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Mission:

The Minnesota Department of Transportation's (MnDOT's) mission is to provide the highest quality, dependable, multi-modal transportation system through ingenuity, integrity, alliance and accountability.

Statewide Outcome(s):

Transportation supports the following statewide outcome(s).

Sustainable options to safely move people, goods, services and information.

Context:

MnDOT exists to develop and implement transportation policies, plans and programs that enhance the quality of life for Minnesota citizens and promote the safety of the traveling public. In additional to quality of life, economic development is dependent on the ability of citizens to efficiently and economically transport goods and services. MnDOT was created to build and maintain the state's transportation network.

MnDOT's vision is to be a global leader in transportation, committed to upholding public needs and collaboration with internal and external partners to create a safe, efficient and sustainable transportation system for the future.

MnDOT's strategic objectives are:

- Safety – Promote and maintain a safe, reliable and modern transportation system
- Mobility – Improve access and enhance the movement of people and freight
- Innovation – Promote a culture of innovation in the organization
- Leadership – Become the transportation leader and employer of choice for Minnesota's diverse population
- Transparency – Build public trust in MnDOT

MnDOT's investment objectives are:

- Preserve Existing Infrastructure – Preserve the state's assets and implement effective improvements that maintain the roads and bridges on the trunk highway system in a safe and sound condition.
- Improve Safety – Implement the Strategic Highway Safety Plan by investing in proactive strategies that reduce transportation-related fatalities and injuries through the use of new and improved technology and safety measures.
- Improve Mobility - Engineer solutions that reduce congestion and improve mobility. Expand multimodal transportation to create alternative means of travel.
- Regional and Community Investment Priorities – Investments that respond to regional concerns and collaboration opportunities, beyond the performance based needs of the system, in order to support economic competitiveness and the quality of life in Minnesota.

MnDOT's funding is organized across four programs with 13 budget activities, as follows:

Multimodal Systems Program
- Aeronautics
- Transit
- Freight
- Passenger Rail

Local Roads Program
- Country State Aid Roads
- Municipal State Aid Roads

Aeronautics
- Program Planning and Delivery
- Operations and Maintenance
- Electronic Communications
- Debt Service
- State Road Construction

Agency Management Program
- Agency Management
- Buildings

MnDOT's primary source of funding comes from the Trunk Highway Fund which is supported by motor fuel excise taxes, motor vehicle registration tax, and motor vehicle sales taxes. Other sources of department funding include Federal Funds, the Transit Assistance Fund, the State Airports Fund, the County State Aid Highway Fund and the Municipal State Aid Street Fund. Currently less than one percent of the operating budget is from the general fund.

Strategies:

Stakeholder Involvement and Customer Research

MnDOT engages a wide variety of key partners, including internal staff, the public, other state agency staff, local communities, cultural groups, professional organizations, the media, vendors, and consultants. MnDOT collaboratively works with partners and stakeholders to meet the needs of customers, the traveling public.

Over the past three years, MnDOT has managed an Online Customer Community, consisting of 400 customers serving as "citizen advisors" to MnDOT. Community members participate in weekly online discussions and surveys, on a multitude of transportation issues. In addition, MnDOT conducts an annual Omnibus survey designed to gather longitudinal data that monitors citizen feedback of services provided (snow plowing, smooth roads, signage, etc.). MnDOT uses the information captured in both of these programs to understand the needs of the public and works to incorporate that into the level of service provided. Over the past two years MnDOT has also studied what Quality of Life (QOL) means to its citizens. This study identified what QOL is and how transportation fits as one of the 11 factors contributing to Minnesotans' quality of life. This study also identified those transportation services that contribute to the QOL of Minnesotans and the satisfaction scores for each. This information is being used to inform our service delivery and future investment decisions.

Enterprise Risk Management (ERM)

To address a number of key agency issues, MnDOT recently adopted an approach to Enterprise Risk Management (ERM) that is designed to enable decision-making at all levels. The ERM framework assists in setting priorities across the agency and provides the policy, process, and accountability structure through which risks are identified and managed to accomplish the agency's vision, mission, and business objectives.

Innovation

MnDOT is committed to creating and maintaining a culture that invites innovation and rapid adoption of new practices that improve overall efficiency and service delivery.

Multimodal Planning

MnDOT has recently led the development of a 50-year multimodal vision for transportation in Minnesota. Moving forward, MnDOT is committed to being a leader in the planning for and investing in an efficient, and dependable multimodal transportation system that maximizes the health of people, the environment, and our economy, now and for future generations.

Complete Streets

MnDOT remains committed to a Complete Street (CS) vision for our trunk highway system. The goal of CS is to develop a balanced system that integrates all modes and uses integrated planning and design to enable safe access for all users including pedestrians, bicyclists, motorists and bus riders of all ages and abilities. MnDOT continues to meet with an External Advisory Group and work on revising our processes and guidance documents.

Measuring Success:

The success of these strategies is reflected in the customer research data and corroborated through ongoing communications with MnDOT customers, who voice that they see the alignment between their feedback and the services we deliver. For example:

- Stakeholder perception of transportation leadership – 80 percent favorable partner average on their level of agreement of responding county engineers, city engineers, and metropolitan planning organizations (MPO)/regional development commissions (RDC) with the following statement: "MnDOT is respected and credible as a transportation leader in our state."
- Stakeholder perception of innovation – 77 percent favorable partner average on their level of agreement of responding county engineers, city engineers, and MPOs/RDCs with: "MnDOT is a valued, innovative technical resource..."
- Public perception of MnDOT delivering the transportation system – 84 percent of Minnesotans agree that MnDOT can be relied on to deliver Minnesota's transportation system.

Transportation
Multimodal Systems/Aeronautics

http://www.dot.state.mn.us/aero/

Statewide Outcome(s):

Aeronautics supports the following statewide outcome(s).

Sustainable options to safely move people, goods, services and information.

Context:

Aeronautics plays an important role in the state transportation system. Consolidating the management of state and federal grants, statewide planning, aircraft registration, navigational aids, technical assistance, safety and educational information related to airplanes, airports, airline travel, and freight provides consistent administration at the lowest possible cost.

The purpose of the Aeronautics activity is to:

1. Construct, improve, and operate airports and other air navigation facilities
2. Assist municipalities in the zoning and comprehensive planning processes
3. Assist municipalities in initiating, enhancing and marketing scheduled air service
4. Promote interest and safety in aeronautics through education and information
5. Collect aircraft registration.
6. Provide safe air travel to state personnel to enhance efficiency

The aeronautics activity provides funding for safety, preservation, and expansion projects at Minnesota's airports. The aviation system allows Minnesota residents and businesses to utilize air travel as a safe, fast, and efficient mode of transportation. This furthers the economic growth of all regions of the state.

The primary customers of the aeronautics program are airport sponsors, including municipalities, counties, and airport commissions; the pilots and passengers who use of the system; and numerous aviation and non-aviation businesses.

The primary source of state funding for aeronautics is the state airports fund which is a statutorily dedicated fund. This fund has three primary revenue sources: aircraft registration fees, tax on aviation fuel, and air flight property tax.

Strategies:

The Minnesota Department of Transportation (MnDOT) administers the state airports fund and channels funds from the Federal Aviation Administration (FAA) Airport Improvement Program (AIP) to airport sponsors. The funds are used for safety, preservation, and expansion projects at airports, as well as for air navigation systems. The funded projects greatly enhance the safety of air travel, both in the air and on the ground, and improve the mobility of people and goods by creating greater economic competiveness and opportunities. This work is accomplished in partnership with MnDOT and FAA staff, airport sponsors/owners, aircraft owners, businesses, airlines, and other stakeholders.

In addition, the Aeronautics Office administers numerous regulatory tasks including aircraft registration, airport licensing, airport safety inspections, tall tower permitting, and airport safety zoning approvals.

