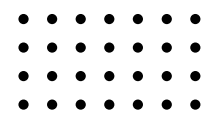# 2026 STRATEGIC PLAN

SD DEPARTMENT OF TRANSPORTATION

MISSION - We provide a safe and efficient public transportation system

VISION - Better lives through better 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** - Trusted service with access to information and decision-making
4. **Safety** - Safety in all we do
5. **Teamwork** - Collaborative, respectful, and supportive work culture to achieve shared organizational goals
6. **Improvement** - Initiate and implement new ideas or methods to create value

STRATEGIC OBJECTIVES

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

EVERYONE HOME SAFE EVERY DAY

Focus Areas & Key Actions

Highway Safety - Reduce fatalities and serious injuries
- Implement "Toward Zero Deaths" program in collaboration with other safety stakeholders
- Refine new winter operations closure and communication strategies
- Refine process and evaluate effectiveness of Variable Speed Limit (VSL) system deployment
- Review construction work zone crashes and develop strategies

Workforce Safety - Reduce workplace injuries, incidents, and crashes
- Update safety committees and safety manual
- Coordinate with the safety team to deliver hands-on support for field and office activities
- Cultivate workplace culture for employees to take collective responsibility for safety

Key Metrics
- Serious injuries and fatalities
- Work zone crashes
- Snowplow crashes
- Workforce injuries and related costs
- State vehicle crashes

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 recruitment strategies and awareness to all employees

Retention - Reduce turnover, enhance employee engagement, and build a stable, high-performing workforce
- Ensure deployment of employee onboarding process checklist
- Define and communicate expectations for work-life balance
- Enable employee peer groups to meet and share best practices
- Share and communicate retention strategies

Development and Training - Build a highly skilled and adaptable workforce
- Promote career (professional advancement) and personal growth opportunities
- Train staff to apply SDDOT standard practices, policies, and procedures
- Engage supervisors in fulfilling leadership development expectations
- Provide training on new systems and technology implementation
- Develop and implement Kirkpatrick training effectiveness

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 in their job
- Retention of employees
- Average number of days to fill position
- Employees receive training to complete work

PROVIDE EXCELLENT SERVICES

Focus Areas & Key Actions

Highway and Bridge Condition - Sustain a high-quality transportation system
- Deliver construction program through the STIP based on available funding and resources
- Implement Maintenance Equipment Management System (MEMS) to document maintenance activities and vehicle miles

Winter Operations - Ensure safety and mobility during winter weather events
- Enhance messaging during winter events
- Improve the effectiveness and efficiency of operations
- Develop operational resiliency strategies to prepare for extreme events

Customer and Public Engagement - Deliver transparent, timely, and accessible information with proactive two-way communication
- Deploy Project Public Involvement Plan (PPIP) to ensure effective communication
- Advance engagement strategies with customers on an ongoing basis
- Establish policies and procedures for participating in community events

Technology and Improvement Adoption - Implement technology and improvements to enhance services
- Deploy improvement idea process to all employees
- Develop data governance guidance documents
- Develop systems that effectively communicate shared information and data

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