



## Goals, Objectives, and Performance Measures

The [\*Goals, Objectives, and Performance Measures Report\*](#) presented the goals, objectives, and performance measures to support implementation of the MI Transportation Plan vision. The initial report documents the process, research, and analysis used to develop these elements and applied them to quantify the baseline performance of Michigan's transportation system. This white paper discusses the public attitudes and perceptions, continued support for the goals, and performance measures associated with achieving the goals.

### Goals

Significant effort went into the development of the MI Transportation Plan. After extensive public involvement, four goals were identified to help make the Preferred Public Vision a reality:

1. System Improvement: Modernize and enhance the transportation system to improve mobility and accessibility.
2. Efficient and Effective Operations: Improve the efficiency and effectiveness of the transportation system and transportation services, and expand MDOT's coordination and collaboration with partners.
3. Safety and Security: Continue to improve transportation safety and ensure the security of the transportation system.
4. Stewardship: Preserve transportation system investments, protect the environment, and utilize public resources in a responsible manner.

Objectives under each goal area are associated with three categories: 1) Integration, 2) Economic Benefit, and 3) Quality of Life. Each provides a tight link between the MI Transportation Plan and MDOT's mission statement:

*Providing the highest quality integrated transportation services for economic benefit and improved quality of life.*

The complete list of objectives may be found in the MI Transportation Plan [\*Goals, Objectives, and Performance Measures Report\*](#).

Additional performance measure goals for the Corridors of Highest Significance were also identified in the MI Transportation Plan. These corridor goals are based on, and consistent with, the four system goals. The measures evaluate the objectives and desired system characteristics which were articulated during the plan development process conducted with the public workshops, the Economic Advisory Group (EAG), MDOT management, and MDOT staff.

Additional performance measure goals for the Corridors of Highest Significance are:

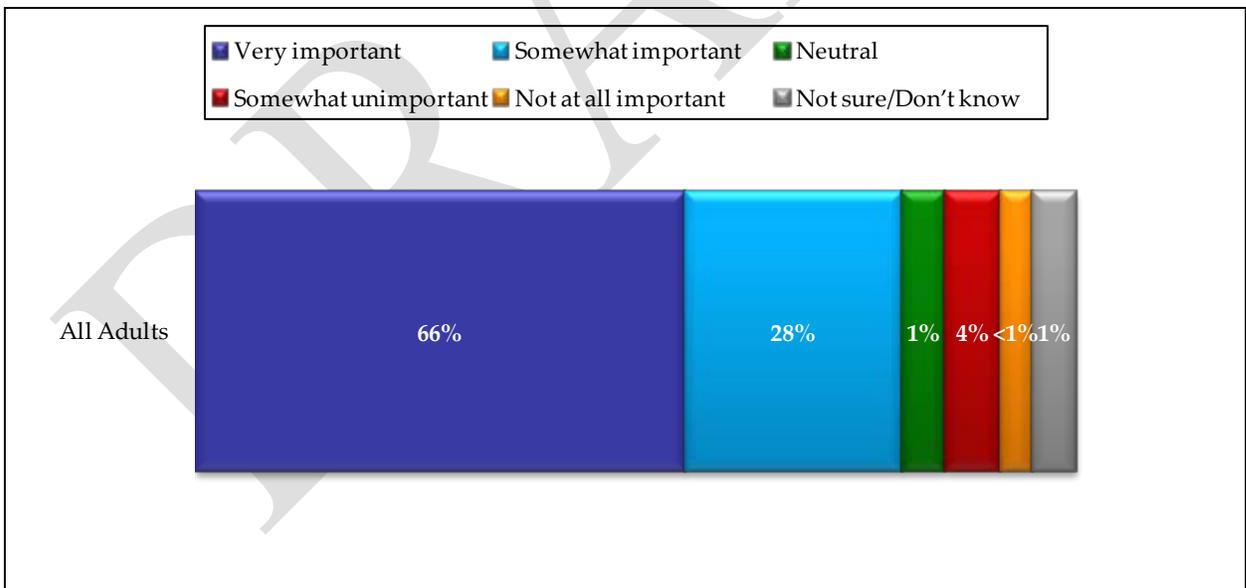
- Modal Choice, including access, system integration, and connectivity; and
- Freight Adequacy.

**Continued Support for Components of the Long-Range Plan**

Since the MI Transportation Plan was adopted, MDOT has been monitoring the attitudes and perceptions of the public. Surveys have been conducted, with the last being completed in August 2011. MDOT’s [2011 Attitudes & Perceptions of Transportation](#) survey found that the vast majority of Michigan residents continue to support the components of the MI Transportation Plan.