Results:

For over two decades MnDOT aeronautics staff have been using a variety of performance measures to analyze the aviation system and direct investment priorities to produce the greatest public benefit. These measures suggest the following trends:

1. Airport pavement conditions have been degrading slightly in recent years
2. Most residents of the state live near a paved and lighted runway, providing convenient access to the aviation system
3. The number of aviation accidents has been diminishing in the last ten years

4. Pilots have adequate weather data available to make informed decisions on when and where to fly

The 2011 Legislature provided $3.7 million in bond funds to improve runway pavements at airports throughout the state. Airport system pavement conditions are expected to meet or exceed targets upon completion of the program for projects under construction in 2012.

Although stable, access to the aviation system as measured by the percent of population near an airport appears to have decreased because of changes used in the methodologies that determine service areas. In addition to a new census data approach, drive time analysis conducted as part of the 2012 State Aviation System Plan employed advanced Geographic Information Systems (GIS) software that was unavailable for previous analyses. The resulting changes in methodologies produced data that is more precise, but do not provide an equivalent comparison to previous years' information.

Minnesota residents who live within a 30 minute surface drive time of an airport with a paved and lighted runway have convenient access to the aviation system. The system provides access to passenger airlines, air charter providers, corporate aircraft, and package delivery services that connect Minnesota to regional, national, and international destinations. The air transportation system also supports agricultural needs in crop protection as well as the delivery of medical and emergency services such as those delivered by air ambulance providers, the Minnesota State Patrol, aerial fire fighters, the Civil Air Patrol, and local law enforcement.

The number of aviation accidents in Minnesota is trending downward. The primary tools used by MnDOT include improved weather information dissemination and outreach through pilot safety seminars. A common cause of aircraft accidents is continued flight into deteriorating weather conditions. Minnesota's continental climate provides a variety of quickly changing weather conditions from thunderstorms in spring and summer to ice storms in late fall and winter. Up-to-the-minute accurate weather reporting at airports helps pilots make good flight planning decisions. Weather stations at local airports provide instant reporting of current conditions at those airports. Providing weather stations at several airports creates a reliable network of available weather information along any flight route and enhances the safety of the flight; however, not every airport needs a weather observation station. A distance of 30 nautical miles is considered adequate spacing.

Performance Measures	Previous	Current	Trend
Airport pavement condition: Target = greater than 84% Good Target = less than 4% Poor	82.9% Good 4.5% Poor (2009)	85.9% Good 5.8% Poor (2011)	Improving Worsening
Aviation access: Percent of Minnesota population within 30 minute drive time of an airport with a paved and lighted runway	96% (2006)	71% (2011)	*Stable
Aviation accidents	45 (2002)	26 (2011)	Improving
Weather data: Percent of airports that have on-airport weather reporting stations or are within 30 nautical miles of one.	95.8% (2008)	100% (2012)	Improving

Performance Measures Notes:

Airport pavement condition: Additional information is available in the 2011 Annual Minnesota Transportation Performance Report.

*Aviation access: As referenced earlier in the document, changes in methodology resulted in a more precise set of data in 2011 that does not provide an equivalent comparison to past years' data. Additional information is available in the 2011 Annual Minnesota Transportation Performance Report. Previous data is available in the 2010 Annual Minnesota Transportation Performance Report both available at: http://www.dot.state.mn.us/measures/.

Aviation accidents: Aviation accidents are investigated by the National Transportation Safety Board (NTSB) further information is available at: http://www.ntsb.gov/aviationquery/index.aspx.

Weather data: Additional information is available at: http://www.dot.state.mn.us/aero/avoffice/weather.html.

Transportation
Multimodal Systems/Transit

http://www.dot.state.mn.us/transit/index.html
http://www.dot.state.mn.us/transit/reports/index.html

Statewide Outcome(s):

Transit supports the following statewide outcome(s).

Sustainable options to safely move people, goods, services and information.

Context:

The Minnesota Department of Transportation (MnDOT) is responsible for distributing state and federal funds to public transit organizations in greater Minnesota (outside the seven county Twin Cities metropolitan area) and shares responsibility for constructing rail transit projects in the Twin Cities with the Metropolitan Council. Transit provides an alternative to driving alone and allows people to live independently and participate fully in Minnesota's communities and economy. In greater Minnesota, transit services provide critical links to jobs and needed goods and services, especially for dependent populations…aging, disabled and low-income. The goals of the state transportation system include providing transit services throughout the state to meet the needs of transit users (Minnesota Statues (M.S.) 174.01).

MnDOT's transit offices help people and communities meet their mobility needs by supporting safe, responsive, efficient and environmentally sound transit services and by safely accommodating bicycles and pedestrians to help everyone move smarter, safer and more efficiently. They help provide access for persons who have no alternative mode of transportation available, increase the efficiency and productivity of public transit systems, maintain a state commitment to public transportation, and meet other needs of individual transit systems consistent with the objectives stated in M.S. 174.21.

Customers served include commuters (those traveling for the purpose of work) and personal travelers (those traveling to non-work destinations, including educational institutions, medical appointments, shopping centers, recreational facilities, etc.). This benefits thousands of Minnesotans in areas where public transit is often the only means of access to life-sustaining goods, services and work opportunities. The proportion of people who are dependent upon public transportation (the elderly, persons with disabilities and people with low income) is expected to increase more rapidly than the population as a whole. Transit use helps to extend investments on parallel roadways—people using transit occupy less roadway space, thereby benefiting those shoppers, commuters and travelers who must use the roadways.

In greater Minnesota, the public transit participation program (M.S. 174.24) is supported by the general fund, revenues from Motor Vehicle Sales Tax (MVST – M.S. 279B.09), revenues from sales tax on leased motor vehicles (M.S. 297A.815), and Federal Transit Administration grant funds. The program provides grants for operating and capital assistance to fund public transit service in 78 of greater Minnesota's 80 counties. Eight of those 78 counties only have service in a municipal area rather than county-wide. MnDOT's Office of Transit also maintains a statewide system plan for bicycle transportation, supports bicycle and pedestrian systems, and promotes non-travel alternatives such as teleworking.

Strategies:

MnDOT emphasizes several transit strategies to deliver its mission and support the statewide outcome of sustainable options to safely move people, goods, services and information. These include:

- Leading the development and implementation of transit, bicycle and pedestrian policies and programs within a multimodal network.
- Maximizing the value of MnDOT's investments in transit, the ABC Ramps and Safe Routes to Schools.
- Ensuring transparency and accountability in MnDOT's planning and investment decision-making.

Results:

The key measure of public transit service availability in greater Minnesota is bus service hours. A bus service hour measures the time that a vehicle is available to the general public with the expectation of carrying

passengers. Other than a small spike in 2007, greater Minnesota bus service hours have slowly trended upward since 2005. Service hours are projected to eventually flatten as inflation outpaces the combined total of federal, state and local funding sources for transit.

A methodology for estimating transit need was developed in the 2011 Greater Minnesota Transit Investment Plan. It uses demographic data about transit dependent segments of the population as inputs. To meet the transit service targets identified by the Legislature, the Transit Investment Plan estimated that 1.6 million service hours will be needed to meet 80 percent of total transit service needs in 2015. Transit systems will need to collectively operate 520,000 more service hours annually by 2015 to meet the 80 percent target.

The 2011 Greater Minnesota Transit Investment Plan also estimated passenger levels needed to meet the 80 percent ridership target in 2015 to be 15 million passenger trips. Between 2006 and 2008 ridership indicated a steady growth. Since 2008 the growth trend for greater Minnesota bus ridership appears to have slowed (11.3 million passenger trips in 2008 and 11.5 million in 2011).

Another measure of public transit service availability in greater Minnesota is the number of counties, out of 80, with county-wide public transit services. This number has increased substantially over the years, from 39 in 1994 to 66 in 2002, but has been at a more stable, slow growth rate since. An additional eight greater Minnesota counties contain public transit service at a municipal level, but not county-wide.

Performance Measures	Previous	Current	Trend
Number of greater Minnesota bus service hours[1]	950,000	1,080,000	Stable
Ridership on public transit vehicles in greater Minnesota[1]	9,800,000	11,500,000	Improving
Number of counties in greater Minnesota with county-wide public transit service[2]	66	70	Stable
Satisfaction with the availability of public transit in greater Minnesota (percentage very or somewhat satisfied)[3]	59%	60%	Stable
Annual rail and express transit ridership in the Twin Cities[4]	20.3 million	24.4 million	Improving

Performance Measures Notes:

Previous is 2006 and Current is 2011

Sources of performance measure data:

[1] Public transit operating data reported by public transit providers to MnDOT's Office of Transit

[2] MnDOT grant contracts with public transit providers

[3] MnDOT's 2010 omnibus survey, conducted by Accora Research, Inc.

