



NEVADA DEPARTMENT OF TRANSPORTATION STRATEGIC PLAN

A Roadmap to the Future



Prepared by: Financial Management Division

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INTRODUCTION

Established as the Nevada Department of Highways on March 23, 1917, the department's mission was to surface the rutted dirt paths that served as the road network of the time. The 1917 Legislature gave the state engineer general supervision of road work which was performed by convict labor. An appropriation of \$20,000 was made, but the funds were quickly exhausted, and all work ceased later that same year.

More than one hundred years later, the department has become the Nevada Department of Transportation (NDOT), serving one of the fastest growing states in the nation with state fiscal year 2018 expenditures of \$997 million. NDOT is now responsible for the planning, construction, operation, and maintenance of the 5,400 miles of highway and over 1,000 bridges which make up the state highway system. The department now employs 1,844.51 full-time equivalent staff plus temporary/seasonal employees. Many department staff members are available 24 hours per day, seven days per week, making our highways safe for the traveling public and the goods and services that drive our economy.

Transportation projects no longer encompass only roadways but now focus on an integrated system of travel by automobile, rail, bike, air, or bus in addition to walkways or facilities to accommodate pedestrians. The department also oversees various allied projects from the Adopt-a-Highway program to the maintenance of State Historical Markers. Department staff work with many partners, including the Federal Highway Administration, Federal Transit Administration, Federal Aviation Administration, Federal Railroad Administration, local and tribal government agencies, utility companies, businesses, the public, and other entities throughout the state to coordinate efforts.

This strategic plan highlights the department's mission, vision, goals, objectives, and strategies that tie to *Nevada's Strategic Planning Framework 2016-2020*. Budget decision units in the 2019-2021 biennial budget request that support these goals, objectives, and strategies are also listed.

Included in this document are photos of Nevada citizens, department employees, and equipment from the early years of highway transportation to remind us how far Nevada has come and the impact of Nevada's transportation system on our everyday lives. The department has made significant progress in the past century, but still has a long way to go. These strategic planning efforts are the roadmap that will lead NDOT successfully into the future.

Although many things have changed over the years, one thing remains the same: The Nevada Department of Transportation is working hard every day to keep all Nevada citizens and our visitors safe and connected.

Regards,



Rudy Malfabon, PE
Director, Nevada Department of Transportation

NDOT STRATEGIC PLANNING FRAMEWORK

Vision Statement:

To be a leader and partner in delivering effective transportation solutions for a safe and connected Nevada.

Mission Statement:

Provide, operate, and preserve a transportation system that enhances safety, quality of life and economic development through innovation, environmental stewardship and a dedicated workforce.

Values:

Respect - Treat others with dignity and value their contributions.

Integrity - Do the right thing.

Accountability - Take pride in our work and be accountable for our actions.

Communication - Communicate with transparency and responsiveness both internally and externally.

Teamwork - Foster collaborative and effective partnerships both internally and externally.

Flexibility - Be responsive to changing conditions and open to new ideas.

Goals:

1. Safety first
2. Cultivate environmental stewardship
3. Efficiently operate and maintain the transportation system in Nevada
4. Promote internal and external customer service
5. Enhance organizational and workforce development

Budget Philosophy and Strategy:

Recognizing that a strong transportation network is a key component in Nevada’s infrastructure and economic development, the department’s biennial budget is prepared with an emphasis on economy, efficiency, and safety.

The Department of Transportation works to optimize all resources, including employees, facilities, and equipment, and improve and streamline methodologies to provide a safe and efficient transportation system. NDOT management and staff analyze our operations on an ongoing basis, making changes as needed to ensure the best use of taxpayer funds.

NDOT’s budget strategy includes optimization of federal funding, preservation of assets, and ongoing collaboration with many partners.

1929 Headquarters Staff



The department’s dress code may have changed since 1929 but our commitment to serving the public remains the same.

1. SAFETY FIRST

Objectives and Strategies:

1.1 Foster a culture of safety

1.1.1 Safety begins at the top:

Support from the Transportation Board and the Director’s Office will enable a top-down approach as safety culture initiatives are rolled out.

