



# FY 2012

## Strategic Plan Update



Division of Organizational Performance  
Management

Georgia Department of Transportation

September 2011

Georgia Department of Transportation  
FY2012 Strategic Plan Update

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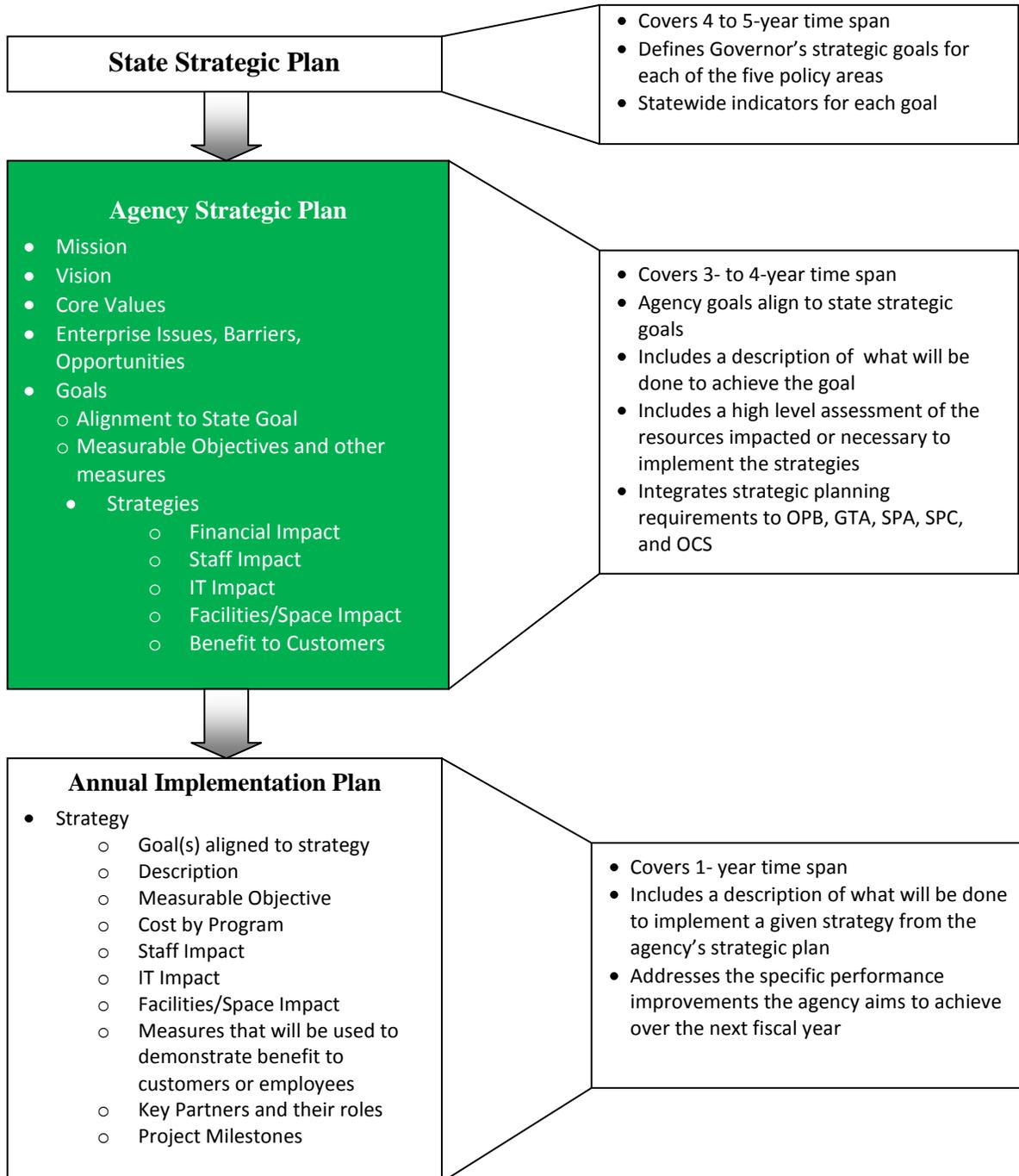
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## I. INTRODUCTION

This document represents the FY2012 Strategic Plan update for the Georgia Department of Transportation (GDOT). This is the Department’s seventh annual strategic plan. The FY 2012 strategic plan follows the outline titled, “State Strategic Planning Guidelines,” that was distributed by the Office of Planning and Budget in July 2011. The following is an outline of the “Strategic Planning Framework”:



The focus of this plan update is to:

- Review progress against the FY 2011 Strategic Plan
- Review/Revise the Department Strategy, including:
  - Goals
  - Objectives
  - Critical Success Factors and Inhibitors
  - Business Strategies to achieve Strategic Objectives
- Revise the Strategy Map which communicates the Department's strategy
- Update Environmental Scan

All members of the GDOT management and core strategic planning teams have been involved in the development of the strategic plan and have taken ownership of the plan and process.

#### ***A. GDOT Background***

The Georgia DOT is authorized by Title 32 of the Georgia Code to organize, administer and operate an efficient, modern system of public roads, highways and other modes of transportation including public transit, rail, aviation, ports and bicycle and pedestrian facilities. In 2010, the Department was reorganized under Senate Bill 200 (SB 200), which consolidated the planning function under the Director of Planning, who reports to the Governor. The Department is overseen by a thirteen member Board representing each of Georgia's Congressional Districts.

The Georgia DOT is one of over 80 state agencies that comprise the State Government of Georgia. Its operations are statewide, with Central offices located in Atlanta, 7 District Offices, 42 Area Offices, 148 Maintenance Facilities, 17 Rest Areas and 9 Welcome Centers. The Department has approximately 4,500 employees. In order to carry out its mission and operations, the Department relies on a diverse workforce of men and women who serve in a variety of career fields including engineering, environmental, administration, planning, technical and manual labor skills. They are supported by an integrated network of information systems, administrative, support personnel, and over 8,500 pieces of equipment. In addition, the Department supplements its workforce with consultants and contractors to provide project development support including design and construction.

