STRATEGIC PLAN 2025

SD DEPARTMENT OF TRANSPORTATION

CORE VALUES - Principles and expected behaviors that guide our actions and conduct:

All employees contribute to providing a high-quality transportation system by continuously striving to innovate and improve the quality of services.

1. **High Ethical Standards** - Honesty, integrity, respect, and professionalism with our internal customers, partners, stakeholders, and the public

2. **Stewardship** - Innovative, efficient, and accountable use of public resources

3. **Transparent Public Service** - Exemplary trustworthy public service with unprecedented access to information and decision-making processes

4. **Safety** - Safety in all we do

5. **Teamwork** - Inclusive, diverse, innovative, and supportive work culture

6. **Improvement** - Initiate and implement new ideas or methods to create value

MISSION - We provide a safe and efficient public transportation system
VISION - Better lives through better transportation

STRATEGIC OBJECTIVES
Where we must focus our strengths and resources to overcome our challenges

SAFETY — EVERYONE HOME SAFE EVERY DAY

Focus Areas & Key Actions

Highway Safety - Reduce fatal and serious injury crashes
- Implement highway safety program
- Implement new winter operations closure strategies
- Refine design for variable speed limit systems
- Construction work zone research

Workforce Safety - Reduce workplace injuries, incidents, and crashes
- Update safety committees and safety manual
- Safety team presence and support to field and office activities
- Empower employees to stop work due to safety concerns

Key Metrics
- Serious injury and fatal crashes
- Work zone crashes
- Snowplow crashes
- Workforce injuries

WORKFORCE — GROW AND RETAIN A HIGH PERFORMING WORKFORCE

Focus Areas & Key Actions

Recruitment - Attract a diverse qualified workforce
- Promote SDDOT through schools (K-12/collegiate) and communities
- Deploy clear, concise, and engaging requisition and job postings for all positions
- Deploy recruitment strategies and awareness to all employees

Retention - Reduce turnover, enhance employee engagement, and build a stable, high-performing workforce
- Promote career advancement opportunities
- Ensure deployment of employee onboarding process checklist
- Workgroups for similar positions to define and communicate expectations for work-life balance
- Explore Employee Resource Groups (ERG)

Development and Training - Build a highly skilled and adaptable workforce
- Train to learn and understand SDDOT standard practices, policies, and procedures
- Communicate expectations on leadership development to all supervisors
- Establish safety standing training group and implement updated safety training
- Establish methods to measure effectiveness of training

Key Metrics
- Employees receive sufficient explanation and details regarding significant changes in the agency
- Employees are able to balance work and personal life
- Employees feel they are doing something worthwhile
- Retention of employees
- Average number of open position
- Kirkpatrick training effectiveness

SERVICE — PROVIDE EXCELLENT SERVICES

Focus Areas & Key Actions

Highway and Bridge Condition - Sustain a high quality transportation system
- Delivery of STIP
- Implement Maintenance Equipment Management System to manage highway assets

Winter Operations - Ensure safety and mobility during winter weather events
- Enhanced messaging during winter events
- Improved effectiveness and efficiency of operations

Customer and Public Engagement - Deliver transparent, timely, and accessible information with proactive two-way communication
- Deploy Public Involvement Plan (PIP) and engagement practices

Technology and Improvement Adoption - Implement technology and improvements to improve services
- IT road map implementation
- Deploy improvement idea process to all employees

Key Metrics
- System reliability
- Customer satisfaction
- Pavement and bridge condition
- SD511 usage and satisfaction
- Winter road recovery times