

Wyoming Department of Transportation Strategic Plan FY2020 - FY2023



Wyoming Department of Transportation (WYDOT) Strategic Plan FY 2020-FY2023

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Introduction

The Wyoming Department of Transportation (WYDOT) strategic plan for FY2020 through FY2023 meets the statutory requirement for the submission of agency strategic plans under W.S. 28-1-115. WYDOT's strategic plan represents the direction for the agency and a foundation for ensuring sustainable, responsive and proactive planning that encompasses the State of Wyoming both presently and in the future.

The agency Strategic Plan is first and foremost crafted to support and enhance WYDOT's Purpose, Mission, Vision and Values. WYDOT's strategic planning process incorporates the Balanced Score Card methodology comprised of the follow four perspectives:

Customer – How well do we meet the expectations of the recipients of our services?

Internal Processes – What key processes have to 'go right' to succeed at service delivery?

Learning and Growth– What aptitudes, attitudes (culture), and resources do our employees need to deliver superior service?

Financial – How do we demonstrate the value we deliver while managing costs?

The following is an overview of WYDOT's 2020-2023 Strategic Plan that provides a guide for describing and accomplishing priorities over the next three years.

Agency Overview

Number of Employees: 1846 (*as of 8/4/21*)

Clients Served: Travelling public (air and ground transportation), state agencies, local governments, agency officials, elected officials, professional boards, and constituents. WYDOT manages or supports approximately 7000 miles of roadway, 1,960 bridges, 40 airports, 68 transit projects, just over 500 WYDOT owned facilities, the Governors Executive Protection Detail, 24/7 Trooper response from 18 offices, 14 Port of Entry locations, 24/7 communications center and 80 public safety communication sites.

Budget Snapshot

For 2021-2022 Biennium	Operating
State Funds	\$478,429,422
Federal Funds	\$894,336,308
Total Operating Funds	\$1,372,765,730

WYDOT houses a multitude of programs to serve internal and external customers. WYDOT operates, maintains, and helps fund safe, effective and sustainable air and ground transportation systems, serves all residents of Wyoming and supports the economic viability of the state and nation. In addition, WYDOT facilitates statewide interoperable communication used by over 500 agencies from all levels of government for both routine and emergency communications.

WYDOT's Five Functional Areas

- 1. Maintaining roads and bridges**– overseen by the Chief Engineer, two Assistant Chief Engineers (ACEs), with the ACE for Operations overseeing the field offices in five districts.
- 2. Enforcing traffic, safety, and criminal laws** – overseen by the Wyoming Highway Patrol (WHP) Administrator and Colonel, and the WHP Executive Command Staff, with the Field Services Commander overseeing the five WHP district offices and the Support Services Commander overseeing Commercial Vehicle Services, Communications Center, Recruiting and Training Section and Records, Evidence, Equipment and Technology Section.
- 3. Developing statewide air service and maintaining airports** – overseen by the Aeronautics Administrator
- 4. Providing transportation related services** – overseen by the Support Services Administrator, with Driver Services and Motor Vehicle Services under this area.
- 5. Supporting statewide emergency communications network** – overseen by the Chief Technology Officer, who is also the Governor appointed 911 Coordinator for the state of Wyoming and is responsible for statewide emergency communications.