In Fiscal Year 2011, the Department's budget was around \$1.8 Billion; of that amount, over 99% was from motor fuel, federal funds and other sources and less than 1% was State General Funds. For Fiscal Year 2012, GDOT's appropriation is \$2.04 Billion; of that 99.7% is from state motor fuel, federal funds and other funds and less than 1% from State General Funds. Georgia's highway system is considered one of the best maintained in the nation. This system is designed to network Georgia's county roads, city streets, Interstates and State Highway System together to form a system of public roads that efficiently carry travelers and goods to their destinations. Georgia's highway system is made up of the following centerline miles:

- State Highway System 17,986 miles (temporary SR mileage not excluded)
- County Roads 79,296 miles
- City Streets 21,492 miles
- Other Public<sup>1</sup> 4,143 miles

In addition, Georgia DOT provides funding and operating assistance to:

- Approximately 540 miles of freight rail lines
- 14 urban transit providers
- 112 rural transit providers
- 103 publicly owned airports
- 2 deep-water ports
- The Georgia portion of the Atlantic Intracoastal Waterway
- 14 bicycle routes across the state

## **II. OVERVIEW: STRATEGIC PLANNING AND TRANSPORTATION ASSET MANAGEMENT**

The Georgia Department of Transportation's first cycle of formal strategic planning began in 1994 and resulted in the development of a mission statement, vision statement, and identification of seven strategic directions and eleven projects. Since that date, strategic planning has been institutionalized within the Department. As a management tool, it is used in setting GDOT's direction, identifying specific initiatives, and facilitating employee teamwork to implement the projects necessary to achieve continuous organizational improvements.

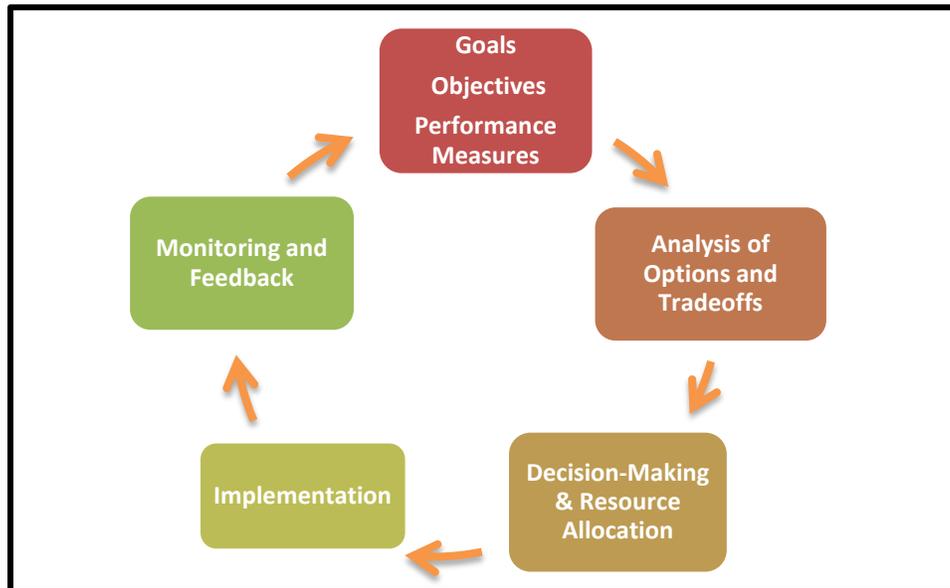
The Department's strategic planning process is led by its senior leaders: the Commissioner, the Deputy Commissioner, Chief Engineer, Treasurer and Division Directors. Senior leaders are responsible for setting the Department's direction, through the development of a mission, a vision, core values, strategic goals and objectives and to evaluate progress using performance management.

In January 2003, the Department began the implementation of a strategic management process. A new unit, the Strategic Planning Unit, was formed within GDOT to facilitate and manage this process. Subsequently, the name of the unit was changed to the Strategic Management Group to better describe the unit's role. In 2009, the Strategic Management Group was incorporated into the Division of Organizational Performance Management. The following diagram represents the flow of the strategic management process within GDOT under a Transportation Asset Management (TAM) regime:

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<sup>1</sup> Other Public includes roads under Federal jurisdiction (such as Military Bases, U.S. Forest, or National Park Service Roads) or roads under authority and jurisdiction of another local or state agency such as State Parks or Universities. Also, includes roads where authority or ownership is un-resolved. (Source: Office of Transportation Data)

## Transportation Asset Management Strategic Process Flow



As the graph above indicates, the strategic process begins with clearly defined strategic goals and objectives. Performance measures are then defined which will evaluate the Department’s success at meeting its goals and objectives. From here, the analysis of different investment options and tradeoffs follow, in order to aid in the decision-making and resource allocation processes. The implementation stage is closely monitored and measured against these performance measures. Finally, the leadership team reviews the progress made and makes any adjustments needed before defining new goals and objectives. A continuous improvement cycle is also in place.

### **III. GDOT PLANNING TEAMS**

The GDOT’s strategic planning process was conducted with multiple teams representing multiple levels and spanning all Divisions of the Department.

- Core Team: Responsible for the coordination and facilitation of the strategic process and the development of all strategic planning work products and deliverables. This Team consists of the Director of Organizational Performance Management and staff.
- Executive Team Under guidance from the Board, responsible for setting Department’s overall direction and targets. This team consists

of the Commissioner, Deputy Commissioner, Chief Engineer, Treasurer and all Division Directors.

- Workforce Plan Team Responsible for the Department’s Workforce Plan. This team consists of the Director of Human Resources and key staff.

**IV. STATE STRATEGIC DIRECTION**

GDOT’s strategic plan takes into account Governor Perdue’s five key priorities for the State: “A Healthy, Safe, Educated, Growing, and best-Managed Georgia”

	Priority Area	Description of the Governor’s Key Priorities
1	A Healthy Georgia	<p>A healthy Georgia is a strong Georgia. We will encourage Georgians to adopt healthy lifestyles and make access to sound and affordable medical care available to every Georgian. We will pay particular attention to the quality of health and human services for our most vulnerable citizens, including provision of child protective services and care for developmentally disabled citizens and those with mental health challenges.</p> <p>Georgia will lead the way in quality of life for senior citizens. We will open doors to more long-term care options and shift the state emphasis in long-term care from nursing homes to home and community-based settings.</p> <p>We will continue to battle substance abuse in our state. Through a combined awareness, treatment and law enforcement approach, we will fight for a drug free Georgia.</p>
2	A Safe Georgia	<p>A fundamental duty of any government is providing for the safety of its citizens. All Georgians should feel safe on their streets, in their communities and in their homes. We will protect our society from violent, dangerous felons. We will provide our law enforcement community with the tools and the resources to detect and prevent crimes and to respond swiftly and effectively when crimes do occur. We will maintain a criminal justice system that can dispense justice swiftly and surely. And we will increase our coordination and readiness to protect our citizens from the threat of terrorism and to respond to natural disasters.</p>
3	An Educated Georgia	<p>Education is the means by which we develop Georgia's most important resource, her people. As we work to improve the quality of jobs for Georgians, education will be the foundation of success, both for individual Georgians and for our state as a whole. We are committed to providing every child in this state with an opportunity to learn and to ensuring that no child is left behind. We will set standards for learning and demand accountability for student progress. We will show respect for teachers by listening to their recommendations and concerns and by giving them greater control of their classrooms. We will enhance local control of education by cutting burdensome bureaucracy and regulations, and giving local superintendents, school boards and parents more control over their community's education decisions.</p> <p>We are committed to excellence in our post-secondary education system and to fostering a culture of life-long learning. We will protect the HOPE scholarship, support adult learning and help our institutions of higher learning continue to produce quality graduates and world-class research.</p>

