiscal and human resources to building shared information resources is constrained by current requirements for supporting existing systems and technologies. Mn/DOT's ability to hire, train and retain highly skilled information resource professionals who can deliver quality information resources is constrained by the availability of qualified people in the market place.

Objective 5. Customers and stakeholders will understand and have influence on major transportation decisions in the state.

Measure: Number of customer input opportunities that had influence on major transportation decisions.

Definition: Correlation of customer input opportunities to influence on decisions made.

Part 3: Substantiating the Performance Measures (Cont.)

Rationale: Mn/DOT must listen to, learn from and respond to customers to better meet and service their needs and desires. Our current efforts are not interconnected and are not fully utilized. Effective January 1, 1994, Mn/DOT will have Market Research expertise to assist all offices and districts learn about, practice and benefit from Market Research. There will be a focal point with expertise to articulate statistically valid public input and show how to use it in decision-making processes.

Data Source: This a new measure and we will be creating a data base drawing upon existing information in the department.

Factors Beyond Agency's Control That Affect Performance: None

Objective 6. Provide air transportation services so that elected officials and agency employees can use their time more effectively while conducting official business.

Measure: Percent of available seats utilized.

Definition: Annual number of passenger seats utilized divided by the annual number of passenger seats miles available. (A seat mile is one seat transported one mile.)

Rationale: The Office of Aeronautics tries to respond to all requests for air travel. As the number of passenger trips increases, the office strives to adjust schedules, combine flights and match the size aircraft to the passenger load to the extent it can. By doing so, the cost on a per passenger basis is minimized. However, no specific goals have previously been established to measure against.

A more meaningful measure of the effectiveness of air transportation would be to compare the total cost of each passenger trip by air versus the estimated cost by an alternative mode. To make a valid comparison, the total cost using each method would need to be determined. Costs such as value of productive time lost, meals, lodging and operating cost of the vehicle would need to be gathered. Making this analysis on an annual basis would certainly not be cost effective because of the amount of information each passenger would need to provide.

Data Source: Records in the Office of Aeronautics.

Factors Beyond Agency's Control That Affect Performance: The agency can not arbitrarily control the schedule of the persons requesting air transportation services. Likewise, the agency can not control the numbers of people that travel to a given destination on a particular flight. The office relies on maintaining good communication with customers to inform them of availability of seats and on cooperation of the passengers in adjusting schedules to accommodate fellow passengers.

ANNUAL PERFORMANCE REPORT
Part 4: Improving Programs and the Reporting Process

Agency: Transportation

Process Used (Overall): Mn/DOT assembled a project team under the co-leadership of the Director of the Office of Financial Management and the Director of the Office of Measurement and Evaluation. Project team members worked closely with each of the department's budget program leadership groups (and staff) to develop the information contained in this draft report.

Effort was made to establish a worker participation committee beginning on August 4 with a letter to the bargaining units. Because of the time frame, work on preparation of the report was done while the committee was being established. As of October 1 all worker participation committee members have been identified. The worker participation committee will be a partner in developing the first, and future, annual performance reports.

Process Used (Program -Specific): Aeronautics - This report was prepared by a few of the staff members who work most closely with the budget for the Office. Objectives and Performance Measures shown in the FY 1994-1995 Biennial Budget Request were the basis for much of this report. Additional information was gathered from records in the Office as well as data included in the June 1991 edition of the SASP.

Transit - The Office of Transit's preparation for a statewide outreach effort with local liaisons, primarily Regional Development Commission planners, Area Agency on Aging staff, customer group representatives, and state government colleagues formally began in June, 1992. One significant finding from this effort was the need to meet with the public throughout Greater Minnesota to discuss transit needs and issues.

Public input for developing the Greater Minnesota Transit Plan was obtained through several methods: public meetings (23 were held throughout Greater Minnesota); surveys (Regions 2 and 8); a toll-free 1-800 telephone number (Region 9); and questionnaires (Region 8).

The response toward the local liaison and Mn/DOT Office of Transit staff for "listening" to the ideas and concerns of citizens about transit needs and issues was very favorable. More than 850 persons attended the public meetings. Legislators, county commissioners, city council members, township officials and civic groups voiced their opinions about transit. Additional comments came from representative of health service organizations, nursing homes, development achievement centers, adult daycare centers, veteran's services and citizens.

Transit performance measures are assessed annually. The calendar year has proven to be the most effective and efficient evaluation period because:

- Grants from the Federal Transit Administration are awarded for a calendar year period;
- Transit Systems prepare their budgets according to calendar year; and
- Transit system contracts are awarded for a calendar year period.

The Financial Management Supervisor was responsible for preparing the Annual Performance Report. Key elements for preparing the Annual Performance Report were identified and then reviewed by Transit Managers. A first draft was compiled and reviewed by all office staff members. Comments were incorporated into report and final measurements agreed upon. Informal teams were used to develop/review methodology and prepared statistics. All staff members reviewed and reached consensus on the content of the final draft.

Railroads and Waterways - The Office of Railroads & Waterways prepared this draft report through a cooperative effort of persons involved with these program areas and with budget development. The entire office works toward the accomplishment of our objectives and continually seeks ways to improve performance and to develop better means to measure our program goals and objectives.

Motor Carrier Regulation - The Office of Motor Carrier Services has engaged in an extensive strategic planning effort to identify available resources and match them with program objectives. Objectives have been prioritized according to concerns and desires expressed by the Legislature and three focus group sessions conducted for the department by the Department of Administration. The department's customers and members of the motor carrier industry identified their concerns and these were taken into account in the strategic planning exercise. The office has allocated its resources to meet program objectives based on this activity. The objectives and activities identified in the strategic planning effort correlate with the program objectives in the department's biennial budget.

