

All entities need to have a vision for the future, something toward which an organization can strive. Their vision must have long-range measurable goals and organizations must develop strategies that lead to the achievement of those goals. Governor Johanns has charged his agencies to serve all Nebraskans and has listed this set of goals for the agencies:

- 1. Conservative:** Our agenda will be conservative – the emphasis is on quality government, not on the quantity of programs. It is about less government and lower taxes.
- 2. Technology:** Technology gives us the opportunity to create Nebraska United.
- 3. Decentralize operations:** The home office is too big. In every way we can, move our operations into the state to serve the people.
- 4. Economic opportunity:** We seek economic opportunity for all 93 counties. Whether a child grows up in Arthur or Omaha, it is our duty to give that child economic hope in all parts of the state. Ask communities to join forces in this effort.
- 5. Consolidate our departments:** The old way of doing things isn't acceptable. Can we join the functions of state departments to be more efficient, focused and responsive?
- 6. Team up:** Our departments need to team up. Government has built silos that stagnate progress – tear the silos down.
- 7. Share resources:** Ask yourself how can our departments share resources with other departments.
- 8. Advisory teams:** People like to be consulted and their opinion is important. If your department does not have an advisory group, consider creating one.
- 9. Set goals:** Set goals for yourself and your department.
- 10. Evaluation:** Evaluate yourself and your department. Know when you have met your goals and then celebrate.

In light of this charge and our responsibilities to Nebraska, the Department has developed the following plan.

Vision

The Nebraska Department of Roads is the premier state transportation agency in the United States. We maintain and improve this great agency, the roads it is responsible for, and serve its customers by focusing on three fundamentals: *safety, quality and fiscal responsibility.*

What does this vision mean to me? *The theme I have adopted is “thinking beyond the pavement,” as we are more than concrete, asphalt and steel. My intent is to pursue this vision through (1) building the team, (2) partnering, and (3) strategic management. My strategic emphasis areas are (1) work force development, (2) equipment management, (3) capital facilities management, (4) leveraging of technology, (5) construction and maintenance management, and (6) more efficient business practices.*

This vision means doing our very best in meeting and exceeding the expectations of all of our customers as leaders in public safety and service. It means fully using the talents of all our employees and partners. It means treating design consultants and contractors as extensions of our work force because it is good business. It means finding more efficient ways of doing business with limited resources.

It means maintaining and improving the safety of our state highway system and other transportation facilities, including reducing accidents and fatalities. Intermodalism will continue to be a key issue, and we must find ways to collaborate for the good of a seamless transportation network, including an effective system that connects all of Nebraska to the nation and the world. We must develop a reliable and effective research program that collaborates with other public agencies, the private sector, and academia, that focuses on applied research in providing data for decision-making, while being involved in long-range research at the national level. We must also keep an eye on the potential impact of technology and demographics on the future of transportation.

We must produce well-planned, high-quality projects on time and within budget while keeping the public and private officials informed about our roads program through newsletters, press releases, public service announcements, planning sessions, signs, etc. We must leverage existing and future technologies such as e-mail,

teleconferencing, video teleconferencing, the internet, web sites, Geographic Information Systems (GIS), Global Positioning Systems (GPS), fiber-optics, changeable message boards, weigh-in-motion, electronic regional/national permitting for commercial vehicles, digital data, intelligent transportation systems, and cameras. We should implement a virtual or physical transportation operations center for the management of traffic. We must also leverage technology for the planning, design, construction, maintenance and administration of our transportation facilities.

We must recognize the good work of Department employees, contractors, designers, public officials, the private sector, and citizens, by providing timely and meaningful awards and publicity. We must recruit, retain and promote the best talent available, and develop—through example, education and mentoring—our current and future work force. It means recording the lessons of our history as a means toward building our future.

We must use strategic management to develop and refine specific and measurable objectives and priorities to track our progress toward meeting our strategic vision. We must develop consensus—through our Divisions and Districts, our Commissioners, the public, political subdivisions, the State Legislature, and our U.S. Congressional Delegation—on our long-term state transportation plan and the necessary funding to achieve it. It means early planning for all projects, so that all entities will have sufficient time for their own planning and mobilization.

Constructability and specification reviews must be undertaken to ensure that projects are built efficiently and effectively. We must maximize the use of incentives for quality work, smoothness and completing work early, and use dispute resolution processes to avoid unnecessary claims. We must be good stewards of the public's property and money, optimizing the use of all of our tax dollars. We must reach out and collaborate with others, as leaders in partnering with municipal, county, state, federal and tribal governments, as well as private entities, for the benefit of our citizens. We must enhance our communities, counties and state through our activities. We must exercise context-sensitive design to promote a more livable Nebraska, and incorporate

maintenance, technology, intelligent transportation systems, environmental/historical stewardship, as a routine part of planning for every project. Life-cycle management must be incorporated into our process to avoid short-term fixes at the expense of long-term solutions.

We must find ways to share facilities, equipment and resources among state, tribal, county and city agencies, including "pooling" purchases, etc. with other states. We must be active nationally and locally in professional associations and with other states in sharing our best ideas and practices. We must "power down" responsibility and authority to the lowest possible levels in an effort to fully use all of our personnel resources.

Finally, we must develop a budget system that adequately provides the means to execute our plans.

In effect, we must base our vision on a positive attitude and enthusiasm for our work and life that says the best way to determine the future is to create it. That is what I want to do. Our future will be what we make it.

If we adhere to our values, address our critical success factors and accomplish our defined goals, then we will realize our vision. I have every confidence, that together, we will succeed.

John L. Craig
Director

Values

- > Safety is our first priority
- > Our employees are our number one resource
- > Our customers are our first responsibility
- > Teamwork is our key to success
- > Work ethic is valued by all
- > Flexibility is our path to progress
- > Continuous improvement is our road to quality

Mission

We provide and maintain, in cooperation with public and private organizations, a safe, efficient, affordable and coordinated statewide transportation system for the movement of people and goods.

Critical Success Factors

- > Safety
- > Teamwork
- > Technology
- > Image
- > Quality Products and Services
- > Customer Satisfaction
- > Human Resources
- > Fiscal Responsibility

Strategic Goals

Safety

Enhance safety awareness and maintain the safest possible environment for our employees, consultants, contractors and the public by reducing the frequency and severity of incidents (accidents) in the workplace and on the transportation facility.

Highway Program Completion

Successfully complete our program as promised.

Provide Leadership at the State and National Levels

Proactively collaborate with our partners at the state and national level to ensure that Nebraska receives the direction and resources to maintain and improve its transportation system.

Leverage Technology

Develop and implement appropriate technologies to support Department operations and ensure transportation efficiencies in Nebraska.

Improve Department Business Practices

Improve our internal and external business relationships and processes through teamwork and partnering.

Improve Quality through Life-Cycle Analysis

Build optimal quality pavements, bridges, facilities, equipment inventories, etc. using life-cycle cost analyses that accrues long-term savings on maintenance and reconstruction.

Develop the Workforce

Provide a workplace that allows employees to grow in their careers, by providing appropriate training and mentoring. Recruit, hire and retain the best talent available.

Measure our Success

Develop an effective measurement and feedback process that measures our progress in attaining the Department's goals.

Strategic Plan

Nebraska Department of Roads



November 1999

Governor
Mike Johanns

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