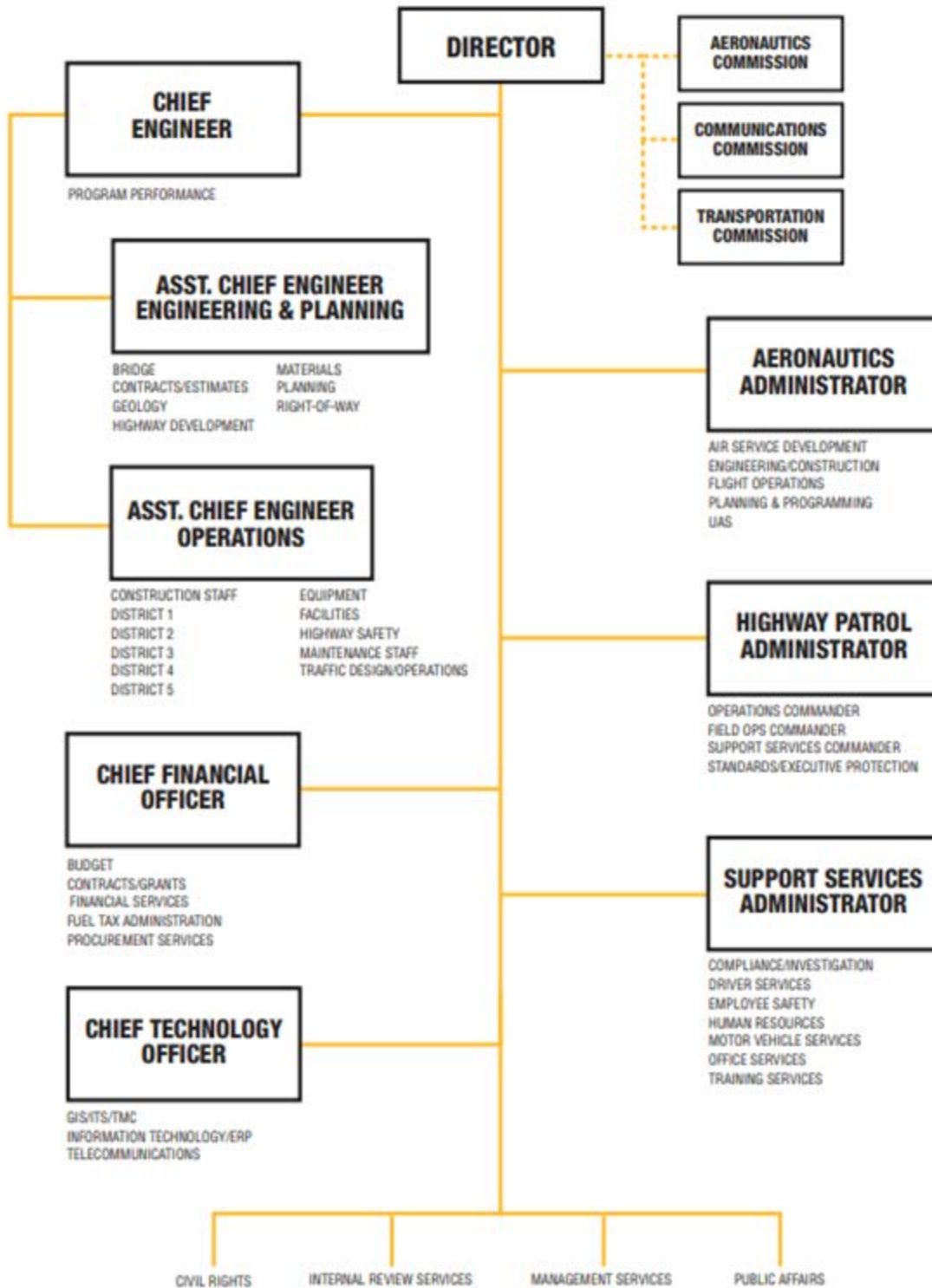
WYDOT Guiding Principles

Recognizing that we are operating in a resource-constrained environment, WYDOT shapes its priorities using the following guiding principles.

WYDOT's most valuable priority and asset are its **EMPLOYEES**.