Local Roads - A manager from the State Aid for Local Transportation Division reviewed the information included in the 1994-95 Biennial Budget and adapted much of that information for this report. It was then reviewed with the division management team and modified to best reflect the program purpose.

The division receives client input and feedback by meeting regularly with the Minnesota County Engineers Association Executive Committee and the City Engineers Association twice per year. Both customer groups are assertive in providing thoughts on the directions that the division should pursue and were actively involved on the team that developed the strategic plan for the division.

State Highways - The State Road Construction, State Road Operations and Highway Program Delivery programs established a work group consisting of program managers, their direct reports and representatives from a variety of areas within Mn/DOT. The work group determined that for purposes of this annual report, to show Mn/DOT's customers what objectives and measures are most relevant to them, the above three programs could be classified as one "State Highways" program.

After the decision was made to merge the three programs for this report, the work group reviewed the 1994-95 Biennial Budget narrative for each of the three programs. All of the information in the budget was deemed relevant to this report, however, to simplify comprehension of the report and meet the report publishing date, only those measures considered to have the very most significance to "State Highways" were selected at this time. The work group will continue efforts on updating this first draft report on an ongoing basis through September 1994.

General Administration - The General Administration program annual report was developed by the Division Director of Finance and Administration in coordination with the business manager for her division and the managers of the offices with primary responsibility for the purposes and objectives listed.

Part 4: Improving Programs and the Reporting Process

Ways to Improve Program Outcomes (Overall): Mn/DOT's Strategic Management Process, as well as work done to meet 1994-95 biennial budget requirements, provided a strong foundation for the content of this report. The department expects these processes and requirements will continue to be the primary basis for future performance reports.

Additional performance information may be developed in conjunction with the following efforts currently underway within Mn/DOT:

- Introduction of business planning techniques in department offices.
- Identification and actions that address "barriers" which employees, districts, and individual offices perceive as preventing them from carrying out their responsibilities as efficiently and effectively as possible.
- Re-design of major internal processes and systems. One example is a task force assigned to evaluate the highway programming process. Other examples are actions directed at decentralization, employee empowerment, and shared work teams within the department.
- Continuing implementation of federal ISTEA requirements, including establishment of an enhanced planning process based on greater state and local government responsibility and citizen input. One result thus far has been the formation of new relationships with community interest groups, business community and local/regional government.
- Pursuance of public/private, public/public, and transportation community partnership efforts with the objectives of advancing transportation research, exploring ways to more cooperatively meet mutual goals, promoting better customer service, and delivering more cost-effective transportation products.

Beyond improving performance and its reporting, these and other efforts may result in legislative/regulatory recommendations which would be discussed in the September, 1994 performance report.

Mn/DOT recognizes that it must continue work internally and externally on developing "best possible" performance outcomes and supporting measurement systems for its objectives. In certain programs, additional measures are needed. In some cases, new measures are being developed for which historical data is not available. Refinements in these and other areas are expected to be made prior to the next annual performance report submission date.

Ways to Improve Program Outcomes (Program - Specific): Aeronautics - Program Managers meet quarterly with members of the Minnesota Aviation Advisory Council (MAAC). MAAC is a forum of aviation client groups. As part of the communication process, information is solicited from these customers about programs of the Office. In addition, within the next two to three months the Office will be convening a blue ribbon panel to address the question of how to improve the health of the general aviation industry in Minnesota. This panel may identify and recommend changes for improving the effectiveness of programs.

Transit - The Office of Transit continuously strives to improve the Public Transit Assistance program. A priority for improvement is the need to coordinate transit services. Cooperative arrangements among transportation providers and/or customers attempt to realize increased benefits and cost-effective services through the shared management and operation of transportation-related functions.

Railroads and Waterways - The office continues to work with many new transportation partners in the accomplishment of its program outcomes.

Motor Carrier Regulation - The office intends to monitor the success of its strategic planning effort and to assess customer satisfaction with its attempted achievement of its objectives on an annual basis. The office will hold additional focus groups next year. In addition, the office is continually working to improve its computerized motor carrier information system so as to improve recordkeeping and to automate as much of the licensing work as possible. This enables us to assist carriers by sending them preprinted forms, consolidating forms and by computerizing some of the processing work done in the Office

of Motor Carrier Services. With respect to the licensing programs, this enables us to accomplish the same workload with fewer persons.

Within the next year, the office intends to create a motor carrier safety rating system. The rating system will be based on records that describe the carrier's safety and financial stability. We hope that it will provide us with a way to target unsafe carriers for audit and education. It will be used in conjunction with the department's random audit program and educational programs. The hoped for outcomes of these improvements are a more efficient operation of this office and an improvement in the safety of motor carriers on the highway.

Local Roads - The State Aid Division will continually review its program outcomes so that they reflect any changes in the program purpose.

State Highways - In order to enhance the degree to which Mn/DOT meets highway user needs, the State Highways program will continue its work with area transportation partnerships, metropolitan planning organizations, customer focus groups and other constituencies. In particular, the new highway user survey component of the business plan will provide useful feedback for the State Highways program.

Technology may also provide better measurement data in the future. A good example is how "weigh-in-motion" data will allow even more accurate assessments of how many axle loadings are carried on various types of highways, when such data collection technology becomes standardized in the transportation field.

General Administration - The general administration program will use quality improvement processes to make improvements. Quality improvement prompts a continuous review of how we are functioning and guides us to question whether we are performing the proper function. The results of quality improvement efforts will help us make good decisions on where to apply resources. Employee participation will play a major role in improvement efforts.