

20 / 20

Strategic Direction

P e n n s y l v a n i a D e p a r t m e n t o f T r a n s p o r t a t i o n







Challenged to be Part of the Solution

We at PennDOT are committed to providing Pennsylvanians and visitors to our Commonwealth with the highest quality transportation facilities and services possible. As one of the country's largest state and local transportation networks – encompassing 121,000 miles of roads, 32,000 bridges, 6,000 miles of freight and passenger rail, three maritime ports, 38 transit systems and 134 public-use airports – the sheer magnitude of this mission presents a daily challenge.

Much of our infrastructure is aging, requiring costly maintenance and repair, while at the same time new technologies offer innovative solutions to better meet the mobility needs of the traveling public. Compounding our challenge still further is

the imperative that our operations are environmentally sustainable and our facilities are sufficiently resilient to withstand the growing frequency of extreme weather events.

Simply put, we are challenged to be part of the solution.

This Strategic Plan serves as a guide to help us prepare for the future while delivering the finest possible facilities and services today. Many of the Plan's objectives have long been in place. Others respond to the newer priorities we have identified. PennDOT will approach sustainability and resiliency planning from multiple angles so we are fully prepared. Moreover, as an agency with a heritage of leadership in deploying technology, PennDOT strives to be a model for envisioning and implementing the future of transportation, especially connected and autonomous vehicles.

PennDOT staff regularly revisit the Plan's objectives to guarantee our agency stays on track regardless of unforeseen circumstances. The agency maintains several long-term planning instruments to guide decision-making, including a long-range financial plan, a 12-year capital plan, and five-year maintenance plans for each county. All of our planning is informed by the input of external stakeholders, including federal, state and local governments, planning partners, sister transportation agencies, other governmental bodies, advocacy organizations and the general public. Our continuous engagement and dialogue with these partners ensure that PennDOT remains at the forefront of the transportation sector.

At PennDOT, we are always mindful that our transportation system is the foundation of a robust economy that delivers value broadly to all our communities and citizens. We also are deeply committed to investing in the skills and development of our own workforce, and ensuring that these opportunities are shared equitably among the rich diversity of people who make up the tapestry that is Pennsylvania.

PennDOT has been fortunate to have consistently enjoyed broad public and bipartisan support for our mission. That support entails great opportunity and great responsibility. We are confident that with dialogue, thoughtful planning and prudent stewardship, we will continue advancing together to improve Pennsylvania's prosperity, sustainability, mobility and quality of life that our citizens and visitors have every right to expect.

Let's keep moving.

Leslie S. Richards
Secretary of Transportation

Our Vision

A better quality of life built on transportation excellence.

Our Mission

To provide a sustainable transportation system and quality services that are embraced by our communities and add value to our customers.

Our Values



Safety

We promote the delivery of a safe work environment and a safe transportation system in our products and services.



Modernization

We consistently evaluate our processes and procedures to encourage innovation and remain competitive.



Customer Service

We are committed to providing the highest level of public service and value to our customers.



Communication

We are committed to effective communication with our customers, employees and the legislature.

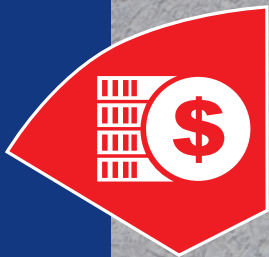


Workforce Development

We value and respect one another while promoting teamwork and workforce development.