	Priority Area	Description of the Governor’s Key Priorities
4	A Growing Georgia	<p>Our state is blessed with great economic resources and competitive advantages that can create opportunity and prosperity for all Georgians. We are committed to being good stewards of Georgia's economy by practicing fiscal responsibility in state government and by maintaining a business climate that sustains our existing companies, attracts new business and jobs to our state, and empowers small businesses to grow and to create jobs throughout Georgia.</p> <p>We will train and educate Georgia's workforce to be well prepared for the job opportunities of the 21st century. We will extend our leadership in developing new technology resources and infrastructure and be aggressive in bringing economic vitality to rural Georgia as well as our cities.</p> <p>We must balance the demands of growing Georgia's economy with ensuring a good quality of life for our citizens. We will improve our transportation systems to reduce congestion and improve mobility, encourage development of livable communities, and protect our air, water, green space and other natural resources for current and future generations.</p>
5	Best Managed Georgia	<p>Often times, citizens express their concern that government is not run more like a private business. Indeed, it is frustrating when the hard-earned dollars we pay in taxes do not always seem to be used as efficiently as we would like. And while an organization that does not exist to make a profit may never be able to run exactly like a profit seeking corporation, it is possible to employ many of the best practices already being utilized by the private sector to make state government as effective and as efficient as possible.</p> <p>The Commission for a New Georgia is responsible for organizing task forces to look at certain operational initiatives where we are convinced that state government can get “more bang for its buck.” There is no doubt that Georgia’s state government is made up of intelligent, innovative, and character-driven people. But we must promote a culture of responsible stewardship and provide our people with the best practices available in order for government to function as productively as we believe it can.</p> <p>Corporate America has undergone dramatic re-engineering in the last few years to cope with increased competitive pressures and challenges. We intend to take advantage of this emerging body of knowledge and reap the benefits of adopting the best practices from the private sector wherever appropriate.</p>

**V. VISION**

*Keep Georgia Moving With Quality Transportation*

**VI. MISSION**

*The Georgia Department of Transportation provides a safe, seamless and sustainable transportation system that supports Georgia’s economy and is sensitive to its citizens and environment.*

**VII. CORE VALUES**

Core Values are enduring beliefs which GDOT’s Leadership and employees hold in common and put into action. Core values answer the question, “How do we act as we move toward achieving our mission and vision?”

GDOT’s Leadership team identified the Department’s core values to be: Committed, Accountable, Responsible and Ethical (C.A.R.E.).

<i><b><u>Core Values</u></b></i>	<i><b><u>Meaning</u></b></i>
<i><b><u>Committed</u></b></i>	<ul style="list-style-type: none"> <li>• Available whenever the need arises</li> <li>• Dedicated to the success of the Department through excellence</li> </ul>
<i><b><u>Accountable</u></b></i>	<ul style="list-style-type: none"> <li>• Doing what we say we are going to do</li> <li>• Meeting program targets</li> <li>• Meeting professional standards</li> </ul>
<i><b><u>Responsible</u></b></i>	<ul style="list-style-type: none"> <li>• Taking ownership and pride in our work</li> <li>• Being responsive and timely in all our actions</li> </ul>
<i><b><u>Ethical</u></b></i>	<ul style="list-style-type: none"> <li>• All actions are based on principles</li> <li>• Being above board in all our actions</li> </ul>

## VIII. CORE BUSINESSES

GDOT is moving towards a core business process utilizing the principles of *Transportation Asset Management*. Transportation Asset Management (TAM) is a strategic approach or philosophy that guides how business is conducted at GDOT. AASHTO defines TAM as:

“...a strategic and systematic process of operating, maintaining, upgrading and expanding physical assets effectively throughout their lifecycle.”

TAM ultimately can provide GDOT with an integrated and comprehensive strategic management approach to providing for the state’s transportation needs, at a time of declining or insufficient resources.

The key strength of using TAM to guide GDOT’s transportation decisions is that it is data-based – decisions can be supported by the data on which it was based, in addition to engineering judgment. At a time when funding for transportation will be constrained and various programs will be forced to compete with each other, TAM provides an effective tool to determine how best to spend every transportation dollar.

TAM business practices are characterized by:

- **Clear links between policy goals and objectives and decisions at all levels.**
- **An understanding of the connection between proposed investments and expected results.**
- **An understanding of program-level impacts and funding allocations.**
- **A long-term view of asset performance.**
- **Decisions that are supported by good information.**
- **A feedback loop from observed performance to planning and programming decisions.**
- **Clear accountability.**

Based on the Department’s Mission Statement, and the Leadership Team’s knowledge of the Department’s statutory purpose and business operations, the following **core business processes** were identified:

- a. Plan, construct, maintain and improve the public roads and bridges within the State of Georgia
- b. Provide funding and technical assistance for Multi-Modal Transportation
- c. Provide transportation information and services

**IX. ENVIRONMENTAL SCAN**

The following indicators were identified by GDOT’s Strategic Planners and were reviewed by the respective areas’ Division Directors. The potential impacts to the Department were factored into the analysis concerning goals and objectives for FY2012.