1.1.2 Develop a safety culture working group:

This working group identifies the top issues impacting safety and specific steps to address these issues, whether it’s internal (reducing workplace injuries, providing more funding for safety elements in preservation projects) or external (reducing highway traffic fatalities and serious injuries).

1.1.3 Flexibility versus uniformity:

Determine the elements of NDOT’s safety program where very specific requirements must be strictly followed and identify where flexibility is allowed.

1.1.4 Accountability

Executive leadership, managers and supervisors must implement safety policies uniformly and hold staff accountable when they exhibit unsafe behavior. NDOT staff will be advised that there will be an emphasis on safety and unsafe practices will not be tolerated. Managers and supervisors will be directed to hold themselves and staff accountable for following safety policies and working safely in the workplace.

1.1.5 Consistent enforcement:

Update safety training and policies and communicate them uniformly throughout the department. Develop training on expectations, roles and responsibilities for all employees so that enforcement is consistent.

The NDOT Safety Culture Working Group was developed as a result of the department's updated strategic plan. The group is focused on improving the department's safety culture, whether it's internal (reducing workplace injuries, providing more funding for safety elements in preservation projects) or external (reducing highway traffic fatalities and serious injuries).

“Safety work is today recognized as an economic necessity. It is the study of the right way to do things.”

– Robert W. Campbell, first president of the National Safety Council

1.1.6 Develop a communication plan:

Utilize a variety of media including internal social networking and SharePoint sites accessible to all NDOT employees to share safety information and documents.

1.2 Reduce injuries and fatalities on the transportation system in Nevada

1.2.1 Work collaboratively with partners:

Reducing injuries and fatalities on Nevada roads is the primary responsibility of the NDOT Safety Division. Working with external partners such as state and local law enforcement, federal agencies, emergency medical responders, safety advocacy groups, and educators will further enhance safety.

1.2.2 Utilize strategies outlined in the Strategic Highway Safety Plan (SHSP):

The plan identifies six critical emphasis areas (seatbelts, lane departures, impaired driving, pedestrians, motorcycles, and intersections) that represent the greatest opportunity to save lives and reduce the number of severe crashes and injuries. The plan also identifies critical safety strategies in the areas of enforcement, education, emergency service, and engineering improvements.

1.2.3 Upgrade rest areas to enhance safety:

Rest areas are an important part of the highway system. Rest areas provide a place for travelers to safely park their vehicles, rest, stretch, use restrooms, get water, place telephone calls, check maps, check vehicles and loads, exercise pets, and switch drivers. Rest areas lower the incidence of distracted or drowsy driving and provide a safe and convenient alternative to unsafe parking along the roadside.

1.3 Reduce workplace injuries and fatalities

1.3.1 Recognize the importance of workplace safety at all levels of the department:

Establish safety committees and identify safety leads in work units, improve how Safety and Loss Control staff are viewed on jobsite visits, and actively work to develop attitudes that promote desirable safety practices.

1.3.2 Develop and deliver safety training:

Continue ongoing safety training. Evaluate the effectiveness of current training and develop new curriculum to ensure that all employees have the best training possible.

1.3.3 Ensure staff have appropriate well-functioning safety clothing and equipment:

Ensure staff are outfitted with well-functioning, appropriate equipment, such as protective and reflective clothing and radios.

Nevada Strategic Planning Framework:

This NDOT goal ties to the following goals in *Nevada's Strategic Planning Framework 2016-2020*:

- 2.1 Ensure a safe and reliable transportation infrastructure.
- 2.3 Improve pedestrian and traffic safety on streets and highways

Budget Decision Units:

The following 2019 - 2021 budget decision units support this goal:

- E-125 - Rest Stop Maintenance/Upgrade
- E-230 - New construction crew positions
- E-231 - New positions
- E-377 - Nevada shared radio system replacement
- E-710 - Replacement equipment
- E-720 - New equipment
- E-805 - Compensation plan adjustments

1920's Road Striper



Clear roadway markings contribute significantly to safety.

CULTIVATE ENVIRONMENTAL STEWARDSHIP

Objectives and Strategies:

2.1 Integrate a culture of environmental stewardship into design and operations

2.1.1 Work collaboratively with partners:

Continue to work with partnering agencies to ensure that all necessary design and construction protocols are implemented for the protection of the desert tortoise on department projects.