As part of the August 2011 survey, respondents were asked: "Taken all together, how important you think this vision is to the future of transportation in Michigan?" This question was last asked in April 2007, and opinions haven’t changed much since then as the vast majority, 94 percent of respondents, continues to feel the vision is important to the future of transportation in Michigan (Figure 1). The percentage of respondents who say the vision is “Very” important has increased in the past four years (66 percent in 2011 vs. 62 percent in 2007).<sup>1</sup>

**Figure 1: Most Michigan Adults Believe the Vision Is Very Important to the Future of Transportation in Michigan**



There is a general consensus among residents that the Michigan transportation system needs to improve at least a little on every goal in the state long-range plan. The two items

<sup>1</sup> Excerpts from the MDOT 2011 Attitudes and Perceptions of Transportation in Michigan, Final Report, September 2011. This and other Attitudes and Perceptions reports may be found at [www.michigan.gov/slrp](http://www.michigan.gov/slrp).



warranting the most attention are: 1) Ensuring that the environment is protected and public resources are used in a responsible manner, and 2) Continuing to build, maintain and operate the safest transportation system possible, with 86 percent of respondents rating these goals as needing a “Great deal” or “Some” improvement. This represents an increase of 6 and 4 points, respectively, for these initiatives compared to the 2006 survey conducted during the MI Transportation Plan development.

Consistent with the prior findings, modernizing, expanding and connecting the system to support economic growth and better facilitate the movement of goods, people and services is the goal respondents say is in most need of improvement.

The two items mentioned next most frequently were: 1) Continue to build, maintain and operate the safest transportation system possible, and 2) Make the transportation system and service more efficient and effective to get the greatest possible performance from Michigan’s existing transportation assets and future system improvements.

Ratings of attributes for their satisfaction (and their importance for improvement) provide MDOT with some insight. MDOT takes these into consideration in formulating action items for improving transportation in Michigan. Examples of initiatives to implement objectives and attain the MITP goals include:

- Michigan has adopted an ambitious safety goal:
  - To reduce traffic fatalities and serious injuries from 1,084 and 7,485 in 2007 to 850 and 5,900 in 2012.

The state [2009-2012 State of Michigan Strategic Highway Safety Plan \(SHSP\)](#) is the result of a comprehensive highway safety planning process. Developed under the direction of the Governor’s Traffic Safety Advisory Commission (GTSAC), the group includes representatives of state agencies and safety groups. The purpose of an SHSP is to identify the state's key safety needs and guide investment decisions to achieve significant reductions in highway fatalities and serious injuries on all public roads. The SHSP is a statewide safety plan that involves a collaborative and comprehensive approach that provides a framework for advancing all of the state's safety activities. It is a strategic planning document that identifies goals and objectives the state will pursue to improve the safety of the transportation system that are consistent with overall MI Transportation Plan goals.

- MDOT's Safety Goal is to reduce fatalities and serious injuries on the state trunkline system in support of SHSP and the Department’s efforts of achieving the vision Towards Zero Deaths (TZD).
- Michigan’s Context Sensitive Solutions (CSS) program seeks to balance the need to move people efficiently and safely with other desirable outcomes, including historic preservation, environmental sustainability, non-motorized travel, and the creation of vital public spaces. MDOT uses a [CSS process](#) to incorporate CSS into transportation projects whenever possible, including working with our stakeholders to determine how to address Complete Street needs. The Complete Streets initiative is consistent



with the goals and objectives of the MI Transportation Plan. The Complete Streets initiative entails many CSS principles. Michigan Public Act (PA) 135 of 2010 defines Complete Streets as "roadways planned, designed, and constructed to provide appropriate access to all legal users...whether by car, truck, transit, assistive device, foot or bicycle."

- The Michigan State Rail Plan is a comprehensive plan to set forth state policy involving freight and passenger rail transportation, including commuter rail operations. It presents priorities and strategies to enhance or preserve rail service that benefits the public, and serves as the basis for future federal and state rail investments in Michigan. [The vision, goals, and objectives](#) of the Michigan States Rail Plan are directly related to the MI Transportation goals and objectives.
- Asset Management has been used by MDOT since 2003. It is a strategic and systematic process of maintaining, upgrading, and operating physical assets cost-effectively.

### Performance Measurement

New federal legislation, "Moving Ahead for Progress in the 21st Century Act" (MAP-21), a 24-month transportation authorization bill, was signed into law on July 6, 2012. Folded into the bill is an extension of the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) for another three months, until September 30, 2012. The cornerstone of MAP-21's highway program transformation is the transition to a performance and outcome-based program. States will need to achieve individual targets that collectively will make progress toward national goals. The impacts and implications of pending policy changes won't be fully known for some time and therefore cannot be considered and prepared for immediately. In the months ahead, U.S. Department of Transportation will put out new regulations and guidance on these changes.