[4] Metropolitan Council

Transportation
Multimodal Systems/Freight

http://www.dot.state.mn.us/cvo/index.html
http://www.dot.state.mn.us/aboutrail/
http://www.dot.state.mn.us/ofrw/waterways.html
http://www.dot.state.mn.us/ofrw/freight.html

Statewide Outcome(s):

Freight supports the following statewide outcome(s).

Sustainable options to safely move people, goods, services and information.

Context:

This activity enhances Minnesota's economic competitiveness by improving access to regional, national and global markets through the safe and efficient movement of goods. The purpose of the program is to help ensure commercial motor carrier safety and railroad safety, including the traveling public, to mitigate damage due to large commercial vehicles on highways and bridges, as well as to improve freight mobility in the state. The primary customers are trucking companies, commercial passenger carriers, railroads, cities and counties, freight shippers, port authorities, and the traveling public. The freight activity seeks to:

1. Reduce truck crashes and truck hazardous materials incidents.
2. Reduce train-motor vehicle crashes at highway/rail grade crossings and ensure safe rail track condition.
3. Prevent highway and bridge damage from oversize/overweight trucks.
4. Support highway improvement projects involving rail.
5. Improve access, travel time and reliability of multimodal (highway, rail, water, air) goods movement in Minnesota.

Funding for projects and activities (capital and operating) is from a mix of federal funds, including the Federal Motor Carrier Administration, the Federal Highway Administration, and the Federal Railroad Administration. The state funds include the Trunk Highway Fund, the General Fund, bond appropriations, State Patrol fines, and railroad assessments. The freight activity also generates truck permit revenues for the Trunk Highway Fund.

Strategies:

- Safety reviews of regulated commercial transportation providers and shippers, administration of credentialing programs for intrastate and interstate motor carrier operations and shippers, issuance of permits with required axle configurations and routings of oversize/overweight vehicles. Motor carrier education activities are designed to ensure that drivers are properly qualified, carriers are properly insured, vehicles are properly equipped, configured and maintained, and compliance with motor carrier safety regulations. These activities help to ensure safety and to preserve roads and bridges, while supporting economic commerce.
- Highway/rail grade crossing safety improvements including gates/signals and signage, agreements with railroads to accommodate trunk highway construction projects, inspection of railroad track, investigation of railroad safety complaints, and education of the public regarding grade crossing safety helps ensure that railroads are operating safely in accordance with state and federal regulations and the general public is protected.
- Investments in rail and port infrastructure provide access to state, national and international markets for Minnesota's shippers and support local and regional economic development.
- Freight planning and development activities identify and address freight transportation system needs to eliminate bottlenecks, lower costs, mitigate freight impacts to communities, and foster an integrated, multimodal freight system.
- Key partners include other MnDOT offices including the districts, townships, cities and counties, regional planning organizations, federal government (Federal Motor Carrier Administration, Federal Highway Administration, Federal Railroad Administration), other state agencies (Minnesota State Patrol and other divisions of the Department of Public Safety, the Department of Employment and Economic Development, and the Department of Natural Resources), other states, the trucking industry, railroads, shippers moving their products, public port authorities, and rail labor.

Results:

Motor carrier (truck) crashes have been declining in Minnesota. In 2011, there were 4,025 truck-involved traffic crashes, representing a four percent decrease from 2010. There were 48 fatal truck crashes, killing a total of 51 people, versus 93 fatalities in 2010, a 45 percent decrease. In addition, there were 1,219 people injured in truck-related crashes in 2011 versus 1,385 in 2010.

Nationally, there was a 1.6 percent decrease in large truck crashes and a 5.8 percent drop in fatalities. Newly implemented comprehensive safety monitoring and compliance strategies developed by the federal government are now in active use by the states, including Minnesota. In 2011, MnDOT conducted nearly 600 motor carrier safety performance evaluations, held over 84 motor carrier safety classes, issued over 90,000 permits for oversize/overweight permits, and issued over 7,000 motor carrier credentials.

Approximately one-third of Minnesota's grade crossings on public roads have gates & signals (or flashers). In 2011, MnDOT implemented 135 grade crossing improvement projects (all types). Train-vehicle crashes have steadily declined over the years. In 1970, there were 392 crashes and 56 fatalities. In 2010, there were 45 highway/rail grade crossing crashes and two fatalities; in 2011 there were 41 crashes and five fatalities. In both 2010 and 2011, six pedestrians were killed by trains.

In 2011, shipments through the state's public ports of Duluth, St. Paul, Winona, and Red Wing were slightly below 2010 levels. Shipping volume can vary depending upon domestic and foreign demand for commodities such as taconite. Port capital projects funded through MnDOT's Port Development Assistance Program include dock wall reconstruction, road and rail access improvements, terminal upgrades and limited dredging. These projects help provide needed infrastructure capacity and condition to attract shippers. Freight shipped on the great lakes and Mississippi river helps to lessen road impacts.

Freight rail shipments increased 20 percent in 2010 from 2009 levels, reflecting improvements in the broader economy. Freight rail projects funded by the Minnesota Rail Service Improvement program address track and rail bridge condition for railroads and extend rail access to rail shippers. Fuel prices, commodity demand, and competition with other modes of transportation all affect the demand for and use of rail.

Performance Measures	Previous	Current	Trend
Truck-Related Fatalities (1)	93 fatalities	51 fatalities	Improving
Minnesota-Based Intrastate Passenger Carrier Scores (2)	97% satisfactory	96% satisfactory	Stable
Percent of Truck Permit Transactions Conducted On-Line (2)	69%	76%	Improving
Highway/Rail Grade Crossing Crashes (2)	45 Crashes	41 Crashes	Improving

Performance Measures Notes:

(1) MN Dept. of Public Safety, Minnesota Motor Vehicle Crash Facts, 2011
https://dps.mn.gov/divisions/ots/educational-materials/Documents/CRASH-FACTS-2011.pdf

(2) MnDOT Office of Freight & Commercial Vehicle Operations

Transportation
Multimodal Systems/ Passenger Rail

http://www.dot.state.mn.us/passengerrail/

Statewide Outcome(s):

Passenger Rail supports the following statewide outcome(s).

Sustainable options to safely move people, goods, services and information.

Context:

M.S. 174.632 charges the Minnesota Department of Transportation (MnDOT) with planning, designing, developing and constructing intercity passenger rail services. The adopted 2010 Minnesota Statewide Freight and Passenger Rail Plan further directs MnDOT to lead the development of passenger rail services and to coordinate with the Midwest Regional Rail Initiative states in the development of a multi-state passenger rail system in the Upper Midwest. The State Rail Plan can be found at: http://www.dot.state.mn.us/planning/railplan/resources.html.

The goal of the passenger rail program is to improve mobility for Minnesotans and connect state regional centers with passenger rail services. Connecting regional centers will provide more access to employment, educational opportunities, health care services and commercial services particularly to end point corridor populations.

The Passenger Rail Office (PRO) is working with local governments, county railroad authorities, host railroads and corridor advocates to develop a system of passenger trains that connect Minnesota communities to each other. Ultimately, the residents of Minnesota are the primary customers of the service through increased choices to meet travel needs with reliable, sustainable, and environmentally friendly travel options.

The passenger rail activity is funded through a combination of local, state, and federal funds. County Regional Railroad Authorities (RRA) provide program dollars generated through county RRA property tax levies. The 2008 Minnesota Legislature required the department to prepare the state rail plan, and provided $26 million in state general obligation bonds to match federal passenger rail program development funds. Operating funds for passenger rail are from a direct appropriation from the General Fund as the constitution prohibits the use of the Trunk Highway Fund for passenger rail activities.