2.1.2 Effectively utilize geographic information systems:

Develop Geographic Information System (GIS) layers for cultural resources avoidance and biological controls such as tortoise/wildlife fencing.

2.1.3 Train employees:

Train employees on the importance of environmental stewardship and the benefits to the department and the environment when projects are completed in compliance with Environmental Laws.

2.1.4 Integrate stormwater stewardship into practices:

Develop documentation, training, and practices to integrate stormwater stewardship into the fabric of NDOT's daily activities.

2.1.5 Utilize mobile technology:

Implement mobile technology to facilitate data collection and inspections of stormwater field assets.

2.2 Deliver timely environmental documents

2.2.1 Utilize consultant forces appropriately:

Continue to utilize consultant forces for Environmental Assessment (EA) and Environmental Impact Statement (EIS) documents as appropriate to ensure timely delivery.

In fiscal year 2016, NDOT developed a dedicated Stormwater Division with the expertise and resources to meet EPA requirements and enhance the department's environmental stewardship during both design and operation of its facilities.

This new unit has successfully integrated stormwater best practices into the department's daily activities.

“The environment is where we all meet; where all have a mutual interest; it is the one thing all of us share.”

—Lady Bird Johnson

2.2.2 Coordinate with partners to speed up processes:

Work with federal, state, and local agencies to reduce timeframes necessary to deliver environmental documents.

2.2.3 Produce documents efficiently:

Produce categorical exclusion documents as efficiently as possible to meet project schedules and accelerate delivery.

2.2.4 Conduct early project coordination:

Conduct early project coordination with local, state, and federal agencies to identify and resolve issues that would result in delay of environmental document approval.

2.2.5 Integrate stormwater design early in the NEPA process:

Coordinate efforts of the department's Stormwater Design Section and Environmental Division to provide stormwater criteria, preliminary design information, and supporting documents associated with meeting National Pollutant Discharge Elimination System (NPDES) requirements early in the National Environmental Policy Act (NEPA) process.

2.3 Comply with environmental requirements

2.3.1 Meet all permit and NEPA requirements:

Continue to ensure that environmental requirements are met on projects for permit and NEPA requirements.

2.3.2 Review permits for others:

Continue to review permits for others requesting to utilize department right-of-way to ensure environmental compliance.

2.3.3 Meet stormwater compliance requirements:

Develop processes, checklists, training, and guidance manuals to ensure that the department complies with requirements of the NPDES Municipal Separate Storm Sewer System (MS4) Permit. Develop and maintain a Stormwater Management Plan (SWMP) and Annual Monitoring Plan that identifies the strategies the Department will implement to ensure compliance with NPDES MS4 Permit requirements.

2.4 Achieve all US EPA storm water consent decree requirements

2.4.1 Pay all penalties and interest due:

NDOT has paid all civil penalties, stipulated penalties, and interest due under the consent decree.

2.4.2 Complete all consent decree compliance requirements:

NDOT has fully and successfully completed the compliance requirements set forth in Section IV (Compliance Requirements) and Appendix A.

Nevada Strategic Planning Framework:

This NDOT goal ties to the following goal in *Nevada's Strategic Planning Framework 2016-2020*:

- 7.1 Protect and sustainably manage natural resources.

Budget Decision Units:

The following 2019 – 2021 budget decision units support this goal:

- E-230 – New construction crew positions
- E-231 – New positions
- E-710 – Replacement equipment
- E-720 – New equipment

1920's Snow Removal



Modern practices include sweeping up materials (such as salt and sand used on icy roadways) to protect the environment.

3. EFFICIENTLY OPERATE AND MAINTAIN THE TRANSPORTATION SYSTEM

Objectives and Strategies:

3.1 Develop a transparent, defensible and performance-driven project prioritization system

3.1.1 Develop the One Nevada plan:

The One Nevada Transportation Plan is a new addition to Nevada’s Long-Range Transportation Plan (LRTP). The federal government requires state departments of transportation to prepare LRTPs to ensure the continued movement of people and goods over a 20-year horizon.

3.1.2 Develop a process to assist with project prioritization:

Develop a process, using a Multi-Objective Decision Analysis (MODA) to prioritize across various program areas. This process will provide an initial comparative analysis across various programs for discussion and consideration for decision makers to consider.

