



Tennessee Department of Transportation

# STRATEGIC MANAGEMENT PLAN

Fiscal Years 2008 - 2011

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**MISSION** ▲ TDOT's strategic planning process starts with its mission – a statement describing the department's core purpose and reason for being. TDOT's mission statement was adopted in 1994.

**VALUES** ▲ TDOT's values are a list of guiding principles that define the common set of expectations on how business should be conducted by TDOT's employees. All activities performed by the department are expected to subscribe to these values.

**STRATEGIC DIRECTION** ▲ TDOT's strategic direction identifies the **Emphasis Areas** the organization will focus on for a four year planning horizon to assure its ability to successfully accomplish its mission. **Desired Outcomes** for each area of emphasis are defined.

**GOALS** ▲ TDOT's goals are broad statements of intent that identify where the agency will direct its efforts to support achievement of the strategic direction.

**STRATEGIES** ▲ TDOT's strategies identify the key approaches that the organization will take to help achieve desired outcomes.

**INITIATIVES** ▲ TDOT's strategic initiatives are the projects that have been identified by the organization to help achieve TDOT's strategic direction and goals.

**PERFORMANCE MEASUREMENT** ▲ TDOT's performance measurement framework provides a structured approach to the systematic assessment of the organization's progress in fulfilling its mission and achieving its strategic direction.

# TDOT STRATEGIC MANAGEMENT PLAN

## WHAT IS THE TDOT STRATEGIC MANAGEMENT PLAN?

TDOT's Strategic Management Plan defines the strategic direction and priorities for TDOT over four fiscal years. Consolidated into one document, the Strategic Management Plan outlines:

- the strategic emphasis areas that make up TDOT's strategic direction
- the desired outcomes for each strategic area of emphasis
- departmental goals TDOT wants to achieve
- the strategies and initiatives to achieve the desired outcomes and goals
- the measures to track our performance

## HOW AND WHEN IS THE TDOT STRATEGIC MANAGEMENT PLAN UPDATED?

TDOT's strategic planning process is based on a four-year cycle of planning, implementation, and assessment of results. An overview of the key cycle steps and timeframes is shown below. A comprehensive assessment of progress is conducted at the two-year mid-point of the Strategic Management Plan. The TDOT Strategic Update Report documents the results of the assessment. The Report provides: (1) a summary of achievements and results on strategic goals and initiatives, and (2) a two-year outlook of conditions and anticipated shifts in economy, regulatory requirements, program and service delivery, and technology. TDOT leaders use the progress assessment and two-year outlook information to adjust goals, strategies, initiatives, and performance measures for years three and four of the Strategic Management Plan.

### FOUR-YEAR TDOT STRATEGIC MANAGEMENT CYCLE



# **TDOT STRATEGIC MANAGEMENT PLAN**

## **WHY IS IT NECESSARY TO UPDATE THE TDOT STRATEGIC MANAGEMENT PLAN?**

Since TDOT's strategic direction and FY 2008-FY 2011 Strategic Management Plan were established in the fall of 2007, a great number of changes have occurred. The economic recession, budgetary shortfalls, workforce constraints, and implementation of Recovery Act legislation have had a major impact on our resources and departmental focus. Updating the Plan allows us to address the issues and challenges of changing conditions and identify ways to provide and improve on transportation system products and services for our citizens with available resources. The Strategic Management Plan update assures the plan continues to be a tool to help us:

1. clearly outline our key goals, strategies and initiatives
2. maintain focus and allocate resources
3. reinforce accountability
4. make it clear what we want to achieve

The Strategic Management Plan does not address every TDOT activity, project, program or function. The plan is intended to focus on those areas that have been determined to require special emphasis due to their potential impact on the future effectiveness of the department and our continued ability to successfully achieve our mission.

