

Strategic Initiatives

Our “Strategic Initiatives” are the set of actions that enable the South Dakota Department of Transportation to achieve desired results.

Promote a workplace that allows each individual the opportunity to grow and develop in their careers.

The Department will recruit and retain the best available talent. This will be achieved through clear leadership and direction, open communication, appropriate training, mentoring and other development opportunities.

Maintain fiscal responsibility.

The Department will continue to demonstrate fiscal responsibility by adjusting its operations and business practices to maximize the efficient use of available revenues.

Preserve and maintain our current assets in the best condition possible with the available resources.

The Department shall align its available resources to coincide with its current focus on preserving and maintaining our current transportation assets. The Department will preserve and maintain our current transportation assets before considering expansion or enhancement of our transportation assets. Recognizing the importance of our transportation system to the vitality and continued growth of South Dakota’s economy, the Department will continue to cooperate with local communities and private partners to identify opportunities for mutually beneficial system improvements when resources are available.

Develop a long term strategy for maintaining, preserving and improving South Dakota transportation systems.

As a leader in the transportation industry, the Department must play an integral part in working with its partners and other stakeholders to develop a long-term strategy for efficiently and effectively utilizing available resources to maintain and preserve our current transportation system and to provide a means in which the Department may plan for future growth and economic development.

Core Values

Our “Core Values” are the overriding principles or beliefs that guide the South Dakota Department of Transportation’s actions as we pursue our mission.

High Ethical Standards: Integrity is achieved when the highest ethical standards are maintained in our dealings with each other, our business partners, and the public.

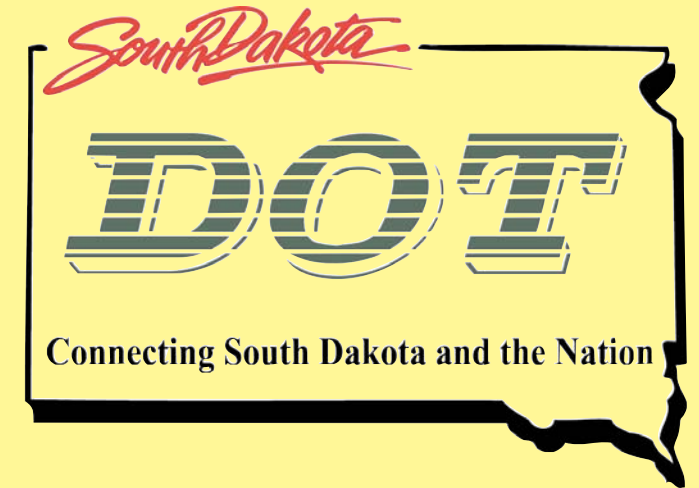
Stewardship of Public Resources: Wise investment of the public’s resources is paramount. We will be efficient and accountable in our use of these resources.

Public Service: Public service is a noble profession. We work to serve others for the common good and, in doing so, take care of their needs, listen to their concerns, and find solutions to their problems. Our customers, internal as well as external, are our first responsibility.

Our People are Our Most Valuable Resource: The Department will foster a positive work environment where people take pride in accomplishments and treat each other with openness, respect and honesty.

Safety: Safety is in the forefront of all that we do. We will integrate practical safety improvements in all of our business practices.

2009-2010 Strategic Plan



Mission:

To provide a safe, efficient and effective transportation system.

Vision:

As a responsible and conscientious transportation resource for the taxpayers of South Dakota, DOT will diligently work to provide transportation facilities that meet the needs of the traveling public. Our eyes are on the future. We are a proud, resourceful, and energetic entity that will continue to strive to meet the ever changing needs today and for every day to come.

My Fellow Employees:

I am pleased to present the 2009 update to the South Dakota Department of Transportation's Strategic Plan. This plan sets forth the Department's vision, core values and initiatives and serves as a blueprint for us all as we move toward completion of our mission.

Our transportation system is the backbone of our economy and our way of life, both in South Dakota and across the nation. Whether it is agriculture, tourism, economic development, business, interstate commerce, or recreation, a safe and healthy transportation system plays a major role in the quality of life of our citizens.