3.2 Plan for future mobility trends

3.2.1 Develop an Office of Innovation:

Create a new office to focus on emerging technologies. This group will stay up to date on activities occurring statewide as well as nationally on topics such as connected and automated vehicles, shared mobility, hyperloop, and other emerging trends/technologies in transportation.

3.2.2 Develop a planning framework:

Develop a framework for NDOT and partner agencies to coordinate, plan, analyze policy, and recommend changes associated with travel behavior, trends, and technologies.

3.2.3 Advance research:

Develop research program problem statements and identify opportunities to partner with other states and other agencies within Nevada.

NDOT’s planning efforts include short, intermediate, and long-term strategies.

The *One Nevada* Plan covers 20-years and seeks to better align Nevada’s various transportation plans and processes to make more informed transportation decisions.

The *Connecting Nevada* Plan is a 50-year look ahead at Nevada’s long-term transportation needs.

“Someone is sitting in the shade today because someone planted a tree a long time ago.”

– Warren Buffett, investor and philanthropist

3.3 Balance the needs of preservation and system expansion across the state

3.3.1 Identify pavement and bridge preservation needs:

Conduct field surveys, monitor, and report on pavement and other roadway conditions. Continue to develop the State Highway Preservation Report every other year for the legislature; this report identifies the bridge and pavement conditions, funding, and anticipated condition based on various funding scenarios.

3.3.2 Identify needs for roadway expansion and enhancements:

Measure roadway performance including items such as traffic volumes, crashes, congestion, demographic and economic development trends, and project future needs.

3.3.3 Coordinate with transportation partners:

Work with partners such as the Federal Highway Administration, local governments, local transportation planning organizations, state departments of transportation, state agencies such as the Governor's Office of Economic Development, and the American Association of State Highway and Transportation Officials (AASHTO) on ongoing and planned projects and strategies to maximize opportunities for project coordination and funding.

3.4 Implement and optimize an Enterprise Asset Management System (EAMS)

3.4.1 Prepare and update the Transportation Asset Management Plan (TAMP):

The initial TAMP (process and methodology) was submitted to the FHWA in April 2018 and was certified by the FHWA in May 2018. The final (fully compliant) TAMP must be submitted to the FHWA by June 30, 2019. Items needed for final compliance include additional lifecycle cost analysis for bridges, more explanation on risk management, and further analysis in the financial plan.

3.4.2 Develop EAMS:

The EAMS system follows the development and approval of the TAMP noted above. This system will start with information on pavements, bridges, and stormwater assets and is expected to help the department meet EPA and FHWA requirements and allow for more informed decisions regarding investments needed to maintain assets.

3.4.3 Add additional assets to the EAMS:

Expand EAMS to include additional assets, such as Intelligent Transportation System (ITS) devices, signs, guardrails, and other assets that are significant to the transportation system.

3.5 Optimize human resources to support transportation system needs

3.5.1 Analyze staffing needs on an ongoing basis:

Conduct ongoing reviews of positions and workload needs and reclassify and/or add or subtract staff as needed.

3.5.2 Augment with consultant/contract staff as needed:

Utilize consultant/contract staff when needed to meet times of peak workload or where special expertise is needed.

3.5.3 Provide ongoing training:

Train employees to maximize operational efficiencies, ensure state and federal requirements are met, and enhance coordination between working groups.

3.5.4 Enhance emergency preparedness:

Complete emergency operations plans and provide emergency training to appropriate personnel. Conduct emergency exercises regularly, test emergency plans, and update plans to accommodate changes in departmental processes and policies, reflecting changes to federal and state guidelines.

3.6 Optimize equipment to support transportation system needs

3.6.1 Analyze equipment needs and lease or purchase equipment as needed:

Analyze equipment needs on an ongoing basis with the goal of having appropriate equipment on hand to meet ongoing operational needs. Optimize department funds by conducting lease/purchase or lease/purchase/contract analyses to determine the optimum way to proceed.

3.6.2 Replace department aircraft:

Department aircraft provide a significant savings over commercial travel and are critical in emergency situations. Replacement is necessary due to the advanced age of the aircraft, escalating cost of maintenance, and opportunities for improved efficiency that newer aircraft provide.

