

DEPARTMENT OF HIGHWAYS

OPERATIONAL PLAN



Our values guide our internal operations and our interactions with the public and stakeholders. Adhering to these five values aligns with our mission and vision statements and urges KYTC to deliver a safe, resilient transportation network using innovative practices. KYTC strives to be a transportation leader, to give citizens safe access to services across the state, to support economic development, and to serve and rebuild when disaster strikes. Establishing tangible goals forms the backbone of our strategic blueprint.

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EXECUTIVE SUMMARY

Driving Kentucky Forward

The Kentucky Transportation Cabinet (KYTC) Operational Plan outlines a clear vision to improve transportation systems, foster economic growth, and enhance the quality of life for Kentuckians. The plan focuses on five key goals: prioritizing safety, strengthening stakeholder relationships, delivering economic opportunities, optimizing performance through innovation, and nurturing a culture where every voice matters.

Safety is a top priority for KYTC, with initiatives to promote safety education, policies and legislation. Strengthening stakeholder and customer relationships ensures we deliver exceptional service and enhances collaboration. The Cabinet aims to deliver economic opportunities and enhance quality of life by improving mobility, investing in multimodal transportation, and exploring methods of modernizing revenue.

KYTC also seeks to build a performance-driven workforce by investing in innovation and new technology. Modernizing the KYTC website elevates its online presence, showcases the brand, improves accessibility, and builds trust. KYTC is committed to recruiting and retaining talented individuals from underrepresented groups and fostering a culture where every voice matters.

IMPLEMENTING THE PLAN

Goal: What is the desired outcome?

Strategy: What approach will be taken to reach the goal?

Tactic: What measurable steps will help achieve the strategy?

CORE OVERVIEW



Who: Everyone has a role delivering the Operational Plan. Goal leaders collaborate frequently with implementation leads and KYTC team members to achieve plan objectives.



What: The plan highlights KYTC's commitment to safety, stakeholder engagement, economic development, innovation, and to nurturing a culture where every voice matters, aiming to tackle transportation challenges and improving the quality of life for Kentuckians.



Why: KYTC's efforts aim to create a safer, innovative transportation network that supports Kentucky's communities and its economy.



When: This plan grows with time and reflects progress. It guides KYTC's ongoing strategic efforts. Goals, strategies and tactics are evaluated, implemented and updated to reflect progress and focus on next steps.



How: KYTC continuously tracks progress of goals, strategies and tactics.

GOALS AND STRATEGIES



Promote Safety in all Decision Making

- Continually monitor and promote strong safety education, policies and legislation
- Build and uphold a culture in which all KYTC leadership, staff and partners work to prioritize and communicate safety to all employees and stakeholders
- Support the Statewide Strategic Highway Safety Plan (SHSP)
- Implement the Safe System Approach throughout the Department of Highways



Strengthen Stakeholder and Customer Relationships

- Deliver best-in-class customer service
- Identify, establish and strengthen partnerships through collaboration and information exchange
- Build an agency culture founded on the importance of public service, improving Kentucky's communities, and encouraging staff to recognize and understand the value of their contributions
- Overhaul the KYTC website to elevate its online presence, showcase the brand, and build trust as the primary source of reliable and accessible information to all stakeholders and customers



Deliver Economic Opportunities and Enhance Quality of Life

- Improve mobility and access
- Invest in improvements across all modes of transportation
- Pursue methods of modernizing revenue



Optimize Performance through People and Innovation

- Establish and sustain a performance-driven culture
- Recruit, develop and retain a talented and innovative workforce
- Ensure resources are invested appropriately
- Apply technology and innovation to improve effectiveness



Nurture a Culture Where Every Voice Matters

- Proactively recruit talented individuals from underrepresented groups
- Elevate the importance of the goal and the expectation that it be embraced
- Improve retention to enhance diversity
- Proactively engage underrepresented groups

GOAL: Promote Safety in all Decision Making

STRATEGY

Continually monitor and promote strong safety education, policies and legislation



TACTIC 1 | Identify opportunities to improve highway safety through legislation and partner with the General Assembly on implementation.