Indicator	Potential Effect on Agency
<b><u>ECONOMIC</u></b>	
<ul style="list-style-type: none"> <li>• FY12 Appropriated Budget includes Motor Fuel backed bonds of \$193 million for road projects</li> </ul>	<ul style="list-style-type: none"> <li>• Diversion of dedicated Motor Fuel Tax funds and federal fund revenue to GSFIC to retire bond indebtedness</li> <li>• Bond sales increase ability to deliver projects faster and leverage future dollars at today’s rates</li> <li>• Additional funding is needed to invest in Georgia’s transportation infrastructure improvements</li> </ul>
<ul style="list-style-type: none"> <li>• Lower gas tax revenue, coupled with less federal funding</li> <li>• <sup>2</sup>Georgia’s unemployment rate of 10.2% exceeds national unemployment rate of 9.1% (September 2011)</li> </ul>	<ul style="list-style-type: none"> <li>• Motor Fuel Tax collections, at current rates, will not close the federal funding gap</li> <li>• Higher gas prices may have an effect on employment patterns and commuting methods</li> <li>• Difficult funding choices ahead, new funding is needed</li> <li>• Achieving most effective use of lowered funding level for FY12 and lower expected funding level for FY13 could result in DOT program adjustments</li> </ul>
<ul style="list-style-type: none"> <li>• Georgia’s per capita income increased by 28.2% from \$26,359 in 1999 to \$33,786 in 2009</li> <li>• Per capita GDP declined in Georgia between 2007 and 2009, from \$39,761 to \$36,667</li> </ul>	<ul style="list-style-type: none"> <li>• Increased congestion results in a need to explore commuting alternatives</li> <li>• Pressure to fund mass transit for outlying metro Atlanta counties could increase</li> <li>• Need for GDOT to make adjustments in transportation investments based on population growth</li> <li>• Need to identify additional revenue to fund transportation programs</li> </ul>

<sup>2</sup> Georgia Department of Labor

Indicator	Potential Effect on Agency
<b><u>ECONOMIC</u></b>	
<ul style="list-style-type: none"> <li>• <sup>3</sup>Tourism is the second-leading industry in the state</li> <li>• <sup>4</sup>CNBC ranks Georgia 4th best state nationwide for business in 2011</li> </ul>	<ul style="list-style-type: none"> <li>• The tourism industry is directly dependent on a good transportation system</li> <li>• Business ventures and job creation are directly dependent on a good transportation system</li> <li>• Economic growth needs to be supported by a safe and efficient transportation system</li> </ul>
<ul style="list-style-type: none"> <li>• Congressional balancing</li> <li>• Transportation Asset Management implemented to optimize infrastructure investment</li> <li>• Asset Management has proven to be an effective tool for managing and preserving transportation assets in other states</li> </ul>	<ul style="list-style-type: none"> <li>• Congressional balancing affects statewide prioritization of transportation projects</li> <li>• The Asset Management initiative requires several years to be fully implemented; additional resources, time, top leadership support, and overall culture change will be required</li> </ul>

Indicator	Potential Effect on Agency
<b><u>POLITICAL/LEGISLATIVE</u></b>	
<ul style="list-style-type: none"> <li>• Substantial cuts expected in overall federal funding by Congress could likely mean major reduction or elimination of general funds. These dollars fund programs such as intercity passenger/high-speed rail, special multimodal “TIGER” grants and any special earmarks.</li> <li>• Likely reduced funding for transit New Starts.</li> </ul>	<ul style="list-style-type: none"> <li>• Greater difficulty securing special multimodal “TIGER” grants will likely bring no new funds to Georgia for intercity passenger/high-speed rail projects.</li> <li>• There could be major difficulty securing transit New Starts funding for metro Atlanta projects for the next 5+ years. (also due to many projects in other areas already being in the “funding pipeline”)</li> </ul>

<sup>3</sup> [www.georgia.org](http://www.georgia.org)

<sup>4</sup> [www.cnbc.com](http://www.cnbc.com)

Indicator	Potential Effect on Agency
<b><u>POLITICAL/LEGISLATIVE</u></b>	
<ul style="list-style-type: none"> <li>• The Highway Trust Fund (HTF) is on track to become insolvent in FY 13. Congress and the Administration have demonstrated an unwillingness to boost revenue to the HTF. Currently, FY 11 funding could be maintained through FY 12 but would then have to drop from roughly \$43 Billion to \$13 Billion, approximately \$30 Billion, in FY 13. At current tax levels, to maintain funding for FY 12 - 17, highway funding and transit formula programs would have to fall about 25% below current levels (or by roughly \$250M per year in highway funds to Georgia).</li> <li>• The congressional transportation committees have begun their efforts to enact a new surface transportation authorization law. The House in particular has stated the law will have to be based on existing HTF revenue levels (see above). The new law is expected to reduce the number of highway program categories, streamline project development to some extent, incorporate performance-based planning and programming and facilitate more P3 and other innovative financing.</li> </ul>	<ul style="list-style-type: none"> <li>• There is substantial uncertainty in the level of federal highway funding in FY 2012 and beyond. At existing HTF tax levels, Georgia’s FY 13-16 highway STIP would likely have to be cut by roughly \$1.25 Billion from the current level. Transit agencies would have even greater difficulty maintaining vehicle fleets and facilities in “state of good repair.”</li> <li>• GDOT could gain increased programming flexibility through reduced federal program categories and special purpose programs. There could be reductions to federal project development regulations that affect project development. Additional program performance management and reporting would likely be required.</li> </ul>

Indicator	Potential Effect on Agency
<b><u>POLITICAL/LEGISLATIVE</u></b>	
<ul style="list-style-type: none"> <li>• The Transportation Investment Act of 2010 passed enabling legislation for a region-wide, voter approved 1% sales taxes for transportation. Using the existing Regional Commission boundaries, a list of regionally significant projects will be developed and a referendum held in the summer of 2012. If approved, the tax is implemented for 10 years and the revenue generated must be utilized on the project list.</li>   <li>• Due to the population increase, Georgia is projected to gain one additional Congressional District and hence, an additional House seat in the next congressional reapportionment.</li>   <li>• SB 58/HB 156, Indemnification for GDOT employees killed or injured in the line of duty, was passed.</li> </ul>	<ul style="list-style-type: none"> <li>• The Director of Planning continues to work with local governments and regional councils to develop project lists for the 2012 referenda. If approved an additional 1% general sales tax would be imposed in the approving regions to fund projects on the list.</li>   <li>• There will be one additional GDOT State Transportation Board Member and thus more challenges for “congressional balancing.” This may be exacerbated by substantially reduced federal highway and transit funding for the next 5-6 years.</li>   <li>• The General Assembly passed a bill that puts GDOT workers on equal footing with other public safety employees who are injured or killed in the line of duty. This is a potential morale booster for GDOT employees who engage in the hazardous occupation of working on our highways.</li> </ul>