3.6.3 Replace the Nevada Shared Radio System (NSRS):

The Nevada Shared Radio System (NSRS) reached end of support by the manufacturer in December 2017. This radio system is vital to ongoing operations and emergency response and provides coverage where and/or when cellular coverage is unavailable. The NSRS has nearly 12,000 users (defined as portables, mobiles, consoles, and fixed data locations) and is utilized by state, federal, and local government agencies for emergency services and in support of their daily operations. A system vendor for replacement has been selected and negotiations are nearly complete.

3.6.4 Properly maintain and repair department equipment:

Keep equipment in proper working condition using in-house or contracted professionals as appropriate.

3.7 Optimize facilities to support transportation system needs

3.7.1 Assess department facilities:

Conduct a facilities condition assessment which includes the following components: (a) building inventory and condition assessment; (b) seismic analysis; (c) database of facility information; (d) maintenance statement replacement report including a prioritized list for replacements and rehabilitations, replacement/rehabilitation schedule, and strategies; and (e) long-term space analysis for the Carson City headquarters campus.

3.7.2 Expand and maintain the Carson City Hot Springs Annex (OHS) facility:

Expansion and maintenance of the OHS facility will solve the medium-term space needs of headquarters while also addressing much-needed maintenance of the site, exterior envelope, and HVAC system of the building. This facility provides an opportunity for a flexible and efficiently-organized office environment designed to support the department without expanding the real estate footprint and is expected to save money on office leases.

3.7.3 Rehabilitate or replace maintenance stations as necessary:

NDOT has 57 maintenance stations statewide composed of approximately 358 buildings with an average age of 47 years. The oldest buildings in Districts 1 and 3 are 77 years old, while the oldest in District 2 is 68 years old. These buildings are well past their design lives, and many of these buildings were built before the modern interstate highway system and before modern building codes. Upgraded facilities are needed to meet highway system needs and will also provide protection of department assets such as equipment.

3.8 Utilize a variety of funding types/mechanisms as feasible to complete needed projects

3.8.1 Optimize federal aid:

Employ a variety of strategies to maximize federal funding, including: (a) prioritize funding to utilize the most restrictive federal funds that a project is eligible for first, retaining flexible funding for other projects; (b) take advantage of federal fund transfer provisions; (c) apply for federal grants; (d) utilize funding promptly to safeguard against possible lapsing; and (e) close projects promptly to release unspent federal aid for use in other projects.

3.8.2 Utilize bond funding as feasible:

Utilize bond funding for needed projects with a high benefit/cost ratio when the department has bonding capacity available and the project cannot be funded with state and/or federal funding. Bond funding is particularly attractive at times when bond interest rates are lower than construction inflation rates.



3.8.3 Encourage partners to contribute funding to projects:

Encourage transportation partners such as local government entities, businesses, and developers to contribute funding to projects in their area.

3.8.4 State Infrastructure Bank:

Utilize the State Infrastructure Bank as funding becomes available.

Nevada Strategic Planning Framework:

This NDOT goal ties to the following goals in *Nevada's Strategic Planning Framework 2016-2020*:

- 2.1 Ensure a safe and reliable transportation infrastructure
- Improve pedestrian and traffic safety on streets and highways
- 3.2 Ensure a highly skilled and diverse workforce
- 6.3 Strengthen emergency preparedness and resiliency
- 8.2 Improve the efficiency of operations and service delivery

Budget Decision Units:

The following 2019 - 2021 budget decision units support this goal:

- E-125 - Rest stop maintenance/upgrade
- E-225 - Bond construction (Budget Account 4663)
- E-230 - New construction crew positions
- E-231 - New positions
- E-377 - Nevada shared radio system replacement
- E-710 - Replacement equipment
- E-712 - Aircraft replacement
- E-720 - New equipment
- E-730 - Maintenance of buildings and grounds
- E-731 - Old Hot Springs facility expansion/maintenance
- E-805 - Compensation plan adjustments
- E-815 -Unclassified position salary adjustment

Working the steep Carrol Canyon in 1923



New roadways (such as the Boulder City Bypass) continue to be developed to this day.