MDOT has actively implemented performance-based program development and asset management since 1997, when the State Transportation Commission (STC) established state trunkline pavement and bridge goals. MDOT's long history with performance measurement has enabled the department to develop robust measurement capabilities. To identify issues and needs facing Michigan's transportation system within the context of the MI Transportation Plan, the *Conditions and Performance Technical Report* presented performance trends and indicators based on the specific information in the other technical reports and other available data.

The performance measures were determined using the systemwide goals and objectives, and a set of selection criteria. Since Corridors of Highest Significance are, by definition, multi-modal, performance measures account for modal differences, as well as evaluate system integration. The Goals, Objectives, and Performance Measures Report presents the four systemwide goals, their associated objectives, and the 12 selection criteria (a rationale) used to develop the systemwide performance measures. Goals and objectives



are the desired outcomes or changes to the transportation system determined through public workshops, Economic Advisory Group (EAG) meetings, and MDOT management direction. The systemwide objectives for each goal are grouped into three categories of Integration, Economic Benefit, and Quality of Life. These objectives apply to all system users and modes. The corridor-specific objectives and their rationale are explained in Table 1.

**Table 1 Corridor-specific Goals, Objectives, and Rationale**

<i>Goal</i>	<i>Objective</i>	<i>Rationale</i>
Modal Choice	Providing choices for user segments	Users can select the mode that provides the best service time, least cost and highest reliability.
	Providing connectivity between modes	User segments are not prohibited or deterred from using a mode because of difficulty in transferring.
	Connectivity between activity centers / seamless transition between modes	Users can easily access or move to and between all activity centers within and outside of Michigan. <hr/> Transferring goods or people between rail, air, water, and roadways should take place with the least possible amount of delay and cost so that each segment can minimize the cost of travel.
Freight Adequacy	Support for Michigan businesses and industry / freight shippers and haulers	The economic base of Michigan includes manufacturers, agricultures, forest products, and retailers, each of whom ship and receive goods traveling over Michigan’s transportation system. Businesses and industry should expect a system that is safe and designed and maintained to modern standards. <hr/> Michigan is one of the leading states for national and international trade. The nation depends on Michigan’s transportation system.
	Improve economic competitiveness	A safe, well-designed system reduces a business or industry’s transportation cost.

Source: Corridors and International Borders Report

The findings and evaluations resulting from these measures are the basis for identifying existing and future corridor conditions that may:

- Provide opportunities for economic growth; or
- Identify barriers that may hinder economic development, such as missing or deficient links, and restrictions or barriers to movement.

MDOT also has developed the [\*Transportation System Condition Report\*](#) to provide data on the condition and performance of Michigan’s publicly-owned transportation system. The measures in this report support and are organized around the four major goal areas of



the MI Transportation Plan: Stewardship, Safety and Security, System Improvement and Efficient and Effective Operations. This report moves beyond the MDOT pavement and bridge condition goals that expired in 2007, as set by the STC. An internal MDOT working team developed new pavement goals and that process evolved into an effort to develop a collection of performance measures that would reflect various aspects of the transportation system, including trunkline pavement conditions, trunkline bridge conditions, level of service, local airport conditions, local transit fleet condition, passenger rail service levels, and more.

Information reported in the Condition Trends section of the [Transportation System Condition Report](#), which is updated twice a year, provides a quick snapshot of how we are achieving the goals. The latest report, as of February 2012, shows that 16 of the 19 measures where standards have been identified have improved over the last five years (Table 2).

**Table 2 Condition Trends for All Measures as of February 2012**

Measure	Status	Change from Last Report	Change over Last 5 Years
Freeway Bridge Condition	Green	↑	↑
Non-freeway Trunkline Bridge Condition	Green	↑	↑
Reduction of Structurally-deficient Trunkline Bridges	Green	↑	↑
Trunkline Pavement Condition Based on Sufficiency	Yellow	↔	↔
Trunkline Pavement Condition Based on International Roughness Index	Green	↑	↔
Trunkline Pavement Condition Based on Remaining Service Life	Green	↓	↑
Trunkline Railroad Crossings	Green	↑	Not Available
Tier 1 Airport Primary Runway Pavements	Yellow	↓	↑
Rural and Specialized Transit Fleet Condition	Red	↓	↔
Level of Intercity Passenger Rail Services	Green	↑	↔
Rural Intercity Bus Access	Green	↔	↔
Level of Local Bus Transit Services	Green	↔	↑
Carpool Lot Condition	Green	↔	↑
Statewide Crash Severity Reduction	Green	↑	↑
Trunkline Crash Severity Reduction	Green	↑	↑
Local Roadway Crash Severity Reduction	No Standard	↑	↑
Safety-funded Project Return on Investment	Green	↔	↑
Road Agencies Serviced with Interoperable Communication Equipment	No Standard	↑	Not Available
Percentage of Program Dollars Spent on Protective Efforts	Green	↔	↔
Acceptable Level of Service on (Inter-)Nationally Significant Corridors	No Standard	↓	↑
Michigan Access Expansion	Green	↔	↑
Manage Traffic Incidents Timely	Green	↓	Not Available