Indicator	Potential Effect on Agency
<b><u>POLITICAL/LEGISLATIVE</u></b>	
<ul style="list-style-type: none"> <li>• SR 30 urging GDOT to develop a list of contractors to utilize in a weather emergency was passed.</li>   <li>• HB 87 impacting Immigration Reform was passed.</li>   <li>• SB 54 affecting Truck Weights was passed.</li>   <li>• HB 179 changed provisions controlling permits for legally erected signs along the State highway system</li>   <li>• HB 137, GDOT Housekeeping bill was passed.</li> </ul>	<ul style="list-style-type: none"> <li>• A major winter snowstorm at the beginning of the 2011 Legislative session focused attention on the preparedness of the Department for major snow/ice events. The Department has reviewed winter storm preparedness plans and revised them to include contractors.</li>   <li>• State agencies and local governments are required to use E-verify for contractors. Failure to comply could result in a loss of State funding.</li>   <li>• SB 54 grants an additional 5% axle weight variance to hot mix asphalt haulers and to chicken waste haulers. This could impact the life of existing pavements causing costly maintenance repairs to be needed more frequently.</li>   <li>• HB 179 increases the “view zone” for outdoor advertising signs and raises the annual permitting fee for billboards along state highways. While this could generate more funds for the gateway projects program, it may require more trees cutting along the ROW.</li>   <li>• Several GDOT operations related code sections were clarified, redefined and updated as a result of this bill. These updates will provide for electronic submission of map updates, procedures for filling the Director of Planning position during a Gubernatorial transition, updated procedures for abandoning asbestos pipes, streamlined truck towing procedures following major accidents and updates accident reporting procedures.</li> </ul>

Indicator	Potential Effect on Agency
<b><u>DEMOGRAPHIC</u></b>	
<ul style="list-style-type: none"> <li>• Diverse Population Growth (immigrants, migrants, women, older citizens)</li> <li>• <sup>5</sup>GA ranks 9<sup>th</sup> among the states in the number of legal permanent residents</li> </ul>	<ul style="list-style-type: none"> <li>• Need to incorporate/consider travel behavior of diverse populations in transportation/safety planning</li> <li>• Innovations in roadway design and safety will be needed to accommodate the needs of changing demographic groups</li> </ul>
<ul style="list-style-type: none"> <li>• Increased urbanization of metro Atlanta and other urbanized areas</li> <li>• <sup>6</sup>Georgia’s elderly population continues to increase; residents who are over the age of 65 years account for 10.3% of the population, an increase of 29.2% since 2000.</li> <li>• <sup>7</sup>The number of drivers 70 and over is expected to triple in the next 20 years in the United States</li> </ul>	<ul style="list-style-type: none"> <li>• Expansion of public transportation services will be required in both urban and rural areas</li> <li>• Increases the need/desire for public transit options</li> <li>• Need for advanced, multi-modal planning efforts and for financial and operational commitment by local jurisdictions and other entities. Without commitment from others, potential for state to lose or not be eligible for certain types of funding.</li> <li>• <sup>8</sup>An increase in older population implies that the number of total non-work trips (grocery store, doctor, etc.) will grow faster than the number of total work-trips.</li> </ul>

<sup>5</sup> Georgia in Perspective 2011; Growing Georgia (Statistics, Trends, Facts & Figures) published by the Governor’s Office of Planning and Budget

<sup>6</sup> Georgia in Perspective 2011; Statistics, Trends, Facts & Figures of Key Policy Issues ([http://opb.georgia.gov/vgn/images/portal/cit\\_1210/41/48/169076579Georgia%20in%20Perspective%202011.pdf](http://opb.georgia.gov/vgn/images/portal/cit_1210/41/48/169076579Georgia%20in%20Perspective%202011.pdf))

<sup>7</sup> “2025: A Lot of People on the Roads” (<http://www.nytimes.com/roomfordebate/2010/10/19/2020-a-lot-of-old-people-on-the-roads-32>)

<sup>8</sup> Statewide Strategic Transportation Plan 2010-2030 (April 2010)

Indicator	Potential Effect on Agency
<b><u>DEMOGRAPHIC</u></b>	
<ul style="list-style-type: none"> <li>• <sup>9</sup>Georgia has the 9th largest US population and ranks <sup>10</sup>7<sup>th</sup> among the fastest growing states numerically</li> <li>• <sup>11</sup>Between 2000 and 2010, Georgia’s population grew by 18.3%, nearly twice the national growth rate of 9.7%.</li> <li>• <sup>12</sup>Georgia’s population is expected to grow by 46% between 2010 and 2030, adding an additional 4.6M people</li> <li>• Georgia ranks 49<sup>th</sup> nationally in per capita spending in transportation</li> </ul>	<ul style="list-style-type: none"> <li>• Creates additional congestion during “workday” hours</li> <li>• Development of Managed Lane Policies becomes increasingly important</li> <li>• Current investment in transportation is not sufficient to accommodate Georgia’s growing population needs</li> <li>• Transportation investment inequality issues may ensue</li> </ul>

Indicator	Potential Effect on Agency
<b><u>WORKFORCE TRENDS</u></b>	
<ul style="list-style-type: none"> <li>• Baby boomers will begin to reach retirement age by 2010.</li> <li>• GDOT workforce is aging. Nearly half of all state workers are between 45 and 64 years old.</li> <li>• 50% of GDOT’s senior leadership and 56% of office heads are eligible to retire within the next five years.</li> <li>• A Succession Planning process is now in place to better prepare a pool of candidates to succeed retiring GDOT senior leaders and top</li> </ul>	<ul style="list-style-type: none"> <li>• The retirement bulge of ‘baby boomers’ will increase the Department’s need to compete for new talent and retain existing staff.</li> <li>• Loss of ‘institutional knowledge’ is probable as leaders leave before new hires can be staffed and trained.</li> <li>• The Succession Planning Program and a renewed focus on the management training program will be key factors in the retention and development of high potential employees.</li> <li>• Succession planning should increase employee engagement and preservation of institutional knowledge.</li> </ul>

<sup>9</sup> CNN Money.com

<sup>11</sup> Georgia in Perspective 2011; Statistics, Trends, Facts & Figures of Key Policy Issues ([http://opb.georgia.gov/vgn/images/portal/cit\\_1210/41/48/169076579Georgia%20in%20Perspective%202011.pdf](http://opb.georgia.gov/vgn/images/portal/cit_1210/41/48/169076579Georgia%20in%20Perspective%202011.pdf))