- 1. Align type of expenditures with appropriate and available revenue source.**
- 2. Address identified critical life safety issues.**
- 3. Preserve WYDOT assets (as appropriate).** This includes pavement, Bridges, Communication assets, IT systems, Roadside Features (Hardware - Signage, Guardrail, Lighting, etc., Drainage - Culverts, ditch erosion, etc., Side Slopes - Safety foreslopes, backslopes, etc., Intelligent Transportation Systems), Facilities, and Fleet.
- 4. Improve operational effectiveness and efficiency.** WYDOT will align its fleet with the mission, which includes evaluating expanded use of WYDOT and State motor pool, right piece and size of equipment for the job, and evaluating the replacement cycle. WYDOT plans to address building needs which include major Maintenance cycles, Leases, etc, IT software and hardware will be evaluated for efficiency and a focus on Agency Staffing to meet our mission.
- 5. Minimize activities which negatively impact the public.** WYDOT will align quality standards of highway (ride, pavement bonus, etc..) to traffic volume and type of traveler (local vs non-local) while still meeting established safety requirements
- 6. Address mobility and capacity through system improvements and enhancements.** This will support and grow Wyoming's economy.

WYOMING DEPARTMENT OF TRANSPORTATION

January 2021

WYDOT Agency Purpose, Mission, Vision, Values and Goals

Purpose (The Why): A shared sense of purpose, within which every member of the WYDOT family can see themselves and how the work they do contributes to it, is the throughput thread that makes up the fabric of WYDOT. Understanding and communicating how WYDOT contributes to larger things, such as connecting families and economies, community development, and improved quality of life for Wyomingites, is strategic and a priority for WYDOT. In essence, purpose captures the why, why we do the work we do. WYDOT's Purpose statement is:

Support Wyoming's economy while safely connecting communities and improving the quality of life

Mission (What): Mission captures what the agency does, in terms of the goods and/or services it provides to fulfill its larger purpose. WYDOT's Mission is:

Provide a safe and effective transportation system

Vision (Where): Vision captures where the agency wants to go. It is future oriented and represents where the agency's leaders envision the strategic plan will take them. WYDOT's Vision statement is:

Excellence in transportation

Values (How): Values outline how employees and leadership will conduct themselves, how they will treat each other and the people they serve. In addition to Goals, Objectives, and Initiatives (actions), Values are part of the how, how people in the agency will behave as they work toward the Vision. WYDOT's Values include the following (RIDES):

Respect: Respectfully considering the opinions and values of others, selflessly serving the citizens of Wyoming, and acting with humility.

Integrity: Being honest and trustworthy with each other; the courage to hold ourselves and others accountable for doing the right thing, even when no one is looking.

Dedication: Commitment to achieving our mission and serving the people of Wyoming; loyalty to mission and agency is important, and is both given and earned.

Excellence: Striving for excellence in everything we do, always giving the very best of ourselves; focusing on solutions, toward which we are innovative, resourceful, and unrelenting.

Safety: Valuing people as our greatest resource, and the safety of those we serve and employ as a top priority; everyone in the workplace should be safe in their physical surroundings, and free from harassment, discrimination, or intimidation.

Goals: WYDOT identified seven Goals listed in priority order.

Goal 1.0: Ensure a vibrant, safe and competent workforce

Objective 1.1: Provide a safe and secure work environment

Action Items:

Improve Safety Culture - Strengthen WYDOT's safety culture

Security - Enhance security in WYDOT facilities

Emergency Preparedness - Improve WYDOT's ability to respond statewide to a man-made emergency or natural disaster events

Objective 1.2: Increase leadership and supervisory effectiveness

Action Items:

Supervisor Training - Improve Supervisory training

Leadership Training - Improve Leadership training at WYDOT

Objective 1.3: Improve staffing and recruitment/retention

Action Items:

Staffing Allocations - Evaluate and appropriately allocate resources (positions) to agency function/need

Job Classifications - Review job classifications at WYDOT, as well as the reclassification process

Hiring Process - Ensure WYDOT's hiring process is efficient and fair

Compensation - Explore ways to increase compensation by working with agency HR, A&I, the Governor, and others to increase compensation

Policies - Revise WYDOT's policies to serve both business needs & employees including compensatory time, overtime, and change to start/end of the workweek

Retention Strategies - Explore and implement strategies outside of compensation for retention

Development - Improve talent management and succession planning within the agency

Objective 1.4: Improve transparency and communication

Action Items:

Dissemination - Consistently disseminate information & updates agency-wide (staff call, town hall, legislative)

Feedback - Encourage two way communication, developing channels for feedback from and communication with employees.