Our Strategic Themes

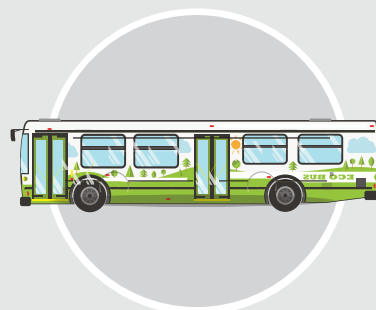




Sustainable Policy-Based Investments

Invest taxpayer money into smart, environmentally sustainable transportation infrastructure in which community benefits and impacts are sought before dollars are allocated

- Support **economic growth**, particularly in the **energy sector**
- Develop and implement a **Passenger Rail Sustainability Plan**
- Ensure that **bike/pedestrian activities** are planned and appropriately funded
- Seek opportunities to expand **Alternative Fuel Vehicles** within the PennDOT fleet and support the public development of alternative fuels
- Work with the Department of Environmental Protection (DEP) to modernize the **Vehicle Emissions Program** to support maximum benefit to Pennsylvania's air quality
- Strive for an **agile infrastructure** to be better prepared for environmental extremes
- Plan and design infrastructure using **sustainable materials and practices** with close attention to storm water management
- **Expand partnerships** with DEP and other permitting agencies





Open, Proactive Communications

Maintain proactive, consistent, transparent, and open (two-way) communications with the public, employees, and transportation stakeholders

- Implement a **modern website** that serves as a one-stop-shop for all PennDOT customers and partners.
- Develop and maintain an **interactive website** for Driver and Vehicle Services (DVS) products and services.
- Consistently explain **intermodal improvements** made possible through **Act 89** via website.
- Ensure that PennDOT's **Central and Field Press Offices** are adequately and appropriately staffed.
- Develop and implement a flexible and measurable **communications plan** addressing all areas of PennDOT 20/20 Vision.
- Expand and encourage **communications among employees** at all levels.





Sustainable Infrastructure Investment

Proactively and innovatively manage resources

- Implement a sound **continuous quality improvement** effort
- Work with **Pennsylvania ports** to ensure investments account for **future growth**
- **Manage resources wisely** to deliver efficient and effective winter operations, roadway maintenance, and bridge improvements
- Implement the **best use of technology**
- Identify and apply best practices in **rapid bridge design and construction**
- Invest in **state-of-the-art equipment** and **IT** ensuring we maintain and enhance the efficiency of the organization

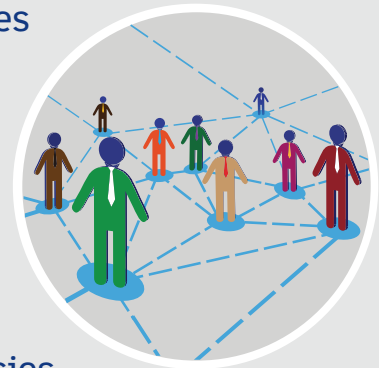




Effective Partnerships

Be, at all levels, a consistent resource partner to intra-agency offices, outside partners, stakeholders and our customers

- PennDOT consistently **builds** and **strengthens internal relationships**
- PennDOT also consistently **builds** and **strengthens relationships** with:
 - Local governments and elected state and federal officials
 - Metropolitan Planning Organizations and Rural Planning Organizations
 - Other Commonwealth agencies
 - Transportation-related Associations
 - State and Federal lawmakers
 - Federal agencies
 - Public/Customers
 - Other DOTs and similar agencies





Innovative, Smart and Diverse Organization

Nurture a diverse organization and workforce by encouraging innovative thinking, process improvement, job-specific training, minority opportunities, and sound technology investments

- **Empower employees** to suggest innovative ideas and practices
- **Assess** work products and organizational structure by **benchmarking** similar organizations
- Invest in the **IT resources** necessary to strengthen and enhance PennDOT's **performance** and **customer service**
- Encourage and support **career advancement** and **succession plans** for PennDOT employees
- Ensure **proper training** and **career development** at all levels of the agency to foster continuity of operations and employee pride
- Expand contract opportunities for **Disadvantaged Business Enterprises** and **diverse businesses**
- Actively recruit an ethnically and gender **diverse workforce**





Safety at All Levels

Sustain the resources to build a safety culture for employees, contractors, and our customers

- Focus efforts on **employee safety culture** and ensure safe work environments
- Provide travelers with the necessary tools and resources to make **travel throughout Pennsylvania safer**
- **Increase messaging** on the dangers of DUI, distracted driving behavior and failure to wear seatbelts