<sup>12</sup> Georgia.gov

Indicator	Potential Effect on Agency
<b><u>WORKFORCE TRENDS</u></b>	
<p>managers.</p> <ul style="list-style-type: none"> <li>The second cohort of Succession planning participants and mentors has been identified.</li> </ul>	<ul style="list-style-type: none"> <li>State budget cutbacks and severe decline in motor fuel taxes continue to impact staffing and service levels.</li> </ul>
<ul style="list-style-type: none"> <li><sup>13</sup>The national median tenure is 6.5 years for government employees, due to a greater number of public employees being age 35 and over</li> <li><sup>14</sup>The average tenure for State of Georgia employees is 9.8 years while the overall external turnover rate is 13.8%</li> </ul>	<ul style="list-style-type: none"> <li>Turnover of newer/younger workforce increases the demand for training</li> <li>Gap between experienced and inexperienced workforce is becoming wider and will require innovative tools like coaching and informal mentoring programs to bridge.</li> <li>Consultants, contractors and part time employees may play a more pivotal role</li> </ul>
<ul style="list-style-type: none"> <li>Job security and defined benefit plans are of paramount importance to the workforce.</li> <li>Current compensation and benefit packages are ineffective in attracting key talent</li> <li>As of 02-2009, GDOT implemented an internal customer service recognition program. This program recognizes GDOT's employees for providing outstanding customer service to their customers.</li> </ul>	<ul style="list-style-type: none"> <li>Difficulty in both attracting and retaining employees in critical job categories (engineers, IT professionals, urban and transportation planners)</li> <li>Potential turnover of technical employees to the private sector or higher paying public sector once the economy improves.</li> <li>GDOT's customer service award program might prove to be a good employee morale booster.</li> </ul>

<sup>13</sup> Enterprise Workforce Report for Fiscal Year 2011

<sup>14</sup> Enterprise Workforce Report for Fiscal Year 2011

(<http://www.gms.state.ga.us/agency/services/pdf/EnterpriseReportExeSum2011.pdf>)

**X. STRATEGIC GOALS**

Strategic Goals are broad areas of ongoing endeavors, which describe the direction the Department will take toward achieving its vision.

Each of the Department’s strategic goals relates to and supports at least one of the state’s strategic priorities. This ensures that GDOT’s strategic plan is consistent with the Governor’s vision as articulated in the State’s strategic plan.

Goal #	Strategic Goal	Long-term Outcome	State Strategic Priority
1	Making GDOT a better place to work will make GDOT a place that works better	Establish and maintain a cohesive and comprehensive agency-wide recognition program inclusive of all employees  Continue the succession planning process in order to better develop a pool of employees and managers capable of stepping into higher level positions	Best Managed State Educated Georgia
2	Making safety investments and improvements where the traveling public is most at risk	Make safety improvements on our roads where needed, especially where the risk is greatest to the travelling public	Safe Georgia Best Managed State
3	Taking care of what we have, in the most efficient way possible	Maintain Georgia’s transportation infrastructure at an acceptable level of service  Use all available funds in the most effective and economic way  Maintain satisfied customers who have confidence in Georgia DOT	Best Managed State
4	Planning and Constructing the best set of mobility-focused projects we can, on schedule	Develop a State Transportation Improvement Plan that prioritizes the needs of the diverse communities around the state	Safe Georgia Growing Georgia

		Address congestion in metropolitan areas Ensure efficient movement of freight; bolster Georgia's prosperity and economic competitiveness	
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**A. Critical Success Factors**

The following table identifies critical success factors which are those things that the Department must do in order to succeed in meeting its goals:

#	Critical Success Factors	Description
Goal 1	<p>Manage the Succession Planning Program</p> <p>Delivery of HR programs that foster employee satisfaction and support agency goals</p> <p>Establish a cohesive and comprehensive agency-wide recognition program</p> <p>Optimize staffing</p>	<p>Ensure that the Succession Planning Program staff complete the nomination and selection process for the second cohort by summer of 2011</p> <p>Implement training and development programs that improve individual and organizational performance</p> <p>Increase Work Away Program participation and utilize non-monetary recognition programs to enhance employee engagement</p> <p>Ensure that staffing is allocated to achieve maximum efficiency and effectiveness throughout the Agency</p>
Goal 2	<p>Make safety improvements on roads and bridges when and where they are most needed</p> <p>Reduce fatalities</p>	<p>Initiate a renewed focus on intersections and roadway segments with higher than average accident rates.</p> <p>Avoid allowing service level adjustments in response to lower funding levels to affect the safety of the traveling public.</p> <p>Making improvements to accident/incident clearance times is key to congestion relief, and is an important customer service objective</p>

#	Critical Success Factors	Description
Goal 3	<p>Efficient and effective management of transportation assets and investments. Service level adjustments may be necessary</p> <p>Establish and maintain a robust and reliable Transportation Asset Management (TAM) database(s) which underpins program decision and funding allocation.</p> <p>Customer Feedback Develop and implement effective Surveys</p> <p>Communicating to our employees their importance is critical to accomplishing all goals. Adherence to Department’s Mission, Vision and Core Values is encouraged</p>	<p>Maintain targeted levels of service for each asset management area class. Diminished funding level will require a greater effort to maximize, manage, and extend the usable life of the assets within the highway infrastructure. Routine maintenance is of critical importance in prolonging the life of these assets.</p> <p>TAM depends on having good, reliable data upon which the decisions are made. In collaboration with GDOT Offices and Divisions, Organizational Performance Management (OPM) staff will work to bring consistency to the data collection, storage and modification of existing applications through implementation of a Data Governance.</p> <p>Through a research effort, OPM will identify assets that are most critical to the Department. For those assets, we will establish targeted levels of service as well as performance measures to monitor our progress at achieving those levels of service.</p> <p>GDOT is customer-focused, serving both external customers such as the motoring public and internal customers such as its employees. Through well-constructed and effective surveys, GDOT’s customers inform the Department on their impressions of the Agency’s progress.</p> <p>All DOT employees will be encouraged to work by the DOT Core Values: C.A.R.E; and to learn how every office and employee throughout the Department will be actively engaged in implementing TAM.</p>