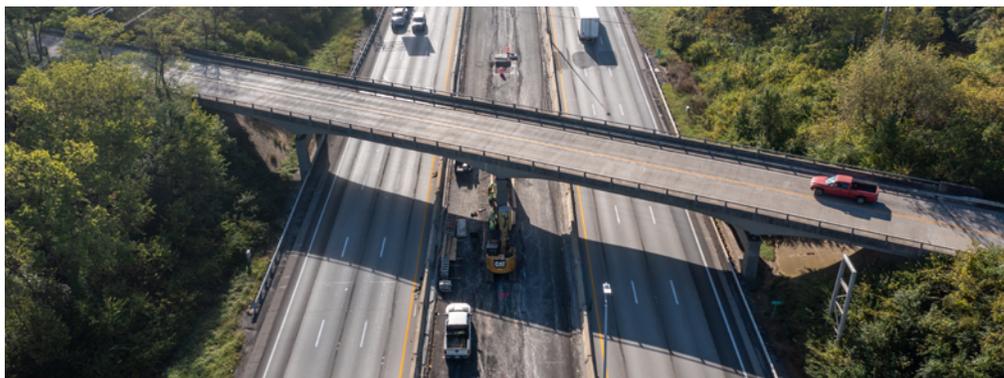
TACTIC 2 | Communicate highway and occupational safety messages with stakeholders via conferences and webinars.

TACTIC 3 | Develop and implement a communications plan for existing safety policies - internally and externally.

TACTIC 4 | Develop and implement a communications plan for existing occupational safety policies - all employees.

TACTIC 5 | Include funding in the upcoming recommended budget for the reimplementation of the Safety Assistance for Freeway Emergencies (SAFE) Patrol.

TACTIC 6 | Consider safety factors when evaluating highway contractors and consultants. Incorporate safety factors into the prequalification process.



GOAL: Promote Safety in all Decision Making



STRATEGY

Build and uphold a culture in which all KYTC leadership, staff and partners work to prioritize and communicate safety



TACTIC 1 | Expand consideration of safety performance in decision making.

TACTIC 2 | Fully implement district occupational safety teams.

TACTIC 3 | Partner with industry safety committees to improve work zone safety for travelers and workers.

TACTIC 4 | Develop and implement occupational safety performance measures and reporting to support decision making.

TACTIC 5 | Implement processes to become a “learning organization” in occupational safety. Use Boosting Occupational Outcomes in Transportation Safety (BOOTS) system data in training modules.

TACTIC 6 | Create a transportation incident management (TIM) regional coordination strategy, work to restore partnerships with local emergency officials, and create internal TIM training.



GOAL: Promote Safety in all Decision Making

STRATEGY

Support the Statewide Strategic Highway Safety Plan (SHSP)



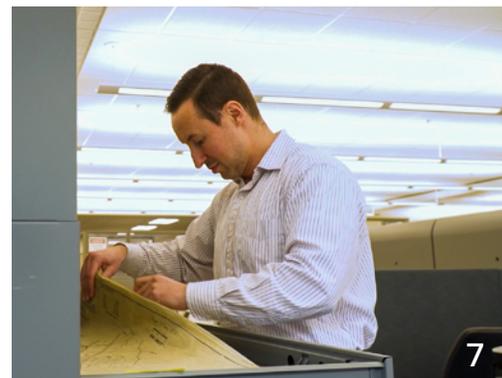
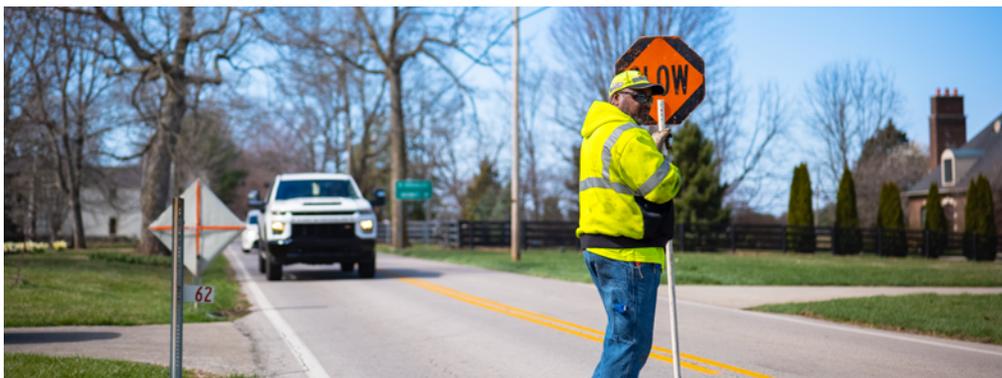
TACTIC 1 | Develop and implement action plans for each emphasis area: Aggressive Driving, Distracted Driving, Impaired Driving, Occupant Protection, Roadway Departure, and Vulnerable Road Users.

