



**DEPARTMENT OF
TRANSPORTATION**

STRATEGIC PLAN 2021-2022

Our Mission Why We Exist: To efficiently provide a safe and effective public transportation system
Our Vision What Success Looks Like: Better lives through better transportation by being the best

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

Strategic Objectives

Where We Must Focus Our Strengths and Resources to Overcome Our Challenges



SAFETY



Short Term Goals

- Reduce state vehicle backing crashes
- Reduce the winter related crashes
- Reduce the number of fatalities related to highway crashes
- Reduce the number of serious injuries related to highway crashes

Everyone Home Safe Everyday



Long Term Goals

- Reduce workforce lost time injuries
- Reduce state vehicle crashes
- Reduce work zone serious injury and fatal crashes
- Reduce snowplow truck crashes



WORKFORCE



Short Term Goals

- Increase employee awareness of the Department's goals and priorities
- Increase accessibility of leaders to all employee to listen to concerns and take action to address them
- Increase two-way communication between supervisors and employees to implement ideas and suggestions
- Decrease workload and job stress concerns of employees

Value All Team Members



Long Term Goals

- Increase employee engagement
- Increase retention of new employees
- Increase employee training and development opportunities
- Increase supervisor communication with their employees
- Increase employee's commitment to doing quality work
- Cultivate a Teamwork culture that creates a collaborative, positive, effective, and efficient work environment
- Develop and sustain a workforce culture that reflects the communities we serve



SERVICE



Short Term Goals

- Increase customer engagement to inform, influence, and listen to customers to improve services
- Increase the transparency and collaboration in our business and operational decision making

Provide Excellent Services



Long Term Goals

- Increase external customer satisfaction through improved communication and engagement
- Increase collaboration with contractors on better ways to accomplish our work that meets the needs of the customer and contractors
- Improve the quality of plans that allow the contractors to competitively bid and efficiently construct projects
- Increase landowner communication throughout the project life to inform, influence and listen



PROCESSES



Short Term Goals

- Increase rate of projects meeting the project ready dates as scheduled in Primavera
- Increase use of 511 App, 511 Road Condition Service, and Safe Travel USA website
- Implement variable speed limits and integrate ITS improvements along identified corridors
- Increase systematic process improvements on daily work and key work processes
- Increase readily available data for decision making to improve performance and outcomes

Continually Improve



Long Term Goals

- Increase rate of projects meeting the planned milestone scheduled dates in Primavera
- Improve the effectiveness of winter operations and travel reliability
- Increase employee initiated and implemented innovation and within SDDOT



ASSETS



Short Term Goals

- Prioritize assets to track and develop condition targets
- Increase the condition of pipe culverts as rated by the inventory system

Provide the Best Transportation System



Long Term Goals

- Maintain highway pavements in good to excellent condition
- Maintain highway bridge in good or fair condition
- Maintain pipe culverts in good or fair condition
- Increase the effectiveness of high-quality pavement markings
- Increase the condition targets on prioritized assets