The current challenges of flat state revenues, unprecedented highway construction cost inflation and uncertain future federal highway funding make this a challenging time for the transportation industry. As public servants and as leaders in the industry, our vision is to develop and manage South Dakota's transportation system such that it meets the needs of our citizens, now and in the future. As good stewards of South Dakota's transportation system, we will strive to develop business practices that are effective, efficient, and that make wise use of the resources we are provided.

We will leverage technology, both old and new, and we will utilize the innovation of our most valuable resource, our people, to create a culture of continuous improvement. Assuring fiscal responsibility, quality of work, and accountability to the citizens of this State will be in the forefront of all that we do. We will communicate with the public and our industry partners by listening to their needs and providing them accurate, current, and easily accessible information. Understanding that the priorities and needs of South Dakota's transportation system are forever changing, we will embrace the ensuing challenges with enthusiasm, a positive attitude, a sense of teamwork and with the highest of ethical standards.

It has been said that, "The best way to determine the future is to create it." We must realize that the decisions and actions of today will build and create our opportunities of tomorrow.

Sincerely,

Darin P. Bergquist, Secretary
South Dakota Department of Transportation

Goals & Objectives

Our "Goals" are the results we strive to achieve. Our "Objectives" define how we will achieve our goals. The following "Goals and Objectives" align with one or more of the Strategic Initiatives and our Core Values as set forth in this Strategic Plan.

GOAL: Promote personal and professional development for all employees of the organization by providing tools to assist employees to be successful and to adequately prepare employees for career development.

OBJECTIVES:

- ▶ Develop and implement training plans for jobs or groups of jobs. Training will be delivered using methods that will keep the training up-to-date, flexible, readily available, and economical.
- ▶ Reestablish the Engineer-in-Training Program to better provide new engineers with the necessary background on Department's operations.
- ▶ Support the current Mentoring Program and create a plan for the future enhancement of the program.

GOAL: Continually improve organizational health, striving to make the Department a good place to work.

OBJECTIVES:

- ▶ Identify specific key areas and methods for improvements in internal communications, including surveying other State Departments of Transportation for information and ideas on their internal communications plan.
- ▶ Develop a plan for recruiting the best people in the business.
- ▶ Identify and implement methods to retain high-quality employees.
- ▶ Develop a plan for fostering relationships with colleges and technical schools to enhance recruitment efforts.

GOAL: Create a priority setting strategy on how we utilize our resources.

OBJECTIVES:

- ▶ Establish a system to identify and prioritize the

transportation system needs and plan, design and construct projects in accordance with those priorities and needs.

- ▶ Develop and implement a systematic plan for determining and applying the most beneficial maintenance/preservation treatments at the optimum time for those treatments to be the most effective.

GOAL: Improve our business practices and procedures to ensure effective and efficient operations, reliable financial reporting, and compliance with laws and regulations.

OBJECTIVES:

- ▶ Manage spending at a level consistent with available revenues in the most efficient manner.
- ▶ Develop a cash flow model that can reliably forecast state and federal revenues and spending while allowing flexibility for changes in construction and operational programming.
- ▶ Develop and implement improved contract procedures and provide training on the use of these procedures.
- ▶ Develop a policy for Internal Control such that each employee understands their responsibility in ensuring the reliability and integrity of information, ensuring compliance with policies, laws, and regulations, safeguarding assets, promoting economical and efficient use of our resources, and accomplishing our goals and objectives.
- ▶ Align all of the Department's programs and resources to our "Concept to Contract" philosophy for project delivery.

GOAL: Build the Department's relationships with the citizens of South Dakota, our industry partners, elected officials and other transportation stakeholders.

OBJECTIVES:

- ▶ Publish a Department Fact Book and an Annual Report highlighting the Department's accomplishments over the past year.
- ▶ Explore and develop new ways of using the internet to better promote the Department.
- ▶ Develop media campaigns to be proactive in communicating with our customers.
- ▶ Work with our elected officials to assure all transportation needs in South Dakota are efficiently considered and addressed.