TACTIC 2 | Continue and increase funds to support the SHSP.

TACTIC 3 | Increase educational campaigns engaging with K-8 students.

TACTIC 4 | Engage with communities on developing and implementing local road safety plans and highway safety programs.

TACTIC 5 | Review and update pedestrian and bicyclist considerations across program areas in coordination with Vulnerable Road Users and context consideration task forces.



GOAL: Promote Safety in all Decision Making

STRATEGY

Implement the Safe System Approach throughout the Department of Highways



TACTIC 1 | Develop a framework and implementation plan for the Safe System Approach throughout the Department of Highways.

TACTIC 2 | Conduct Safe System Approach training appropriate to all levels of personnel within the Cabinet to strengthen implementation focused on all user safety.

TACTIC 3 | Benchmark employee and highway safety performance with public and private sector leaders and conduct peer exchanges to improve safety outcomes.

TACTIC 4 | Develop and deliver Safe System Approach training for local public agencies.

TACTIC 5 | Develop a Department of Highways-wide approach to speed management for injury minimization throughout the project and operational lifecycle.



GOAL: Strengthen Stakeholder and Customer Relationships



STRATEGY

Deliver best-in-class customer service



TACTIC 1 | Develop innovative and equitable customer engagement strategies with metrics.

TACTIC 2 | Expand and implement Cabinet Public Involvement Plan.

TACTIC 3 | Develop proactively or use current communications to highlight KYTC's story. These could include public service announcements, mile marker excerpts to the public, post-project performance reviews, and testimonials.

TACTIC 4 | Seek opportunities to streamline organizational processes.

TACTIC 5 | Develop and provide vigorous customer service training to employees.

TACTIC 6 | Designate Ombudsman role within the Office of Human Resource Management and/or Office of Inspector General.

TACTIC 7 | Engage the Governor's Executive Committee on Highway Safety.



GOAL: Strengthen Stakeholder and Customer Relationships



STRATEGY

Identify, establish, and strengthen partnerships through collaboration and information exchange



TACTIC 1 | Partner with governmental bodies and quasi-governmental agencies. These could include legislative, municipal, and county officials, Metropolitan Planning Organizations, Area Development Districts, and other state agencies.

TACTIC 2 | Collaborate with industry workgroups to continually improve project development and delivery.

TACTIC 3 | Develop a data exchange plan for sharing information with partners.



GOAL: Strengthen Stakeholder and Customer Relationships



STRATEGY

Build an agency culture founded on the importance of public service, improving Kentucky's communities, and encouraging staff to recognize and understand the value of their contributions



TACTIC 1 | Highlight the importance of public service at every opportunity.

TACTIC 2 | Provide training and resources to supervisors to strengthen employee recognition and engagement.

TACTIC 3 | Promote employee understanding of KYTC through increased engagement opportunities.

TACTIC 4 | Facilitate the exchange of ideas within the Cabinet. For example, expand the use of KYTC University (KYTC U) on KYTC's intranet to house conference materials and promote the use of the Highway Knowledge portal.



GOAL: Strengthen Stakeholder and Customer Relationships

STRATEGY

Overhaul the KYTC website to elevate its online presence, showcase the brand, and build trust as the primary source of reliable and accessible information to all stakeholders and customers



TACTIC 1 | Utilize ArcGIS story maps, contact forms, and chatbot to address project inquiries and frequently asked questions and direct users to appropriate point of contact.

TACTIC 2 | Provide web design training to support website administrators.

TACTIC 3 | Require semi-annual evaluation by website administrators of content within their responsibility.