District & Program Involvement - Communicate and collaborate with all Programs and Districts, and ensure they are empowered at appropriate levels.

Goal 2.0: Acquire and responsibly manage resources

Objective 2.1: Be good stewards of public resources

Action Items:

Strategic Alignment - Ensure how we are allocating our resources is aligned with our mission and strategic objectives.

Greatest ROI - Expend public dollars & make purchases that yield the greatest return on investments

Compliance - Maintain a level of high compliance with state and federal requirements in how we manage, expend, and report on the funds we receive

Objective 2.2: Improve transparency and communication around fiscal activities and needs

Action Items:

Tell WYDOT's Story - Tell the story of how WYDOT delivers services, the costs of and changes to delivering services, and the tradeoffs and unmet needs related to increased cost and scope of services

Impact - Better understand and communicate the impact of WYDOT's work in local communities and the statewide infrastructure and economy

Objective 2.3: Increase funding: Flexible, sustainable (over time), state and federal

Action Items:

New Revenue - Research potential new revenue sources, and secure them for WYDOT

Goal 3.0: Provide safe, reliable and effective transportation systems

Objective 3.1: Reduce crashes and fatalities on Wyoming's Roads

Action Items:

Engineering - Make roads safer through design of safer roads & bridges, & improved/advanced traffic & GIS

Education - Work to improve driver behaviors

Enforcement - Explore the possibility of a primary seatbelt law in Wyoming

Objective 3.2: Improve resiliency of state transportation system

Action Items:

Life Cycle - Maximize the use of materials, in an effort to extend the life cycle of roads and bridges

Preventive Maintenance - Ensure timely maintenance of the transportation system

Objective 3.3: Strengthen Service Delivery

Action Items:

Air Service - Improve stability and availability of commercial air service

Driver & Motor Vehicle Services - Improve Drivers License and Motor Vehicle Services service delivery

Transit - Improve public transportation

Mobility - Enhance mobility and access to variable modes of transportation

Educate Public - Educate the public and stakeholders, in an effort to manage expectations about the challenges WYDOT faces and capacity to deliver services with increasingly limited resources

Objective 3.4: Proactively prepare the transportation system for future need and emergency response

Action Items:

Technology - Increase staffing and technology in preparation for things such as autonomous vehicles, increased connectivity, and intelligent transportation

System Capacity - Evaluate system capacity to identify areas where increased traffic volumes due to tourism, outdoor recreation, & commercial vehicle traffic will require the transportation system capacity to be expanded

Emergency Preparedness - Ensure emergency response plans are developed and disseminated, preparing WYDOT and the systems it supports for emergency situations

Objective 3.5: Prepare our state and infrastructure for the influx of electric vehicles

Action Items:

Electric Vehicles - Preparing our state and infrastructure for the influx of electric vehicles

High Capacity Broadband

Goal 4.0: Provide essential public safety and effective communication systems

Objective 4.1: Provide public safety services and enforcement through the Wyoming Highway Patrol

Action Items:

Executive Protection - Provide personal security to the Governor

State Capitol Protection - Provide protection to the State Capitol

Highway Safety - Enforce traffic laws, impaired driving, work zone safety, etc.