Strategies:

MnDOT's Passenger Rail Office is responsible for the planning and development of passenger rail service in Minnesota. Currently, Minnesota has one daily passenger train, the Empire Builder operated by Amtrak. The PRO is working with Midwest states to develop a system of high speed (90-110 mph) routes to connect the upper Midwest. These state-supported services will provide additional regional routes (up to six trains a day) to compliment Amtrak's national system.

PRO also works with local governments, county railroad authorities, host railroads and corridor advocates to develop a system of passenger trains that connect Minnesota communities to each other. Planning and project development activities are underway in five passenger rail corridors that will connect major economic centers with each other and national markets. PRO provides planning and project development expertise necessary to develop corridors, and is the liaison between the Federal Railroad Administration (FRA) and specific corridor development interests.

Results:

Since adoption of the state rail plan, PRO has initiated three corridor planning and project development processes, and has become involved with two additional projects that preceded the plan. Passenger rail project information may be found at: http://www.dot.state.mn.us/passengerrail/. Additionally, two specific projects have received capital investments at the discretion of the department, including the Minneapolis Transportation Interchange and the Saint Paul Union Depot. As a result, over $25 million of the $26 million GO bond appropriation made in 2009 has been committed to implementing passenger rail improvements in Minnesota, leveraging approximately $40 million in federal funding. Projects in the state rail plan are well along in the federal development process and will be ready to accept additional state and federal funding to complete preliminary engineering, finalize environmental approval, and begin design and construction activities during the biennium.

Performance measures for passenger rail are difficult to establish and build until necessary planning and federal funding is secured. In the short term, PRO is working with Amtrak to increase frequencies of existing Chicago to Minnesota service as high speed service continues to develop. Passenger rail service miles in development over the next five years include the Northern Lights Express service from the Twin Cities to Duluth. Longer term, PRO is working to develop ZIP Rail service to Rochester and 90 Miles of high speed rail service (110mph) between the Twin Cities and La Crescent.

Performance Measures	Previous	Current	Trend
Miles of operating passenger rail service	340 miles	340 miles	stable

Performance Measures Notes:

Current Amtrak service between Moorhead and La Crescent is 340 miles. PRO is working with Amtrak to identify the addition of a second daily train between potentially St. Cloud and La Crescent and on to Chicago. Capital funding for an additional daily round trip between Minnesota and Chicago is dependent on Minnesota, Wisconsin and federal funding. Wisconsin and Minnesota are responsible for providing funding for operations. That funding is not currently identified.

Transportation
State Roads/Program Planning and Delivery
http://www.dot.state.mn.us

Statewide Outcome(s):

Program Planning and Delivery supports the following statewide outcome(s).

Sustainable options to safely move people, goods, services and information.

Context:

Program planning and delivery includes all the program delivery activities of the department, including planning, program management, project development and construction project management of the Minnesota Department of Transportation's (MnDOT) road and bridge construction program.

This activity exists to plan for short and long-term capital investment on the trunk highway system and ensure all available dollars are invested as effectively as possible through projects and programs that are on time and within budget. The activity also provides for the development of projects and management of construction contracts necessary for the department to fulfill its responsibilities for constructing and maintaining a quality, dependable, multi-modal highway network.

The program planning and delivery activity serves the needs of the traveling public, local governments, public and private entities, and ensures compliance with federal and state government legislation. Funding comes from trunk highway appropriations, including federal aid reimbursement and trunk highway fund bonding.

Strategies:

The outcome of program planning and delivery is achieved through the following strategies:

Program Planning includes setting performance goals and targets, establishing priorities and policies, developing plans and strategies, evaluating outcomes, and recommending future actions.

State Road Construction (SRC) Program Management includes program financing, tracking, reporting, regulation, and the development of the State Transportation Improvement Program (STIP) and area Transportation Improvement Programs. The STIP is available online at http://www.dot.state.mn.us/planning/program/stip.html. In addition, the program planning and delivery activity also generates reports that track major construction investments, including the Chapter 152 Annual Inventory Report (http://www.dot.state.mn.us/planning/program/pdf/CH152AnnualInventoryReport2012.pdf), and the Major Projects Report (http://www.dot.state.mn.us/planning/program/pdf/MHP2012.pdf).

Construction Project Development and Management consists of the activities that must be done before a construction project begins, including the six milestones of scoping, construction limits, environmental documentation, right-of-way acquisition, design and plan delivery, and letting. A well scoped project reduces cost variations and allows MnDOT to better manage its overall capital program. Project management includes construction engineering, field inspection of materials, project documentation, and contractor payment approvals. In addition, Construction Project Development and Management develops and manages a program of transportation research to advance new technologies and methods by which transportation improvements are made and implemented.

Results:

MnDOT reports on the overall results of its performance in the Annual Minnesota Transportation Performance Report. This report is available online at http://www.dot.state.mn.us/measures/index.html.

The goal of program planning and delivery is to deliver projects on schedule and on budget. MnDOT measures on-schedule by the percentage of projects let on schedule. MnDOT measures on-budget by the percent difference between the program estimate and the contract award price.

Performance results for 2011 are as follows (see also the table below).

- 90 percent of projects were let on schedule.
- On average, projects were awarded for 15 percent less than the program estimate.

For projects that were delayed, a major cause was a delay or deficiency in plan production. Better scoping and cost estimating of projects improves MnDOT's ability to follow through on commitments made via the STIP, both on letting date and on project costs.

Cost variance measures are based on three critical milestones in project development: entry into the STIP (this is the point where the department commits to the project), the award amount (the contractor's bid amount), and construction completion. Cost variance is determined by comparing the STIP estimate to the award amount, cost at construction completion to the award amount, and cost at construction completion to the STIP estimate.

MnDOT is currently compiling the data for this more thorough measure for FY 2010 and FY 2011, and will soon be compiling data for FY 2012 after the 2012 construction season is complete. The reason for the increase in the negative cost variance between 2010 and 2011 may be due to greater uncertainty on prices reflected in the estimates and lower than expected bid prices. Additional years of data are needed to determine if there is a trend.

Performance Measures	Previous	Current	Trend
Construction Project Let on Schedule (target >90%)[1]	92% (2007)	90% (2011)	Stable
Construction Projects with Completed Scoping Documents	94% (10-13 STIP)	99% (12-15 STIP)	Improving
Cost Variance[2]	-7% (2010)	-15% (2011)	NA

Performance Measures Notes:

[1] Projects let on schedule are defined as projects scheduled for the first year of the STIP that are let for construction in that fiscal year.

[2] The cost variance measure shown is the difference between the sum of project STIP estimates and the sum of awards, divided by the sum of estimates. More years of data will be needed before a trend for this measure is apparent.

Transportation
State Roads/State Road Construction

http://www.dot.state.mn.us/planning/program/stip.html

Statewide Outcome(s):

State Road Construction supports the following statewide outcome(s).

Sustainable options to safely move people, goods, services and information

Context:

The state road and bridge construction program is the "actual construction, reconstruction and improvement of trunk highways, including design-build contracts and consultant usage to support these activities and includes actual payment to landowners for highway right of way, payment to lessees, interest subsidies and relocation expenses", in accordance with the priorities and policies set out in the Minnesota Department of Transportation's (MnDOT) performance-based Statewide Transportation Plan. Funding is used for contracts for construction projects to provide sustainable options to safely move people, goods, and services on the state highway system. The primary customers for this program are the travelling public, and freight and commercial transportation. Funding for State Road Construction comes from federal funds and the State Highway User Tax Distribution Fund (HUTD) via direct appropriation from the Trunk Highway Fund and is exclusively used to fund contracts for consulting and construction services for the projects.

Strategies:

State Road Construction supports a balanced approach to address sustainable investments in system preservation, safety, mobility, and regional priorities for the highway system. Investments and project selection are prioritized through the Statewide Transportation Policy Plan (http://www.dot.state.mn.us/planning/stateplan/StPolicyPlan.html) and Statewide Highway Investment Plan (http://www.dot.state.mn.us/planning/statehighwayinvestmentplan/index.html). Minnesota works closely with the Federal Highway Administration (FHWA) and local agencies in investment direction and project selection.