TACTIC 4 | Partner with Commonwealth Office of Technology on website overhaul.



GOAL: Deliver Economic Opportunities and Enhance Quality of Life

STRATEGY

Improve mobility and access



TACTIC 1 | Coordinate with Economic Development and Tourism, Arts, and Heritage (TAH) Cabinets on capital project prioritization and maintenance projects. Formalize a routine schedule for meetings with Economic Development Cabinet. Improve coordination with TAH Cabinet. Work with local government agencies to consider industrial site needs along new KYTC projects.

TACTIC 2 | Provide opportunities to implement low-cost maintenance and operations activities, as well as long-term highway plan projects. Further explore opportunities to implement low-cost improvement projects, such as markings, signage and signalization improvements. Begin project prioritization in 2024. Begin providing TSMO training in 2024.

TACTIC 3 | Continue to dispose of excess property and potentially use supplemental staff. Continue research of remnant roadways that could be transferred to local governments and better serve the public.

TACTIC 4 | Establish a task force to integrate context-sensitive design and complete street concepts into statewide classification systems.



GOAL: Deliver Economic Opportunities and Enhance Quality of Life

STRATEGY

Invest in improvements across all modes of transportation



TACTIC 1 | Implement Complete Streets Policy. Continue Complete Streets workshops for Project Development staff and develop training for Project Delivery and Preservation (PD&P) staff.

TACTIC 2 | Deploy EV fast charging stations across the state on interstates and parkways to facilitate long-distance travel.

TACTIC 3 | Deploy EV chargers in local communities across the state to support transition to EVs.

TACTIC 4 | Enhance Kentucky's travel network by working to advance connected and automated vehicle communication.

TACTIC 5 | Conduct Vulnerable User Audits to collect field data for the purpose of prioritizing future bicycle and pedestrian improvement projects. Extract and disseminate statewide lessons learned.

TACTIC 6 | Implement ADA Transition Plan.

TACTIC 7 | Develop primer for how context impacts non-vehicular modes in project scoping and delivery.



GOAL: Deliver Economic Opportunities and Enhance Quality of Life

STRATEGY

Invest in improvements across all modes of transportation



TACTIC 8 | Continue engagement with non-highway modes through the Kentucky Freight Advisory Committee for Transportation (KFACT), Mid-American Freight Coalition (MAFC), and the Institute for Trade and Transportation Studies (ITTS).

TACTIC 9 | Continue to implement recommendations from Truck Parking Study completed in 2023.

TACTIC 10 | Develop or improve coordination with local planning commissions by partnering with local governments and communities and engaging transportation planners with Area Development Districts (ADDs), Metropolitan Planning Organizations (MPOs), and local planners.

TACTIC 11 | Assist local governments with development of bicycle and pedestrian plans to aid inclusion in future highway plan projects.

TACTIC 12 | Develop and implement an incident management regional coordination strategy.

TACTIC 13 | Restore collaboration with local emergency and incident management officials by implementing a regional coordination strategy. Obtain contacts and have regularly scheduled coordination meetings.



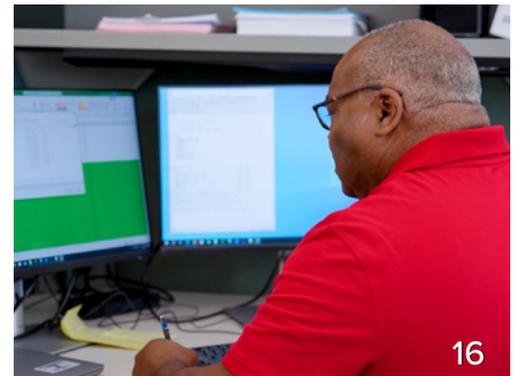
STRATEGY

Pursue methods of modernizing revenue



TACTIC 1 | Develop tools to educate decision-makers on the needs and potential methods for revenue modernization.

TACTIC 2 | Identify projects which may be delivered through federal discretionary grants or alternative funding sources.



GOAL: Optimize Performance through People and Innovation



STRATEGY

Establish and sustain a performance-driven culture



TACTIC 1 | Establish accessible performance information and goals to support each Department, provide connections internally and externally, and communicate a cohesive story.