<b>GREEN</b>	<b>Current status is at 90% or greater of target</b>	<b>↑</b>	<b>Condition Improving</b>
<b>YELLOW</b>	<b>Current status is between 75% and 90% of target</b>	<b>↓</b>	<b>Condition Declining</b>
<b>RED</b>	<b>Current status is less than 75% of target</b>	<b>↔</b>	<b>Condition Staying About the Same</b>



MDOT tracks the measures included in this report in the course of overseeing the building, maintenance, and operation of the state transportation system. All performance measures in the Transportation System Condition Report refer to assets owned, maintained, or financed (in whole or in part) by MDOT.

The Transportation System Condition Report is just one way the department fulfills its commitment to accountability. MDOT also provides the public with a number of reports and scorecards that track the department's performance in achieving specific department and transportation-related goals. These include:

- [MDOT's Scorecard](#)
- [Efficiencies and Innovations](#)
- [Bridge Maintenance Reports](#)
- [Driven By Excellence: A Report on MDOT Accomplishments](#)
- [Five-Year Transportation Program](#)

Michigan's dashboard, entitled the [Mi Dashboard](#), implemented by Gov. Rick Snyder, provides a quick assessment of the state's performance in key areas, including: economic strength, health and education, value for money government, quality of life, and public safety. The Mi Dashboard component includes two transportation-related performance indicators: bridge condition, and traffic and safety. The [Infrastructure Dashboard](#) component provides a way for the public to track the progress of many key infrastructure elements important to them.

Corridor system performance also has been updated and may be found in the Corridors and International Border White Paper companion document [MITP Corridors of Highest Significance - Performance Measures](#).

### **Effectiveness of MDOT Performance Measurement**

Effective performance measurement provides both control and accountability. The Pew Center on the States and the Rockefeller Foundation issued a [report](#) in May 2011, on how state transportation departments are measuring the effectiveness of transportation investment. The result of the report finds that Michigan is leading the way in five of six goal areas assessed. The [state fact sheet](#) drew heavily on the MI Transportation Plan and supporting technical reports and identifies Michigan as "one of 19 states in having the essential tools - goals, performance measures and data - needed to help decision-makers choose more cost-effective transportation funding and policy options." Michigan just missed earning the top distinction of "leading the way."<sup>2</sup>

<sup>2</sup> Measuring Transportation Investments - The Road to Results, May 2011, The Pew Charitable Trusts and The Rockefeller Foundation. [www.pewcenteronthestates.org](http://www.pewcenteronthestates.org)



In March 2012, the Michigan Office of the Auditor General (OAG), headed by Auditor General Thomas H. McTavish, released the positive results of a performance audit of the measurement of state highway pavement conditions. The report assigns a rating of "effective," its top rating, to MDOT efforts to measure state highway pavement conditions. The report covers the condition of the state network of 9,655 miles of I, M and U.S. highways during a three-year period from Oct. 1, 2008, through June 20, 2011. These roads carry 53 percent of all traffic and 70 percent of all commercial traffic in Michigan.

The OAG report also noted that MDOT's system of pavement measurement is "efficient," and that the department has received national recognition for its sound asset management practices. "The auditor general's report affirms that MDOT is following sound asset management principles to maintain the roads and bridges that are the lifeblood of Michigan commerce, and that jobs and economic growth depend on a well maintained state highway system," said Lt. Gov. Brian Calley, who heads the Snyder administration's Good Government Leadership Team.<sup>3</sup>

### **Conclusion**

The transportation planning process historically defines goals and objectives, identifies problems, generates alternatives, evaluates alternatives, and develops plans. The goals and objectives of the MI Transportation Plan reflect the public's vision for Michigan's transportation system. The goals and objectives continue to guide MDOT's performance-based planning and management approach that includes setting clear policies and objectives, tracking performance data and trends, and forecasting to make planning and policy decisions. MDOT uses performance standards and measures to guide and evaluate its annual investment in the transportation system.

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<sup>3</sup> Michigan Department of Transportation Press Release, Office of Communications. Office of the Auditor General report number 591-0300-11. More information can be found online on the Office of the Auditor General Web site at [www.audgen.michigan.gov](http://www.audgen.michigan.gov).