Results:

Minnesota's goals for the highway system are established in the Department's Strategic Plan and Minnesota's Statewide Transportation Policy Plan and Statewide Highway Investment Plan and implemented through the State Transportation Improvement Program (STIP). MnDOT has a wide range of transportation system condition measures that include safety, pavement and bridge condition, congestion and travel speeds. These system condition measures are prioritized through an extensive planning and public outreach effort. Prioritization is necessary because the system needs exceed the available funding.

The State Road Construction program has led to mixed results across the various performance areas established in the Statewide Transportation Policy Plan – bridge conditions are improving, the number of traffic-related fatalities are decreasing, and the Interregional Corridors are meeting mobility targets. Meanwhile MnDOT continues to make investments to lessen the declining pavement conditions and the increase in Metro traffic congestion.

MnDOT is currently updating its 20-year highway investment plan. This plan will analyze the existing performance trends and develop new investment direction for the State Road Construction program.

This new investment direction – incorporating innovative financing and new technologies, focusing on high return-on-investment solutions, institutionalizing risk management, and continued refinement of investment prioritizing, will be used to support the positive trends in safety, Interregional mobility, and bridge preservation, and slow or reverse the negative trends in pavement preservation and Metro traffic congestion.

Results Notes:

State Transportation Improvement Program: (*http://www.dot.state.mn.us/planning/program/stip.html*)

Performance Measures	Previous	Current	Trend
Pavement Condition – Customer Ride Quality Index (RQI) – Pavements in Poor Condition – Principal Arterials	2.6% (2007)	4.8% (2011)	Declining
Pavement Condition – (RQI) – Pavement in Poor Condition – Non-Principal Arterials	6.5% (2007)	8.6% (2011)	Declining
Structural Condition of Bridges – Bridge Deck Area in Poor Structural Condition – Principal Arterials	3.1% (2007)	3.3% (2011)	Stable
Fatalities on the Trunk Highway System including interstates /(total fatalities statewide)	2007 265 (510)	2011 173 (368)	Improving
Twin Cities Urban Freeway System Congestion – Percent of Miles below 45 mph in AM or PM peak	20.9% (2007)	21.0% (2011)	Stable
Interregional Corridor (IRC) Mobility (Greater MN Mobility) – Percent of Miles +/- 2 mph of Target Speed or Faster	98% (2007)	98% (2011)	Stable

Performance Measures Notes:

Performance information taken from the 2011 Annual Transportation Performance Report, available at http://www.dot.state.mn.us/measures/index.html

Transportation
State Roads/Debt Service
http://www.dot.state.mn.us/funding/index.html

Statewide Outcome(s):

State Roads Program supports the following statewide outcome(s).

Sustainable options to safely move people, goods, services and information.

Context:

This activity encompasses repayment of all debt related to the Trunk Highway System. This includes the required annual payment of the principal and interest on trunk highway bonds to the state debt service fund from the trunk highway fund, as well as payments to the transportation revolving loan fund for trunk highway loan agreements, and repayments of advances from local governments. The State of Minnesota is authorized to issue general obligation bonds for trunk highway purposes under Article XIV of the constitution. MnDOT is also authorized to enter into loan agreements using the transportation revolving loan fund under M.S. 161.04, and to enter into local advance agreements under M.S. 161.361. The debt service activity is funded by a direct appropriation from the Trunk Highway Fund.

Trunk Highway Fund Bond appropriations authorized:

- Laws 2003 Chapter 19 – $506 million*
- Laws 2007 Chapter 2 – $20 million*
- Laws 2008 Chapter 152 – $1.8 billion
- Laws 2009 Chapter 36 and 93 – $42.7 million
- Laws 2010 Chapter 189 – $26.4 million
- Laws 2010 Chapter 388 – $100 million
- Laws 2012 Chapter 287 – $16.1 million
- Laws 2012 Chapter 1 – $30 million*

**First Special Session*

Strategies:

This activity contributes to statewide outcomes on the trunk highway system by leveraging low interest rates to advance the construction of road and bridge projects. These projects have a life of at least 20 years and support the safety of the traveling public, maintain and improve the freight movement, and promote the economic vitality of the state.

The Minnesota Department of Transportation (MnDOT) works closely with Minnesota Management and Budget (MMB) to coordinate activities related to selling bonds and forecasting both the debt cash flow and the debt service payments.

Results:

Minnesota's goals for the transportation system are established in the department's Strategic Plan and Minnesota's Statewide Transportation Policy Plan. The key goal for the debt service activity is to balance the needs of the transportation system by maximizing the funding resources available within a financially sound debt management policy.

Key Performance Measures:

Trunk Highway Fund Debt Management—Debt service for the Trunk Highway Fund (THF) should not exceed 20 percent of annual state revenues to the Trunk Highway Fund.

Trunk Highway Fund Balance—The Trunk Highway Fund should maintain a balance not less than the sum of:

(a) Six percent of annual projected state revenues to the fund, plus
(b) Two percent of authorized, unissued debt, plus
(c) A reasonable allowance for future debt service funding shortfalls when debt service is projected to exceed 20 percent of state revenues.

Performance Measures	Previous Actual (FY11)	Current Forecast (FY14)	Trend
Trunk Highway Fund Debt Management *(target: <20%)*[1]	6%	15%	Stable
Trunk Highway Fund Balance *(target: >$90M as of Feb 2012 forecast)*[1]	$200M	$237M	Stable

Performance Measures Notes:

[1]February 2012 Transportation Funds Forecast http://www.dot.state.mn.us/about/pdfs/TranspForecast2012.pdf.

Transportation
State Roads/Operations and Maintenance

http://www.dot.state.mn.us/maintenance/
http://www.dot.state.mn.us/trafficeng/safety/index.html
http://www.dot.state.mn.us/bridge/

Statewide Outcome(s):

Operations and Maintenance supports the following statewide outcome(s).

Sustainable options to safely move people, goods, services and information.

Context:

The purpose of this activity is to maintain, operate and preserve the state's trunk and interstate highway systems including roadways, bridges, roadsides, safety equipment, traffic control and traffic management devices and the equipment and buildings associated with those tasks. This includes approximately 12,000 miles of trunk highway, over 4,500 bridges of ten-foot spans or longer, 3,000 traffic management systems (signals, electronic message boards, cameras, weight sensors, traffic counters), 28,000 lighting fixtures, 400,000 signs, 254,000 acres of right of way including wetlands and ponds, over 3,600 vehicles and approximately 800 snow plows.

Our customers include anyone who travels on the state trunk highway or interstate system or relies upon the highway system to deliver goods and services including the primary customer segments of commuters, personal travelers, carriers, shippers, farmers, emergency vehicle operators, and communities.

This activity is funded by a direct appropriation from the Trunk Highway Fund.

Strategies:

The Operations and Maintenance activity encompasses many services necessary to operate and maintain the transportation system to provide a safe, smooth trip with a reliable travel time. These include:

- **Traffic Management:** installing and repairing signs, lighting, striping and message painting, installing and repairing guardrails, operating the Regional Transportation Management Center and the District Traffic Operations Communications Centers, operating and repairing traffic signals and devices, and traveler information via updates on radio, changeable message signs, internet and telephones.

- **Regulation:** issuing permits for all work on Minnesota Department of Transportation's (MnDOT) Right of Way including utilities, entrances and outdoor advertising (outdoor advertising can extend off the right of way), MnDOT also identifies and permits safe routes for commercial vehicles with wide or overweight loads.

- **Fleet Management:** acquiring, maintaining and remarketing MnDOT vehicles and equipment as well as providing fuel and insurance for the central office fleet (units that operate within the right of way on our highways). MnDOT monitors fleet performance measures of utilization and life cycle as well as preventative and reactive maintenance. These performance measures are currently undergoing a review.

- **Inventory Control:** purchasing, receiving, warehousing, handling and issuing materials, record keeping and hazardous waste coordination.

- **Clear Roads:** clearing roadways of snow and ice and debris. Targets have been established based on customer expectations for all roadway types based on volumes (i.e., the highest traveled road target is to achieve bare lanes in zero to three hours after a snowfall has ceased). Three effective techniques that MnDOT uses to inhibit ice formation and improve roadway surface are: Anti-icing, Pre-wetting and De-icing.