4. PROMOTE INTERNAL AND EXTERNAL CUSTOMER SERVICE

Objectives and Strategies:

4.1 Effectively train all employees who interact with the public

- 4.1.1 Customer service training:
Provide Customer Service Excellence training to all employees who work with the public.
- 4.1.2 NDOT-specific training:
Develop NDOT Customer Service “How to serve the Public” training.

4.2 Develop an internal customer service culture

- 4.2.1 Start at the top:
Department leadership will set the tone and embody excellent customer service practices.
- 4.2.2 Hire for the culture:
Develop interview questions and strategies to help supervisors identify job applicants that portray NDOT customer service culture.
- 4.2.3 Train and coach employees:
Provide customer service training; onboard new hires to set expectations and provide examples of excellent customer service; explain customer service impact to employees; maintain updated work performance standards and evaluate performance; and provide opportunities for growth.
- 4.2.4 Trust and empower:
Empower employees to make decisions, take ownership of issues, and take on challenges. Adopt policies that encourage empowerment.
- 4.2.5 Reward high performers:
Reward employees for successful performance.

NDOT’s Employee Recognition Program (ERP) recognizes employees who go above and beyond the call of duty and who make a difference.

Any staff member can nominate a fellow employee for an ERP award.

ERP Award ceremonies are held quarterly and live streamed throughout the department.

“We must not, in trying to think about how we can make a big difference, ignore the small daily differences we can make which, over time, can add up to big differences that we often cannot foresee.”

- Marian Wright Edelman

4.3 Provide information to customers that is useful and relevant using communication methods they desire

4.3.1 Utilize social media as effectively as possible:

Continue to utilize social media sites such as Twitter, Linked In, Instagram, Facebook, Facebook Live, and YouTube.

4.3.2 Develop a mobile application:

Develop an NDOT mobile application that is easy to use and provides up-to-date information.

4.4 Develop and implement a tracking and follow-up system with customers

4.4.1 Track customer satisfaction:

Conduct customer satisfaction surveys and follow up on results.

4.4.2 Develop a customer tracking system:

Track customer inquiries/concerns from various mediums (phone, e-mail, website and social media) and assign to groups or individuals for follow-up; track progress; request feedback; provide customer notifications of progress; and provide website analytics.

Nevada Strategic Planning Framework:

This NDOT goal ties to the following goal in *Nevada's Strategic Planning Framework 2016-2020*:

- 2.1 Ensure a safe and reliable transportation infrastructure.
- 3.2 Ensure a highly skilled and diverse workforce
- 8.1 Provide excellent customer service and improve transparent reporting
- 8.2 Improve the efficiency of operations and service delivery

Budget Decision Units:

The following 2019 - 2021 budget decision units support this goal:

- E-125 - Rest stop maintenance/upgrade
- E-230 - New construction crew positions
- E-231 - New positions
- E-805 - Compensation plan adjustments

1910's Stalled Car



NDOT works hard to provide well-maintained roads
for the traveling public.

5. ENHANCE ORGANIZATIONAL AND WORKFORCE DEVELOPMENT

Objectives and Strategies:

5.1 Develop a retention plan to address employee turnover

- 5.1.1 Improve position reclassification process:
Analyze current process to identify opportunities to improve efficiency and timely processing with a focus on internal human resources process within department control.
- 5.1.2 Develop an on-boarding program:
Implement a structured onboarding program to ensure new employees feel welcome, prepared, and ready to make a positive impact as soon as possible.
- 5.1.3 Offer flexible and innovative work schedules:
Review established guidelines/policies for innovative work/flexible work schedules for improvements in clarity and uniformity of policy. Explore feasibility of developing remote work and/or telework policies.
- 5.1.4 Conduct classification reviews:
Evaluate classification review process to identify possibilities for improvement.
- 5.1.5 Adjust compensation when needed:
Conduct equity studies and adjust compensation via accelerated salary requests or compensation plan adjustment requests to remedy serious problems with recruitment and retention.

5.2 Develop a succession plan to address employee turnover.

- 5.2.1 Retain institutional knowledge:
Train and cross-train employees, and document procedures to retain and share knowledge.

NDOT hosts a successful Rotational Engineer training program. Rotational Engineers work in many divisions throughout the department, receiving experience in a variety of civil engineering and non-engineering disciplines. This experience provides participants with skills and experience to seek a variety of NDOT career opportunities.