#	Critical Success Factors	Description
Goal 4	<p>Coordinate and collaborate with the Director of Planning</p> <p>Plan and construct the best set of mobility-focused projects in all areas</p> <p>Reduce the cost to the public resulting from traffic congestion</p> <p>Improve the predictability of commute times</p> <p>Obtain adequate funding; exploit opportunities for funding from non-traditional sources</p>	<p>The transportation program is a key part of other state initiatives, such as economic and community development. It includes Freight and Operational improvements, STIP delivery, and customer service initiatives. Coordination is important to the success of these statewide efforts. GDOT will work closely with the Director of Planning to ensure that maximum gain is realized from the available transportation funds.</p> <p>Cooperation from industry on methods to improve the percentage of on-time construction projects will be critical.</p>

**B. Success Inhibitors**

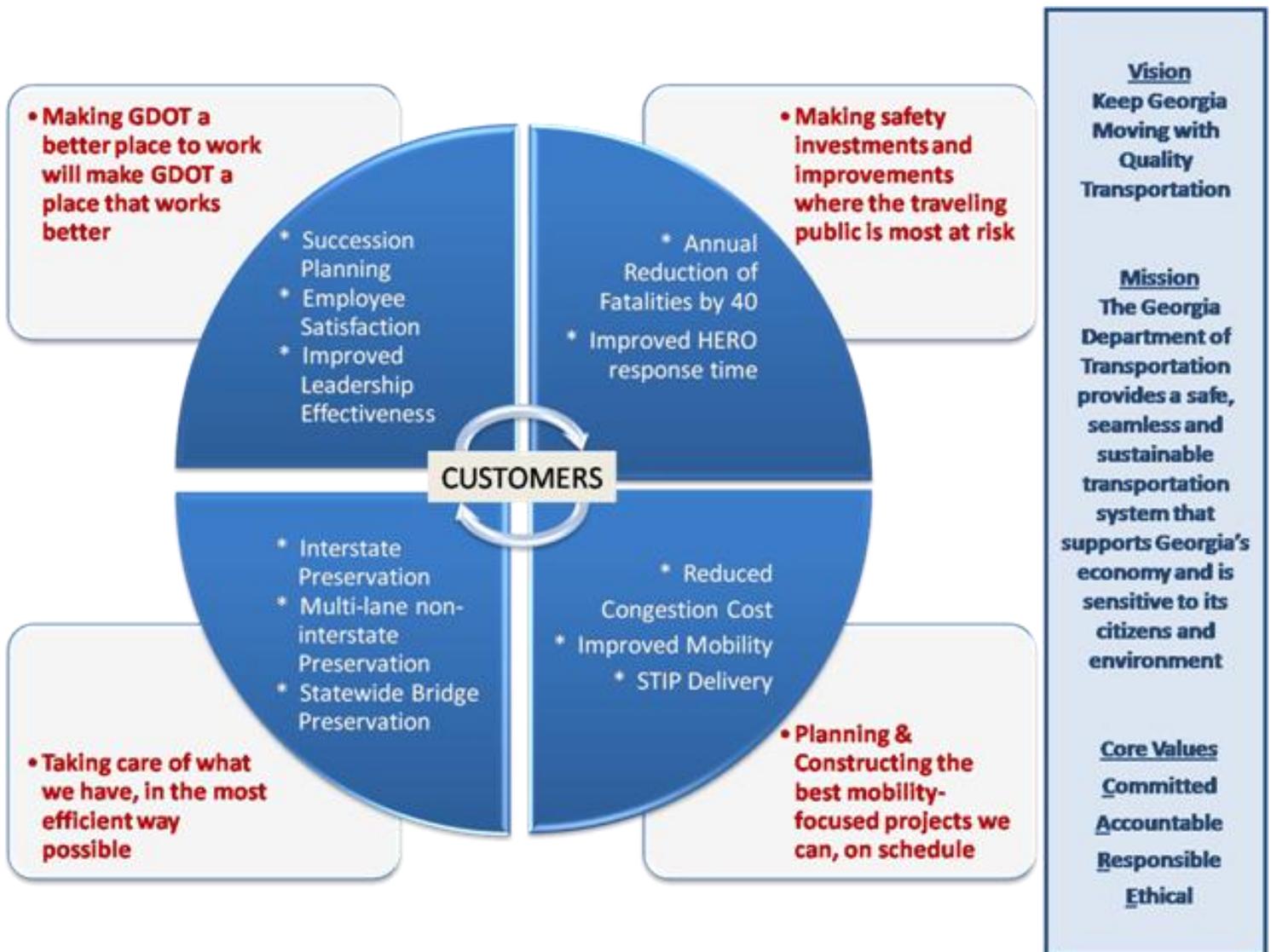
The following table identifies success inhibitors which are those things that prevent the Department from achieving its goals:

#	Success Inhibitors	Description
Goal 1	Limited opportunities for employee salary increase	The need to enhance and maintain employee engagement is critical to the success of GDOT’s mission. With no state funds for salary increases, GDOT leadership must employ a variety of recognition, reward, and non-cash incentive programs.
Goal 2	High Speed Drivers	Increased fatalities for off-system roadways are believed to be a result of drivers who maintain high speeds when transitioning from state routes to rural roadways. Analyzing accident data for both the State highway system and off-system roadway fatalities separately, and investing in safer pedestrian and bikeway facilities for state routes within high pedestrian traffic have been proposed to address this issue.
Goal 3	Identifying and allocating sufficient preservation funds to maintain the targeted level of service	A careful balance is required to maintain existing assets at the targeted level of service. If, for example, non-interstates are being maintained at a COPACES rating of 90, while the target level of service is 70, it may have been more efficient to allocate some of the funds spent to other areas.
Goal 4	Competition for funding between preservation and new construction	The competition between preservation and new construction projects, along with the usual rivalry for funding between the Atlanta region and the rest of Georgia, will challenge the achievement of both Goals 3 and 4. This is particularly true as the Department makes transportation decisions on the basis of “most at risk” as opposed to “worst first.”

## XI. STRATEGY MAP

A Strategy Map is a diagram that describes an organization's cause-and-effect relationships. Specifically, it shows how the Department connects strategic goal and objectives with each other.

GDOT's four strategic goal areas and strategic objective types are identified on the Strategy Map. The strategy map helps to communicate this concept to the Department's Leadership and employees.



## **XII. STRATEGIC OBJECTIVES AND BUSINESS STRATEGIES**

The following strategic objectives are the measurable outcomes identified to move the Department towards attainment of each of the strategic goals. GDOT Leadership has identified the below listed strategic objectives as focus areas for the next 3-5 years. The objectives serve as specific focus areas for improvement that will enable the Department to achieve its vision and mission. It is important to note that the strategic objectives are not intended to cover everything the Department does, but is a comprehensive overview of the Department's activities and performance results.