- **Smooth Roads:** paving, drainage repair, shoulder repair and surface repair to ensure a smooth ride. Roads are measured for surface ride-ability annually. MnDOT is currently looking at innovative patching techniques to extend the life of existing roads.

- **Roadsides:** brush and tree removal for improved visibility and safety, mowing, spraying for noxious weed control (legally mandated), litter pickup (Adopt a Highway) and planting vegetation. Although MnDOT focuses its resources to the road area of the right of way, there are specific roadside needs that require attention.

- **Bridges:** inspecting and maintaining bridges to keep them safe and in reliable service.

- **Building Management:** providing, building operations and maintenance services for state-owned buildings and facilities under MnDOT's jurisdiction.

- **Rest Area Management**: providing general maintenance, building operations, janitorial services and property management.

Key partners to achieving this goal include the Federal Highway Administration (FHWA), other state agencies, local governments, other federal agencies, Native American tribes, and other industry professionals.

Results:

MnDOT monitors a number of performance measures to help track progress toward statewide performance goals. The most prominent measures in the areas of maintenance and operations are listed here. Together, these measures show that MnDOT's maintenance & operations strategies are resulting in more timely bridge inspections and reactive maintenance repairs, faster incident clearance times, and more reliable snow plowing and ice removal. MnDOT has successfully met its snow and ice performance target in nine of the last ten seasons. Although severity impacts how we respond, MnDOT relies on training and technology to continue to meet customer expectations.

Unfortunately, positive trends on a series of individual maintenance measures have not prevented a gradual decrease in overall customer satisfaction with highway maintenance. It should be noted, however, that this decrease is likely heavily influenced by the condition of highway pavement, which is largely the product of the level of investment dedicated to pavement.

Operations and Maintenance significantly impact the overall safety of all Minnesota roadways. For example, providing visible pavement markings and signs are key to keeping drivers from running off the roadway which is one of the leading causes of serious injury crashes in rural Minnesota. While there are other behavioral factors that effect this measure, MnDOT uses fatalities as the measure of our overall safety performance as well as participates as a lead agency in the Toward Zero Deaths program. Fatalities on Minnesota's state and local roads continue their dramatic decade long decline. The 368 fatalities experienced in 2011 is the lowest number of fatalities in a generation.

Performance Measures	Previous	Current	Trend
Fatalities on the Trunk Highway System including interstates /(total fatalities statewide)	2007 265 (510)	2011 173 (368)	Improving
Incident Clearance Time for Metro Urban Freeway[1] (in minutes)	37.3 (2007)	33.0 (2011)	Improving
Snow & Ice Management -- Frequency of Achieving Bare Lanes within Targeted Number of Hours	75% ('07-'08)	88% ('11-'12)	Stable[2]
Bridge Inspections -- Percent Completed & Logged On Time	86.3% (2007)	96.2% (2011)	Improving
Bridge Reactive Maintenance Repairs -- Percent of High-Priority Items Completed on Time[3]	89% (2010)	99% (2011)	Improving
Customer Satisfaction with State Highway Maintenance (1 – 10 scale)	6.2	5.9	Declining

Performance Measures Notes:

[1] Three-year average, in minutes

[2] The trend for the snow and ice management measure is described as stable because performance has been above the target of 70 percent nine of the last ten years.

[3] MnDOT established its bridge reactive maintenance repair measure in 2009. As a result, the 2010 and 2011 figures are not comparable to data from previous years.

Transportation
State Roads/Electronic Communications

http://www.dot.state.mn.us/oec

Statewide Outcome(s):

Electronic Communications supports the following statewide outcome(s).

Sustainable options to safely move people, goods, services and information.

Context:

The Minnesota Department of Transportation's (MnDOT) Office of Electronic Communications (OEC) provides management, engineering and technical expertise in electronic communication systems and technologies that address the specialized needs of transportation, public safety, and other state and local agencies. The activities address mobile radio communications statewide.

- Many Minnesota government agencies have large mobile work forces that rely on radio communications. OEC provides technical services to the Department of Public Safety (DPS), The Department of Natural Resources (DNR) and other state agencies. OEC also provides technical services to regional and local agencies upon request.

- OEC supports the statewide public safety radio communications system known as Allied Radio Matrix for Emergency Response (ARMER). ARMER is currently under construction with site acquisition, construction and maintenance of radio towers statewide. ARMER serves the day to day and emergency communication needs of many state agencies, and of the majority of local and regional law enforcement agencies. This includes law enforcement, fire, emergency medical and public works services. The system currently has over 60,000 mobile and portable radio users. As the system ages, it will require additional maintenance and a replacement cycle and schedule. Ongoing upgrades need to be planned.

- Citizens of Minnesota have high expectations of their public safety and emergency service providers. Emergency operations extend around the clock, and the communications systems must provide reliable service at all times.

- Funding for the Electronic Communications activity comes from a direct appropriation from the Trunk Highway Fund, a transfer from DPS from the 911 Fees (for ARMER operations and maintenance) and lease receipts authorized in MS 174.70.

Strategies:

- Electronic Communications Investment and Planning:
  - Provide overall electrical engineering directions for the strategic and tactical planning of wireless voice and data systems for ARMER and other public safety or transportation applications
  - Provide electronic communication system engineering, design and construction expertise to MnDOT offices and districts, other state and local agencies.
  - Act as public safety radio spectrum frequency advisor for the state of Minnesota

- Electronic Communications Management:
  - Administer, own, and operate the ARMER public safety radio backbone used by state and local governments.
  - Install, repair, replace, upgrade and maintain the radio communications infrastructure.
  - Maintain the facilities (towers, shelters, generators) needed to support the states wireless infrastructure
  - Provide maintenance for electronic equipment, such as road weather information systems, traffic weight scales, vehicle location systems, etc.
  - Provide emergency service response for public safety electronic communications systems

- External Transportation Systems Support:
  - Provides for sharing of expertise and technical services with other state and local agencies, including the Department of Public Safety, the Department of Natural Resources, The National Weather Service (NWS) and other state and local agencies.

- Key Partners:
  - Department of Public Safety, Department of Natural Resources, and other state agencies, cities, counties, the Metropolitan Council, the National Weather Service, and emergency service providers.

Results:

Eighty-one percent (264) of ARMER towers are operational and on-the-air out of a planned 324. An additional 35 towers are under construction and scheduled for completion in 2013. The right of way acquisition process is ongoing for 25 additional tower sites. Construction is on schedule and on budget.

Performance Measures	Previous	Current	Trend
Build out ARMER towers by 2013	65% (2010)	81% (2012)	Increasing
Mobile and portable radio users served by ARMER	40,000 (2011)	60,000 (2012)	Increasing

Performance Measures Notes:

Annually, OEC also maintains and services over 13,000 mobile radios, over 1,600 base stations, over 650 tower sites and performs over 1,600 preventative inspections. The trend is constant and steady. OEC also provides technical support, maintenance and oversight.

Transportation
Local Roads/County State Aid Roads

http://www.dot.state.mn.us/stateaid/

Statewide Outcome(s):

The local road/s county state aid roads activity supports the following statewide outcome(s).

Sustainable options to safely move people, goods, services and information.

Context:

Minnesota's constitution dedicates a portion of statewide revenues for local roads and bridges. The State Aid for Local Transportation (SALT) office was created to supervise the distribution of these funds to Minnesota's 87 counties for their use in building and maintaining the County State Aid Highway (CSAH) system. This definition of the CSAHsystem is found in Article 14 of the Minnesota State Constitution (https://www.revisor.leg.state.mn.us/constitution, Section 3.

- The CSAH system size is currently 30,590 miles.
- The primary funding is 29 percent of the 95 percent of the Highway User Tax Distribution Fund (HUTD) that is allocated to counties.
- Counties also compete for federal aid, bridge bonding and local road improvement funds.
- Counties receive money from the flexible account of the HUTD for turn-backs.
- A portion of the HUTD goes to the town bridge and the town road accounts. These accounts and the flexible account amount to five percent of the HUTD.
- Counties are generally responsible for administering the township projects and the projects for cities that have a population of less than 5,000.
- The counties select the construction projects and maintenance activities within their jurisdiction.
- SALT reviews and approves individual construction plans for compliance with standards and rules.
- The funding distribution among the counties is determined with the advice of a County Screening Board, consisting of county engineers. The money is for maintenance and construction work on their designated system of state aid highways.