TACTIC 2 | Promote innovative work beyond projects through public stories and internal information campaigns.

TACTIC 3 | Share innovations through internal peer exchanges and formalized user group communication.

TACTIC 4 | Improve institutional knowledge through mobility positions and overlap with anticipated movements within the Cabinet.

TACTIC 5 | Provide incentives for employee performance and innovation.



GOAL: Optimize Performance through People and Innovation



STRATEGY

Recruit, develop and retain a talented and innovative workforce



TACTIC 1 | Continuously work to ensure the hiring process supports the KYTC mission through appropriate pay, work location flexibility, expedited hiring, and marketing.

TACTIC 2 | Modernize the organizational structure of the Department of Highways to support the changing demands of transportation.

TACTIC 3 | Implement formal mentoring and sponsorship of employees.

TACTIC 4 | Establish a formal workforce development office.

TACTIC 5 | Provide opportunities for employees beyond management to support change within the Cabinet.

TACTIC 6 | Encourage and support participation in national working groups and conferences.



GOAL: Optimize Performance through People and Innovation



STRATEGY

Ensure resources are invested appropriately



TACTIC 1 | Establish and refine investment process and build framework to adopt a decision-making process that mitigates risks to the integrity of the transportation system.

TACTIC 2 | Promote, connect and implement strategic documents.

TACTIC 3 | Improve and increase budget and investment reporting.

TACTIC 4 | Understand and communicate nontraditional, value-added returns on investments.

TACTIC 5 | Improve and expand the incentive program for cost-saving ideas.



GOAL: Optimize Performance through People and Innovation



STRATEGY

Apply technology and innovation to improve effectiveness



TACTIC 1 | Hire a Cabinet-wide Chief Data Officer.

TACTIC 2 | Implement Data Governance and Data Support positions throughout the Cabinet.

TACTIC 3 | Implement Data Mentoring and expand technology training opportunities.

TACTIC 4 | Understand and communicate data and software usage and availability within the Cabinet.

TACTIC 5 | Enable increased software availability and usage through intentional evaluation of value and communication.

TACTIC 6 | Implement innovative processes and policies.



GOAL: Nurture a Culture Where Every Voice Matters



STRATEGY

Proactively recruit talented individuals from underrepresented groups



TACTIC 1 | Expand KYTC's Bridging Opportunities Training Program (BOTP) beyond Central Office.

TACTIC 2 | Strengthen KYTC's BOTP – and other internships by non-college-bound students – by identifying a person in the assigned area for each intern to ensure a meaningful experience.

TACTIC 3 | Strengthen KYTC's BOTP by continuing to raise awareness internally and externally.

TACTIC 4 | Continue to bolster employee recruitment through partnerships with Kentucky's HBCUs, other universities, community and technical colleges, and middle and high schools.

TACTIC 5 | Continue to ensure an expedited onboarding process for new interns and interim employees.

TACTIC 6 | Continue to proactively recruit from underrepresented groups for existing scholarship programs.

TACTIC 7 | Recruit non-college bound high school students for internships (i.e. mechanics, welding, comms.).

TACTIC 8 | Build upon network of groups representing underrepresented communities for expansion of recruiting efforts.



GOAL: Nurture a Culture Where Every Voice Matters

STRATEGY

Elevate the importance of the goal and the expectation that it be embraced



TACTIC 1 | Routinely share progress, expectations, success stories, and opportunities across the Department.

TACTIC 2 | Set realistic goals and progress milestones.

TACTIC 3 | Improve progress reporting.



GOAL: Nurture a Culture Where Every Voice Matters



STRATEGY

Improve retention to enhance diversity



TACTIC 1 | Provide training and foster opportunities to ensure employees feel included, respected, and valued.

TACTIC 2 | Actively pursue diversity of people and backgrounds in all engagements including when building teams at KYTC and incorporating opportunities to listen and learn.

TACTIC 3 | Develop a mentorship program that supports all employees.



GOAL: Nurture a Culture Where Every Voice Matters



STRATEGY

Proactively engage underrepresented groups



TACTIC 1 | Identify and create awareness of professional group participation opportunities.

TACTIC 2 | Identify and create opportunities for community engagement and participation with underrepresented groups.