- Transportation System Safety
- Customer Needs and Priorities
- Resource Management
- Workforce Capabilities and Capacity

## **HOW DO WE MONITOR, UPDATE AND TRACK PROGRESS ON THE IMPLEMENTATION OF THE TDOT STRATEGIC MANAGEMENT PLAN?**

As we implement the Strategic Management Plan, it is important to monitor our progress on an on-going basis. Monitoring implementation of the Plan not only lets us know that we are doing the things that we said we would but also helps us know if we are getting the results we want. To measure progress toward achievement of our goals and desired outcomes, a set of performance measures is established for each strategic emphasis area. These measures of performance help us answer the question "How well are we doing?" Some of the ways that we monitor and track progress on the Plan are:

- quarterly progress reports on achieving the 24-Month Initiatives
- quarterly reviews of performance measures
- TDOT Performance Measurement Dashboard  
(Available to all TDOT employees on the Intranet)
- annual progress review of the Strategic Management Plan by senior leaders

For more information about the Tennessee Department of Transportation go to [www.tennessee.gov/tdot](http://www.tennessee.gov/tdot)

For more information about TDOT's strategic planning process and strategic management initiatives go to [www.tennessee.gov/tdot/osp](http://www.tennessee.gov/tdot/osp)

# TDOT STRATEGIC MANAGEMENT PLAN

UPDATE  
FY 2010-FY 2011

Emphasis Areas	Increase Transportation System Safety	
Desired Outcomes	<p>Annual fatalities on Tennessee's transportation system are reduced</p> <p>Crashes and injuries in work zones are decreased</p>	
Goals	<p>Reduce the fatality rate on Tennessee roadways</p> <p>Improve work zone safety</p>	
Strategies	<ul style="list-style-type: none"> <li>• Strengthen partnerships with state and federal agencies and other interest groups to address the engineering, education, enforcement, and emergency management services aspects of transportation safety</li> <li>• Systematically review, implement, and update the State of Tennessee Highway Safety Strategic Plan</li> <li>• Continue education and outreach efforts to increase use of seat belts and child safety seats, reduce impaired driving, and train teenage drivers on highway safety</li> <li>• Participate in the development of traffic safety information systems and analysis tools to improve data timeliness, accuracy and linkages</li> <li>• Emphasize work zone safety to TDOT employees, contractors, and the public</li> </ul>	
24- Month Initiatives July 1, 2009 - June 30, 2011	<ol style="list-style-type: none"> <li>1 Develop a multi-year comprehensive safety program</li> <li>2 Initiate railroad crossing public safety education effort</li> <li>3 Initiate Local Roads safety initiative to perform Safety Road Audits on non-state routes</li> <li>4 Continue to implement State Strategic Highway Safety Plan</li> <li>5 Promote work zone safety improvements through training and specification requirements</li> <li>6 Review TDOT box/slab culvert and bridge standards to ensure Load and Resistance Factor Design (LRFD) compliance</li> <li>7 Implement rock fall mitigation projects</li> <li>8 Develop and issue design guidance for pavement markings</li> </ol>	<p>Project Planning</p> <p>Maintenance</p> <p>Incident Management</p> <p>Engin. Bureau/GHSO</p> <p>Construction</p> <p>Structures</p> <p>Materials and Tests</p> <p>Design</p>
Performance Measures	<ul style="list-style-type: none"> <li>• Percent reduction in the fatality rate on Tennessee roadways</li> <li>• Number of traffic fatalities on Tennessee roadways</li> <li>• Percent of seat belt usage in Tennessee</li> <li>• Number of crashes in Tennessee work zones</li> <li>• Number of fatal crashes at public highway rail grade crossings</li> <li>• Percent of bridges inspected on a two-year cycle</li> </ul>	