“Recognize and affirm people when they contribute to the mission you share. Do this and you will ignite their purpose and potential.”

– Mike Byam

5.2.2 Establish employee referral program:

Establish employee referral program to encourage current employees to recruit new talent for hard-to-fill positions.

5.2.3 Identify opportunities for multi-location recruitments:

Evaluate and develop plan to allow for more multi-location recruitments including Las Vegas, Carson City, and Reno. Develop a plan to allow telework/remote work if/as feasible.

5.2.4 Improve the recruiting process:

Evaluate the current recruiting/hiring process from start to finish. Define baseline, look for improvements that can be made in efficiency and speed of hiring process, and improve overall candidate pool.

5.3 Develop a plan to meet changing job requirements

5.3.1 Conduct a gap analysis:

Identify the gaps between the current department workforce and future workforce-related needs of the department.

5.3.2 Develop a cross-training program:

Explore cross-training and temporary assignment opportunities across relevant positions and divisions.

5.3.3 Develop flexible job classifications:

Develop job classifications that allow for flexibility in job duties to meet changing job requirements.

5.4 Develop an organizational development plan and undertake communication and networking activities to break down silos and promote coordination and teamwork

5.4.1 Develop an introduction to NDOT training course:

Develop a training course for employees which provides instruction on agreements, accounting, travel, budget, timesheets, and other job tasks.

5.4.2 Develop a lean process strategy:

Develop a lean process strategy to support goals in the Nevada Strategic Planning Framework and the department strategic plan.

5.4.3 Implement structured presentations for division head meetings:

Implement structured presentations for division head meetings, showing key visualized facts and/or numbers from each division for better information sharing.

5.4.4 Develop a partnering program:

Develop a formal partnering program to improve interdepartmental relationships.

5.5 Provide recognition and opportunities for high-performing employees

5.5.1 Develop a merit-based travel/training program:

Establish a merit-based travel/training program to encourage employee growth and development for high performing employees. This program will also optimize the department's travel and training budgets.

5.5.2 Develop a departmental performance evaluation:

Develop a departmental employee performance evaluation to be used in conjunction with the State evaluation process to improve feedback and establish additional performance measures.

5.6 Create sustainable programs for the development of the construction workforce

5.6.1 Research and develop construction-specific training - professional track:

Research, develop or re-introduce construction management courses or presentation series utilizing local college civil engineering programs to improve outreach and educate students about public service opportunities.

5.6.2 Research and develop construction-specific training - non-professional track:

Research feasibility of developing high school level internships from technical academies or high schools for non-college track students to expand candidate pool and educate students about public service options.

5.6.3 Improve recruitment of construction staff:

Evaluate outreach and recruitment efforts, specifically for non-professional tracks. Develop presentations and/or videos, possibly linked to recruitments. Better educate and advertise potential recruits on public service opportunities.

5.6.4 Improve training opportunities:

Evaluate the status of current in-house training programs versus programs such as Road Scholar, a Local Technical Assistance Program. Evaluate the need and/or desire for prerequisite courses, and/or completion as a condition of probation.

Nevada Strategic Planning Framework:

This NDOT goal ties to the following goal in *Nevada's Strategic Planning Framework 2016-2020*:

- 2.1 Ensure a safe and reliable transportation infrastructure
- 3.2 Ensure a highly skilled and diverse workforce
- 8.1 Provide excellent customer service and improve transparent reporting
- 8.2 Improve the efficiency of operations and service delivery
- 8.3 Recruit and retain a mission-ready workforce

Budget Decision Units:

The following 2019 - 2021 budget decision units support this goal:

- E-230 - New construction crew positions
- E-231 - New positions
- E-805 - Compensation plan adjustments
- E-815 - Unclassified position salary adjustment

Very early survey team with cook



While there is no longer a need to provide a cook, analyzing ongoing needs is essential to workforce development.

ADDITIONAL STRATEGIC PLANNING DOCUMENTS

The Nevada Department of Transportation has many planning documents that are an integral part of the strategic planning process. Some of these documents are listed below.

Department staff members also utilize federal and state guidance, collaborate with other transportation entities, and prepare department guidelines and best practices manuals which support strategic planning goals and objectives.

ADA Transition Plan

Important Americans with Disabilities (ADA) accessibility improvement projects are listed in this plan.