For example, strategic objectives #6 and #7 are focused on the preservation of important transportation assets. Asset preservation is a key business process. A review of this process highlights the critical need for having good data on the condition and location of the transportation assets that the Department has responsibility for. To capture and manage this data, the GDOT Chief Information Officer will create and implement a data management plan or data governance, that details the specific data elements to be obtained, how they are to be stored (i.e., a data warehouse) and how they are to be used to feed a robust performance management system. The strength of this approach is that it is data supported.

While asset preservation and maintenance are essential to GDOT's bedrock business processes, meeting future transportation needs by identifying and selecting the best set of projects, and delivering them on time and on budget, is also essential. The Director of Planning uses various tools such as Project Prioritization Process (PrPP) in addition to institutional knowledge and coordination with local officials to help guide key decisions. PrPP is a quantitative approach to scoring certain capacity adding, operational and economic development projects by considering their benefits/costs and performance against an identified set of measures. The advantage of PrPP is that it provides leadership with additional information that can be incorporated into the decision making process.

A Champion has been identified for each of the strategic objectives. These Champions are responsible for leading owners/teams in the development and monitoring of appropriate performance measures that will lead to the achievement of the objectives. They are also responsible for assuring that the measurement and mid-year and annual reporting of their performance measures occurs.

Business Strategies are activities required to achieve an objective, control a critical success factor, or overcome an inhibitor. Strategies were identified by each responsible Champion to define "how" it will contribute to achieving the Department's objectives.

It is anticipated that these strategies will be refined, and action plans developed by teams as the Executive Team begins implementation of this Strategic Plan. The strategies will lead to structuring initiatives, organizational, process and/or technology initiatives, which will be chartered to achieve the strategic objectives.

**FY 2012 Strategic Objectives and Business Strategies**

#	Strategic Objective	Business Strategies	Division (Office) responsible
<b>Goal 1</b>	<b>Making GDOT a better place to work will make GDOT a place that works better</b>		
	Complete the nomination and selection process for the second cohort of the Succession Planning Program by 7/31/2011	Conduct and track training activities for the Second Cohort of the Succession Planning Program (18 month training cycle)	<b>Administration</b> <i>(Human Resources)</i>
	Ensure that staff is allocated to achieve maximum efficiency and effectiveness throughout the Agency while meeting authorized staffing levels	Work with senior management to prepare and implement a workforce efficiency plan that meets GDOT's goals in consideration of reduced resources over the coming year	<b>Administration</b> <i>(Human Resources)</i>
	Improve employee recognition and engagement (Customer Service Objective)	Develop and implement employee recognition programs using teams and committees across all offices and field districts to acknowledge outstanding performance	<b>Administration</b> <i>(Human Resources)</i> / <b>Communications</b>
<b>Goal 2</b>	<b>Making safety investments and improvements where the traveling public is most at risk</b>		
	Reduce the number of fatalities by 40 per year	Develop a Statewide Safety project, including appropriate countermeasures, with the aim of preventing vehicles from running off the road	<b>Permits and Operations</b> <i>(Traffic Operations)</i>
		Develop a Statewide Cable Barrier project with the aim of minimizing the consequences of vehicles leaving the road	<b>Permits and Operations</b> <i>(Traffic Operations)</i>

#	Strategic Objective	Business Strategies	Division ( <i>Office</i> ) responsible
		Improve pedestrian safety measures thru refined Road Safety Audit Procedures (RSA), identification and design of Pedestrian safety projects and implementation of the GDOT signal upgrade program	<b>Permits and Operations</b> <i>(Traffic Operations)</i>
	Reduce the time that the traveling public would be impeded by incidents	Reduce Hero response time to 10 minutes or less	<b>Permits and Operations</b> <i>(Traffic Operations)</i>
<b>Goal 3</b>	<b>Taking care of what we have in the most efficient way possible</b>		
	Maintain interstates at a COPACES Rating of 75 or more	Plan and execute pavement projects such that state-owned interstates are maintained to GDOT standards	<b>Engineering</b> <i>(Bridge Design)</i>
	Maintain State owned multi-lane non-interstate routes at a COPACES Rating of 70 or more	Plan and execute pavement projects such that state-owned non-interstates are maintained to GDOT standards	<b>Engineering</b> <i>(Bridge Design)</i>
	Maintain State-owned bridges such that they meet a determined standard as defined by their Strength and Condition	Conduct polling of citizens (to include motorists, commercial drivers, local government officials, etc.) to gage how well GDOT is performing its mission; strategic goals, and objectives	<b>Organizational Performance Management</b>

#	Strategic Objective	Business Strategies	Division ( <i>Office</i> ) responsible
		Plan and execute bridge preservation projects such that state-owned bridges are maintained to GDOT standards	<b>Permits and Operations</b> <i>(Maintenance)</i>
		Update the Bridge Maintenance Manual	<b>Engineering</b> <i>(Bridge Office)</i>
<b>Goal 4</b>	<b>Planning and Constructing the best set of mobility-focused projects we can, on schedule</b>		
	Reduction in traffic congestion costs	Ensure that STIP projects focus on the most congested corridors, such that peak hour speeds are greater than 40 mph and congestion costs are reduced	<b>Planning</b>
	Optimize throughput of people and goods through network assets throughout the day	Complete Freight and Logistics Plan and implement improvements strategically along identified freight corridors	<b>Planning / Intermodal</b>
	Complete Plan Development and Construction of projects per the programmed year in the currently approved STIP	Monitor and oversee construction projects such that they are delivered on-schedule and within budget	<b>Construction</b> <i>(Construction)</i>
	Note: FY 2012 is the baseline year for this objective	Authorize right of way (ROW) and constructions (CST) phases on schedule per the approved STIP	<b>Engineering</b>

#	Strategic Objective	Business Strategies	Division ( <i>Office</i> ) responsible
	<p>Maintain or improve the percentage of survey respondents that give GDOT a grade of A or B at 66.8% for meeting transportation needs in Georgia (Customer Service Measure)</p>	<p>GDOT participation in state government-wide Customer Service improvement initiative</p> <p>Incorporate results of the new Georgia Motorist survey to determine citizens' satisfaction rating of Georgia roads</p> <p>Working with District Communications officers to increase their access and visibility to the local media in their districts</p>	<p><b>Communications</b></p>