Strategies:

- The SALT office works closely with local levels of government to help coordinate the provision of a safe, effective and coordinated highway network across the state.
- In addition to funding support, staff from SALT provides technical assistance in highway and bridge design, construction and maintenance. Minnesota Department of Transportation (MnDOT) SALT employees also authorize grants for bridge construction, coordinate local federally-funded projects, and provide overall management of the state aid system.
- SALT conducts a needs assessment, computes the funding allocations for each county, makes payments and maintains fiscal records.
- Safety is promoted through the development of safety plans at the county level that then assist in the decision-making process.
- Bridge safety is accomplished through a robust bridge inspection program and management of bridge replacement dollars from state bonding and federal bridge programs.
- Counties prioritize most on preservation and safety projects above other needs.
- Counties contribute some of their funding to the Local Road Research Board (LRRB, http://www.lrrb.org), which responds to their needs for training, best practice analysis, and information for their staffs and the public.
- Counties are responsible for developing their own rules and standards updates for approval by the Commissioner of Transportation. Recently, changes have been made to respond to changes in law and policy regarding ten ton roads and complete streets.

Results:

Fatalities on Minnesota's state and local roads continue their dramatic, decade-long decline. The 368 fatalities experienced in 2011 is the lowest number of fatalities in a generation. This positive downward trend is also true on a more granular level, as 127 fatalities were experienced on the county state aid highway system, down from a high of 236 in 2002.

There are no methods currently available to specifically measure the health of the county state aid highway system. MnDOT does monitor the number of miles constructed or reconstructed to meet standards. Most roads need substantial reconstruction every 50 years. In 2009 there were 181 miles of construction or reconstruction. In 2010, this increased to 196 miles, and dropped to 79 miles in 2011. If a 50 year reconstruction cycled were being followed, an average of 612 miles should be worked on each year. The difference between the actual number of CSAH miles constructed/reconstructed in recent years and the 612 average suggests that an increasing share of the CSAH system is in poor condition.

Performance Measures	Previous	Current	Trend
Fatalities on the county state aid highway system	170 (2007)	127 (2011)	Improving
Total crashes on the county state aid highway system	39,826 (2008/2009)	36,681 (2010/2011)	Improving
Miles of the county state aid highway system constructed or reconstructed to meet standard (612 = number of miles constructed/reconstructed if CSAH were maintained at lowest life-cycle cost) [1]	196 (2010)	79 (2011)	Worsening

Performance Measures Notes:

[1] 3-year average

Transportation
Local Roads/Municipal State Aid Roads

http://www.dot.state.mn.us/stateaid/

Statewide Outcome(s):

Municipal State Aid Roads supports the following statewide outcome(s).

Sustainable options to safely move people, goods, services and information.

Context:

Minnesota's constitution dedicates a portion of statewide revenues for local roads and bridges. The State Aid for Local Transportation (SALT) office was created to supervise the distribution of these funds to Minnesota's state aid cities for their use in building and maintaining the Municipal State Aid Street (MSAS) system. This definition of the Municipal State Aid Street System is found in Article 14 of the Minnesota State Constitution (https://www.revisor.leg.state.mn.us/constitution, Section 4. There are 147 cities that qualify for an appropriation from this fund.

- The system size is 3,598 miles.
- The primary source of funding is nine percent of the 95 percent of the Highway User Tax Distribution Fund (HUTD) that is allocated to State Aid cities.
- Cities also compete for federal aid, bridge bonding and local road improvement funds.
- Cities also receive money from the Flexible Account of the HUTD for turn-backs.
- The cities select the construction projects and maintenance activities within their jurisdiction.
- SALT reviews and approves individual construction plans for compliance with standards and rules.
- The funding distribution among the cities is determined with the advice of a Municipal Screening Board, consisting of city engineers. The money is for maintenance and construction work on their designated system of state aid streets, which typically amount to 20 percent of their city system.

Strategies:

- The SALT office works closely with local units of government to help coordinate the provision of a safe, effective and coordinated highway network across the state.
- In addition to funding support, SALT provides technical assistance in highway and bridge design, construction and maintenance. MnDOT SALT employees also authorize grants for bridge construction, coordinate local federally funded projects, and provide overall management of the state aid system.
- SALT conducts needs assessments, computes the funding allocations for each city, makes payments and maintains fiscal records.
- Safety is promoted through the development of safety plans at the county level that then assist in decision making.
- Bridge safety is supported through a robust bridge inspection program and through management of bridge replacement dollars from state bonding and the federal bridge program.
- Cities prioritize most on preservation and safety projects above other needs.
- Cities contribute some of their funding to the Local Road Research Board (LRRB, http://www.lrrb.org), which responds to their need for training, best practice analysis, and information for their staffs and the public.
- Cities are responsible for developing their own rules and standards updates for approval by the Commissioner of Transportation. Recently, changes have been made to respond to changes in law and policy regarding ten-ton roads and complete streets.

Results:

Fatalities on Minnesota's state and local roads continue their dramatic, decade-long decline. The 368 fatalities experienced state-wide in 2011 is the lowest number of fatalities in a generation. This positive downward trend is also true on a more granular level, as 18 fatalities were experienced on the municipal state aid streets, down from a high of 30 in 2005.

There are no methods currently available to specifically measure the health of the municipal state aid system. MnDOT does monitor the number of miles constructed or reconstructed to meet standards. Most roads need substantial reconstruction every 50 years. In 2009 there were 43 miles of construction or reconstruction. In both 2010 and 2011, there were 37 miles reconstructed in each year. If a 50-year reconstruction cycle were being followed, an average of 72 miles would be worked on every year. The difference between the actual number of MSAS miles constructed/reconstructed in 2009, 2010, and 2011 and the 72-mile number suggests that an increasing share of the MSAS is in poor condition.

Performance Measures	Previous	Current	Trend
Fatalities on the municipal state aid system	24 (2007)	19 (2011)	Improving
Total crashes on the municipal state aid system	25,950 (2008/2009)	23,957 (2010/2011)	Improving
Miles of the municipal state aid system constructed or reconstructed to meet standard (72 = number of miles constructed/reconstructed if MSAS were maintained at lowest life-cycle cost)[1]	107 (2010)	39 (2011)	Worsening

Performance Measures Notes:

[1] Three-year average

Transportation
Agency Management/Agency Services - Transportation

http://www.dot.state.mn.us/strategicvision/vision.html
http://www.dot.state.mn.us/about/index.html
http://www.dot.state.mn.us/ombudsman

Statewide Outcome(s):

Agency management supports the following statewide outcome(s).

Sustainable options to safely move people, goods, services and information.

Context:

Agency Services provides executive leadership, sets policy, and determines strategic direction to ensure that the Minnesota Department of Transportation (MnDOT) delivers a safe and effective transportation network. Agency management directs the department's administrative, financial, human and capital resources, and serves all of MnDOT's approximately 4,800 employees.

Agency Services ensures that MnDOT's workforce is skilled, productive, and diverse so that it can effectively serve citizens. Department leadership provides an array of planning, policy and administrative services, including financial, communications, government relations, transportation ombudsman, internal and external audit functions, and management of partnerships that make the transportation system responsive to stakeholder needs.

Financial services provided include planning, forecasting, analysis, budgeting and management of federal and state funds, and innovative finance initiatives. Communication services help MnDOT gather customer input for improved decision making, and provide transportation-related information to the public. General administrative support incorporates a wide range of services including materials management, contracting accounting, payroll services, administrative rule-making, occupational safety, health services, and business processes. Corporate services staff coordinate technology products and services with Information Technology for Minnesota Government (MnIT) and oversees agency IT management.

Key issues include recruitment and retention of a skilled, diverse workforce, due to a lack of competitive advantage with the private sector, and effective knowledge transfer as large numbers of experienced employees retire from the agency.

Agency Services is funded by direct appropriation from the Trunk Highway Fund.