# TDOT STRATEGIC MANAGEMENT PLAN

UPDATE  
FY 2010-FY 2011

Emphasis Areas	Address Customer Needs and Priorities	
Desired Outcomes	<p>TDOT meets increasing maintenance needs on the current transportation system</p> <p>Congestion is reduced</p> <p>The availability &amp; frequency of public transportation in rural and urban areas is increased</p> <p>The public is satisfied with TDOT's communication efforts to keep them informed</p>	
Goals	<p>Preserve and maintain Tennessee's transportation infrastructure</p> <p>Provide a transportation system that is responsive to evolving customer demographics and needs</p>	
Strategies	<ul style="list-style-type: none"> <li>• Develop and enhance existing tools and techniques for the management and preservation of the infrastructure</li> <li>• Consistently review and use performance data to help maintain or improve the overall condition of Tennessee's transportation system</li> <li>• Increase technical assistance to transportation planning organizations, local governments and transit providers</li> <li>• Work to increase the availability of options and use of transportation alternatives</li> <li>• Expand current TDOT communication methods as new technology or innovations are available</li> <li>• Improve TDOT's transportation planning approach to enhance integration among transportation modes for provision of services and movement of people and freight.</li> </ul>	
24- Month Initiatives July 1, 2009 - June 30, 2011	<ol style="list-style-type: none"> <li>1 Continue expansion of direct route intercity transit services</li> <li>2 Implement Mobility Management Program</li> <li>3 Expand and improve TDOT "511" system</li> <li>4 Develop approach and plan to address roadways with no shoulders</li> <li>5 Update design guidance on scored shoulders and provide bicycle accommodations</li> <li>6 Integrate transit and freight planning into long-range planning process</li> <li>7 Develop and implement pavement management system analysis and prediction models</li> <li>8 Develop a statewide program for sign inventory and sign retro-reflectivity</li> <li>9 Complete initial collection of 95 county automated roadway inventory to support GIS mapping capabilities for transportation planning</li> </ol>	<p>Multimodal</p> <p>Multimodal</p> <p>Administration Bureau</p> <p>Engineering Bureau</p> <p>Design / Long-Range Planning</p> <p>Long-Range Planning</p> <p>Materials and Tests</p> <p>Maintenance</p> <p>Long-Range Planning</p>
Performance Measures	<ul style="list-style-type: none"> <li>• Percent of bridge deck area not structurally deficient on all TDOT maintained bridges</li> <li>• Percent annual increase in statewide public transit vehicle revenue mileage</li> <li>• Percent of highway incidents cleared within 90 minutes</li> <li>• Condition level of interstates- Maintenance Rating Index (MRI)</li> <li>• Percent of short line track miles with a capacity over 286,000 pounds</li> <li>• Pavement Quality Index</li> <li>• State highway lane miles per year receiving a preservation treatment</li> </ul>	

# TDOT STRATEGIC MANAGEMENT PLAN

UPDATE  
FY 2010-FY 2011

<b>Emphasis Areas</b>	<b>Maximize and Manage Resources</b>	
<b>Desired Outcomes</b>	<p>TDOT implements innovative and appropriate technologies</p> <p>TDOT delivers transportation projects within budget and on schedule</p> <p>TDOT optimizes traditional and alternative revenue sources to implement Tennessee's 25-year Transportation Plan</p> <p>TDOT prioritizes organizational initiatives and systematically reviews progress and results</p>	
<b>Goals</b>	<p>Increase efficiencies in project delivery and transportation system management</p> <p>Demonstrate accountability in use of Recovery Act funds to promote economic recovery through transportation infrastructure investments</p>	
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• Research other state DOTs, government agencies and industry organizations to identify new and more efficient ways to deliver or improve services</li> <li>• Seek and implement innovations and improvements in transportation project management techniques</li> <li>• Leverage technology to optimize system capacity</li> <li>• Utilize available guidance, technical support, and training and coordinate closely with federal, state, and local agencies on Recovery Act compliance and reporting</li> <li>• Review key processes for project delivery efficiency improvements</li> <li>• Improve and standardize tools and processes for tracking and reporting performance results</li> </ul>	
<b>24- Month Initiatives</b> July 1, 2009 - June 30, 2011	<ol style="list-style-type: none"> <li>1 Continue development and implementation of Statewide Environmental Management System (SEMS), including TESA deployment</li> <li>2 Update Right of Way Procedures Manual and Relocation Booklet</li> <li>3 Provide construction plans &amp; design files electronically for project bidding</li> <li>4 Incorporate project charter, phase-end review, and communications plan as standard practices and tools in the Project Management Division</li> <li>5 Update Intelligent Transportation Systems (ITS) plan and continue ITS project implementation</li> <li>6 Develop QA/QC procedures for bridge design and appraisals</li> <li>7 Complete Disaster Recovery/ Business Continuity Plan</li> </ol>	<p>Env. and Planning Bureau</p> <p>Right-of-Way</p> <p>Construction/Design/Structures</p> <p>Project Management</p> <p>Engineering Bureau</p> <p>Structures</p> <p>Administration Bureau</p>
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Percent of highway construction projects completed by original contract date</li> <li>• Percent of ARRA projects completed by original contract date</li> <li>• Transportation infrastructure improvements accomplished with ARRA funds (Lane miles improved, bridges replaced, buses and vans purchased)</li> <li>• Percent of projects in three year program that meet project schedule milestones</li> <li>• Percent of variation from original cost estimate in the State Transportation Improvement Program (STIP) to actual letting cost</li> <li>• Processing cycle time for environmental documents</li> </ul>	