Visibility - Improve visibility and presence of law enforcement

Criminal Interdictions - Provide human trafficking and other criminal interdiction training for WHP personnel, and conduct investigations during traffic and commercial vehicle stops

Ports - Continue safety investigations of commercial vehicles at Wyoming's POEs, as well as provide permits

Objective 4.2: Maintain viable emergency communication systems throughout Wyoming

Action Items:

WyoLink - Improve WyoLink infrastructure, coverage, and local support

NG911 - Develop and support NG911

Goal 5.0: Create and enhance partnerships with transportation stakeholders

Objective 5.1: Improve and encourage regular and proactive contact with stakeholders

Action Items:

Communication Plan - Continue to update stakeholder communication plan

Inform - Educate and inform stakeholders about what WYDOT does, how we do it, & our successes/challenges

Responsiveness - Evaluate how WYDOT responds to complaints and recommendations from the public, ensuring they are evaluated thoroughly and responded to efficiently and appropriately

Objective 5.2: Create and expand partnerships with transportation stakeholders

Action Items:

Locally - Proactively engage & listen to the communities and state we work in, to understand & respond to concerns

Federally - Work collaboratively with federal partners on best practices, efficiencies, & responsiveness

Intra-Agency - Foster and improve intra-agency relationships

Inter-Agency - Find common goals and create partnerships with other state agencies

Objective 5.3: Recognize stakeholder contributions

Action Items:

Develop Process - Develop a recognition process, for those who contribute to wildlife & other projects

Goal 6.0: Encourage and Support Innovation

Objective 6.1: Develop an Innovation Program

Action Items:

Specialist - Explore the idea of a dedicated Innovation Specialist

Incentivize - Find ways to incentivize innovation across the agency

Education - Increase education and awareness around what innovation looks like and the benefits

Objective 6.2: Encourage and improve agency culture to be open to new ideas/technology

Action Items:

Idea Channels - Develop channels for those in the field, closest to the work, to push innovative ideas to leadership

Process Improvements - Improve operations through process improvements

Objective 6.3: Better use of innovation and technology for service delivery

Action Items:

Interfaces - Develop system interfaces to help WYDOT systems work with each other

Driver Services - (Placards) - Create an electronic system to access disabled placards

Websites - Advance the internal & external websites for increased functionality/efficiencies, and consistently update

Connected Vehicles - Expand conditions for & operationalize connected vehicle technology and methods

Autonomous Vehicles - Prepare for autonomous vehicles

GIS - Synchronize traffic and GIS systems for delivery of public safety

Objective 6.4: Improve preparedness for increased data sharing and usage

Action Items:

Storage - Ensure our systems have advanced storage and data processing

Predictive Analytics - Improve utilization of data to increase public safety

Data Sharing

Mobile & Remote Working

Unmanned Aircraft Systems (UAS) - Be prepared for data & systematic way to know what to use/keep and not

Goal 7.0: Preserve our history and heritage

Objective 7.1: Recognize retiree achievements and contributions

Action Items:

Outreach - Reach out to retirees; collect their stories about working at WYDOT

Conference - Work with retirees to hold an annual retiree conference/gathering, to keep them engaged

Objective 7.2: Celebrate and communicate WYDOT's history and heritage

Action Items:

100 Year Book - Research and put together a book of WYDOT's 100 years

Milestones - Celebrate milestones with employees and retirees when they occur

Display - Build a historical display of items, showing WYDOT's history and how it has evolved over time

Objective 7.3: Foster a sense of agency historical knowledge in employees

Action Items:

Employee Yearbook - Do an employee yearbook, showing where employees work, projects and other accomplishments

Orientation - Incorporate agency history into new employee orientation

Presentations - Have agency leaders and employees create WYDOT 'TED' talks and presentation

Evaluation of the Strategic Plan

WYDOT evaluates its Strategic Plan monthly through the WYDOT Metric Walk.

Metric Walks are presentations prepared by Strategic Planning staff monthly that include a breakdown of WYDOT Goals, objectives, actions items and metrics to measure if WYDOT is meeting its goals.

Metric Walks are disseminated agency wide on a monthly basis. During the Metric Walk review with Executive Staff, WYDOT is able to pivot, add, subtract and change strategies in order to accomplish goals. WYDOT's Strategic Plan is considered an ever-changing working document to meet the needs of WYDOT and the public.