Strategies:

Staffing:

- In response to concerns about the retirement of many experienced MnDOT employees along with a shrinking applicant pool, Human Resources staff developed and implemented innovative staffing strategies, including student worker and internship programs, and the Graduate Engineer and Land Surveyor program.
- District offices have developed and implemented strategic staffing plans to identify skills and competencies that match the current and future needs of the agency.
- To recruit more diverse candidates, MnDOT has developed partnerships with other entities. This includes MnDOT's Community Advisors on Recruitment and Retention Solutions (MnCARRS), a community partnership composed of MnDOT employees and community leaders representing minority communities, women, veterans and people with disabilities. The group was created to build recruitment partnerships between MnDOT and communities underrepresented in MnDOT's workforce to assist the agency in recruiting and retaining qualified candidates from a variety of backgrounds. (Key technical positions are critically evaluated when they become vacant to assure that the agency is making the right hire at the right location at the right time.)

Knowledge Transfer:

MnDOT has a dedicated Business Process section that assists the department in streamlining and managing various processes, records, and administrative policies. To date, the group has facilitated 7 LEAN Kaizen events and 18 process improvement workshops Finance:

- In response to ongoing financial constraints and recent state legislation, MnDOT has initiated an Efficiency Measures project to identify and/or create, track, and report on the efficiency of MnDOT's products and services. The outcomes of this project will assist MnDOT in continuing to provide the public with the most effective and efficient transportation system possible.
- MnDOT is also in the process of implementing a more formal and robust internal control program, called Safeguarding MnDOT. This includes conducting financial risk assessments, staff training and certifycation, the creation of an internal control board, and the development of a three year program plan.

Ombudsman:

- MnDOT offers an external ombudsman service to ensure fairness when businesses or members of the public cannot resolve a dispute with the agency through other processes. These strategies for engaging stakeholders and responding to citizen needs are designed to increase transparency and build public trust.

Results:

Key factors affecting the Agency Management area include challenges in recruiting and retaining qualified staff for key positions, and managing the uncertainty of ongoing federal funding levels.

Additional performance measures are under development.

Performance Measures	Previous	Current	Trend
Employee turnover – separations from MnDOT[1]	FY 2009 – 420	FY 2011 - 929	Increasing
Overall ethnic and gender diversity[2]	7-8% - minority 22% - women	8% - minority 22% - women	Stable
Trunk Highway Fund Debt Management[3] *(target: <20%)*	12.6% (FY 2013)	15.1% - 16.8% (FY 2014-2015)	Increasing
Trunk Highway Fund Balance[4] *(target: >$90M as of Feb 2012 forecast)*	$219M (FY 2013)	$237M-246M (FY 2014-2015)	Stable
Ombudsman cases received & resolved	FY 2009 – 113	FY 2011– 20151	Increasing

Performance Measures Notes:

1. The FY 2011 count for employee separations includes 410 MnDOT employees who departed under the Early Retirement Incentive authorized by the 2010 Minnesota Legislature.
2. MnDOT regularly compares the gender and minority composition of its workforce to the composition of available candidates in specific employment categories. MnDOT's goal is to increase the multicultural competency of all of its employees to attract and retain a diverse workforce to better serve the increasingly diverse population of the state. MnDOT's overall minority employment has remained relatively constant over the past four years, between seven and eight percent. Women continue to comprise 22 percent of the MnDOT workforce. These results reflect the availability of qualified applicants, the constraints imposed by the civil service system and the competition for the best applicants from other governmental agencies and the private sector.
3. Trunk Highway Fund Debt Management—Debt service for the Trunk Highway Fund (THF) should not exceed 20 percent of annual state revenues to the Trunk Highway Fund.
4. Trunk Highway Fund Balance—The Trunk Highway Fund should maintain a balance not less than the sum of:
   (a) Six percent of annual projected state revenues to the fund, plus
   (b) Two percent of authorized, unissued debt, plus
   (c) A reasonable allowance for future debt service funding shortfalls when debt service exceeds 20 percent of state revenues.

Transportation
Agency Management/Building Services

http://www.dot.state.mn.us/maintenance/facilities/facility.html

Statewide Outcome(s):

Building Services supports the following statewide outcome(s).

Sustainable options to safely move people, goods, services and information.

Context:

This activity provides uniform management of buildings owned or operated by MnDOT. Major services include: (1) planning, designing, and constructing MnDOT facilities; and (2) facility repair, operation and maintenance. The building services activity allows MnDOT to maximize consistency in administration and minimize costs.

This activity is governed by Minnesota Statute (M.S.) 174.03 Duties of the Commissioner, Subd. 4 (1), construct and maintain transportation facilities as authorized by law, and M.S. 161.20 Powers of the Commissioner, Subd 2.

The Building Services activity is funded by direct appropriation from the trunk highway fund and from trunk highway bonds. MnDOT often uses trunk highway direct operating dollars to fund small capital projects under a certain threshold (typically $1.5 to $2.0 million in total cost), minimizing the need to request numerous small projects in bonding bills. However, it can be challenging to complete complex, capital projects within the constraints of biennium spending requirements for operating appropriations.

Strategies:

MnDOT facilities are built and maintained to support and meet transportation systems user expectations (Safely move people) and quickly respond to environmental and safety concerns. Space is required for vehicle storage and repairs, ancillary and installed supporting equipment. Facilities placed in strategic locations allow MnDOT employees to respond efficiently and promptly to customer needs, such as quick deployment of snow clearance equipment during a snow or ice event.

MnDOT owns and operates – 1,072 buildings with a total of 5,745,426 square feet, including:

- 138 truck station sites
- 18 regional/headquarters maintenance sites
- Five special service sites: MNRoad Research Facility, Arden Hills Training Center, Central Shop, Maplewood Materials Lab and the Aeronautics building
- 173 salt/sand storage sites
- Estimated facilities replacement cost of $746,905,380 (at $130 per square foot)

This activity supports MnDOT through two product and service lines.

Facilities Investment and Planning: Provides planning, programming, budget development, design and construction of MnDOT facilities. Every year, MnDOT uses the building budget process to review and plan future building space requirements. The process generally results in a six-year construction plan. This process also identifies annual maintenance and repair projects that require plans and/or specifications developed by licensed architects and engineers. Over 90 major maintenance and repair projects were planned, bid and awarded for completion in FY 2012. Wherever and whenever possible, MnDOT partners with local government subdivisions to construct facilities that will leverage opportunities for cost savings and efficiencies through co-location of facilities and operations.

Facilities Operations and Maintenance: Keeps facilities useful for their intended purpose. It includes development and enforcement of facility standards, building codes, other regulatory requirements compliance and partnership agreements with other political subdivisions. It also includes the administrative functions associated with custodial work, supplies and services, and telecommunications support.

Results:

In recent years, MnDOT has tracked the degree to which building services strategies are working by measuring building adequacy, quantified as the percentage of MnDOT buildings meeting functional needs. The measure is based on the "Facilities Assessment Report" developed by MnDOT Facilities Management Services and performed by the district physical plant supervisors. Facility assessments provide MnDOT planners with information concerning building primary and secondary systems, site conditions, safety concerns, functional standards, energy conservation, barrier-free access and environmental conditions. MnDOT's target is to have 80 percent of its buildings meet functional needs.

Going forward, MnDOT will be one of 19 state agencies to implement a new Enterprise Real Property Facilities Condition Assessment. When fully implemented, this tool will monitor over 30 million square feet of space at over 5,000 building locations. A Request for Proposal is currently being prepared for the integration of the condition assessment with the current Archibus software application system. These efforts are being led by the Department of Administration. A comprehensive assessment of the condition of MnDOT's facilities is expected to start in the spring of FY 2013.

Performance Measures	Previous	Current	Trend
Building Adequacy: percent of truck stations meeting functional needs[1] (based on Facility Assessment Report)	65.6% (2006)	77.6% (2011)	Improving
Building Adequacy: percent of buildings meeting functional needs (based on Enterprise Facilities Condition Assessment)	Under Development		

Performance Measures Notes:

[1] Although MnDOT use the facility assessment report to measure the adequacy of many different types of buildings, a comprehensive, statewide data set is only available for truck stations.