# TDOT STRATEGIC MANAGEMENT PLAN

UPDATE  
FY 2010-FY 2011

Emphasis Areas	Develop Workforce Capabilities and Capacity	
Desired Outcomes	<p>TDOT's workforce has the skills and competencies to efficiently transition to new technologies, develop new services and processes, and work effectively with the public and partners</p> <p>Workforce staffing levels are sufficient to accomplish work processes and successfully deliver products and services to customers</p> <p>The composition of TDOT's workforce is more diverse to better reflect the citizens it serves</p> <p>Employees are satisfied with the extent that training is received to keep pace with changes in technology and work processes</p>	
Goals	Sustain a skilled, high performing workforce to support achievement of TDOT's mission	
Strategies	<ul style="list-style-type: none"> <li>• Increase the collection, analysis and use of workforce data for decision making</li> <li>• Research and identify effective workplace practices and solutions from other organizations</li> <li>• Create an organizational approach and processes for the collection and transfer of workforce knowledge</li> <li>• Incorporate a workforce assessment component into TDOT's strategic and business planning processes</li> <li>• Ensure alignment of workforce initiatives with goals to support accomplishment of mission</li> </ul>	
24- Month Initiatives July 1, 2009 - June 30, 2011	<ol style="list-style-type: none"> <li>1 Develop an organization assessment model to assist TDOT staff in analyzing work structures and distribution of duties</li> <li>2 Continue Edison implementation and training</li> <li>3 Develop standard operating guides for key maintenance activities</li> <li>4 Complete TDOT Workforce Analysis and initiate development of Strategic Workforce Plan</li> <li>5 Implement updated performance evaluation policies and procedures</li> <li>6 Develop public involvement and media training for TDOT employees</li> </ol>	<p>Human Resources</p> <p>Administration Bureau</p> <p>Maintenance</p> <p>Strategic Planning</p> <p>Human Resources</p> <p>Community Relations</p>
Performance Measures	<ul style="list-style-type: none"> <li>• Percent of minority representation in TDOT's workforce</li> <li>• Number of training hours completed by TDOT employees each year</li> <li>• Number of TDOT employee on-the-job injuries</li> <li>• Agency vacancy rate</li> <li>• Agency turnover rate</li> <li>• Number of TDOT employees participating in tuition reimbursement and fee waiver programs</li> </ul>	

## MISSION

The mission of the Tennessee Department of Transportation is to plan, implement, maintain, and manage an integrated transportation system for the movement of people and products, with emphasis on quality, safety, efficiency, and the environment.

## VALUES

Achieving the public's trust is of utmost importance. TDOT will accomplish this by practicing four basic values.

### ACCOUNTABILITY

- ▲ Providing reliable and safe products and services
- ▲ Using resources responsibly and effectively
- ▲ Regular reporting to the public about how we are doing
- ▲ Having well-defined roles and responsibilities

### CONSISTENCY

- ▲ Providing reliable, well-defined processes and procedures
- ▲ Setting program and service standards
- ▲ Applying policies and guidelines fairly
- ▲ Expecting all TDOT employees to accept and practice our core customer values

### INTEGRITY

- ▲ Demonstrating professionalism, fairness and a willingness to do the right thing
- ▲ Ensuring all our actions can stand not only public scrutiny, but self-scrutiny
- ▲ Following through on commitments

### COMMUNICATION

- ▲ Providing timely information
- ▲ Engaging our citizens
- ▲ Building partnerships



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