

2023-2024 STRATEGIC PLAN

MISSION - We provide a safe and efficient public transportation system

VISION - Better lives through better transportation

CORE VALUES - Principles and expected behaviors that guide us

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

- 1. **Safety** - Safety in all we do
- 2. **Service** - Exemplary public service with unprecedented access to information
- 3. **Stewardship** - Efficient and accountable use of public resources
- 4. **Trust** - Honesty, integrity, respect, and professionalism with customers, partners, stakeholders, and co-workers
- 5. **Innovation** - Initiate and implement new ideas to create value

STRATEGIC OBJECTIVES

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



SAFETY

EVERYONE

HOME SAFE EVERYDAY

Focus Areas & Key Actions

Highway Safety

- Develop an Implementation plan for a Zero Fatality Vision
- Enhance New Winter Operations Closure Strategies
- Implement Variable Speed Limit Systems

Workforce Safety

- Implement Workforce Safety Improvements

Key Metrics

- Serious Injury and Fatal Crashes
- Work Zone Crashes
- Snowplow Crashes
- Workforce Injuries
- State Vehicle Accidents



WORKFORCE

GROW AND RETAIN A

HIGH-PERFORMING WORK FORCE

Focus Areas & Key Actions

Recruitment

- Enhance Early Exposure to Career Paths in Educational Institutions
- Develop an Updated Requisition and Job Postings Template
- Evaluate and Enhance Ongoing Recruitment Efforts

Retention

- Expand Horizontal Career Path Concept
- Enhance Employee Onboarding Process and Orientation Guidance
- Define Work Life Balance
- Enhance Personal and Professional Development

Development and Training

- Continue to Develop Curriculum in SDLearn
- Continue Leadership Development Opportunities
- Enhance DOTNET Program

Key Metrics

- Employee Engagement Survey
- Turnover and Retention
- Kirkpatrick Training Effectiveness



SERVICE

PROVIDE

EXCELLENT SERVICES

Focus Areas & Key Actions

Highway and Bridge Condition

- Delivery of Projects in the STIP
- Develop Management Plan for High Risk Assets

Winter Operations

- Implement Improved Traveler Information Strategies
- Improve Efficiency and Effectiveness of Winter Operations

Customer and Public Engagement

- Enhance Project Related Public Engagement

Technology and Innovation Adoption

- IT Road Map Development
- Develop processes for identifying, evaluating, and implementing innovation

Key Metrics

- Customer Satisfaction Survey
- Pavement, Bridge, and Asset Condition
- SD511 and Social Media Engagement