Link: <https://www.nevadadot.com/home/showdocument?id=40>

Airport System Plan

This document provides a framework for the continuing discussion of potential statewide actions to protect the investment in Nevada's public use airports from the effects of incompatible development in areas surrounding the airports.

Link: <https://www.nevadadot.com/mobility/aviation/nevada-airport-system-plan>

Nevada Statewide Bicycle Plan:

The Statewide Bicycle Plan focuses on infrastructure and connectivity needs for rural areas outside of the bicycle planning jurisdictions within the following metropolitan planning organization (MPO) areas in Nevada: Carson Area MPO, Regional Transportation Commission (RTC) of Southern Nevada, Tahoe MPO, and Washoe County RTC.

Link: <https://www.nevadadot.com/home/showdocument?id=3632>

Connecting Nevada Plan:

The Connecting Nevada Plan is a 50-year look ahead, originating from a need to plan for Nevada's long-term transportation needs. The plan defines transportation goals to make the state's economy more competitive, enhance quality of life, and ensure that Nevada's environment provides quality places to live for future generations.

Link: <https://www.nevadadot.com/doing-business/public-involvement-information/transportation-planning/connecting-nevada>

The Department of Transportation's strategic planning efforts begin with *Nevada's Strategic Planning Framework* and involve the Transportation Board of Directors and many dedicated employees.

NDOT's Strategic Plan is only one of many planning documents that guide the department toward the future.

Most of these documents are available to the public on the department's website:

nevadadot.com

"All you need is the Plan, the road map, and the courage to press on to our destination."

— Earl Nightingale

Corridor Studies:

The department routinely conducts corridor studies to determine transportation needs. Recent studies include: US 50 East, US 395 Southern Sierra, and US 395 Washoe County.

Link: <https://www.nevadadot.com/doing-business/public-involvement-information/transportation-planning/statewide-transportation-planning>

Emergency Operations Plan:

The Nevada Department of Transportation Emergency Operations Plan (NDOT EOP) supports the State of Nevada Comprehensive Emergency Management Plan. The purpose of the NDOT EOP is to establish the department's response and recovery roles during an emergency/disaster.

Executive Budget:

The department's budget (as well as the entire Nevada Executive Budget) is available for viewing online. This document includes the department's spending plans for current and past biennia.

Link: <http://budget.nv.gov/StateBudget/Prior/>

Freight Plan:

This document describes the framework needed to create the robust and reliable freight transportation infrastructure necessary for Nevada's continued economic growth and diversification. To this end, the plan identifies freight transportation hubs and facilities critical to Nevada's economic growth and recommends appropriate prioritization for investments in these hubs and facilities.

Link: <https://www.nevadadot.com/mobility/freight-planning/nevada-freight-plan>

State Highway Preservation Report:

This report identifies the bridge and pavement conditions, funding, and anticipated condition based on various funding scenarios.

Link: <https://www.nevadadot.com/home/showdocument?id=6448>

Landscape and Aesthetics Master Plan and Individual Corridor Plans:

This document provides enhanced visions for the state highway system, and includes policies and guiding principles, describes the planning and design process, and discusses general characteristics that influence landscape and aesthetics planning and design for various classifications of highways, open space, and rest areas. Individual plans contain recommendations for various corridors.

Link: <https://www.nevadadot.com/projects-programs/landscape-aesthetics>

One Nevada Plan:

The One Nevada Plan seeks to meet federal long-range transportation planning requirements and to better align Nevada's various transportation plans and processes and create a framework to make more informed transportation decisions.

Link: <http://onenvplan.com/>

Performance Management Report:

NDOT's Performance Management Report includes: (1) an annual report of performance measures and general project information, (2) benefit-cost analyses for capacity projects that cost at least \$25 million, (3) information regarding projects funded with Las Vegas Convention and Visitors Authority funding, and (4) general project information for Blue Ribbon Task Force projects and any proposed super and mega (major) highway projects.

Link: <https://www.nevadadot.com/Home/ShowDocument?id=12623>

Rail Plan:

The Nevada State Rail Plan is a document that sets forth policy involving freight and passenger rail, sets priorities and strategies to enhance rail service in the state to benefit the public, and serves as the basis for federal and state investments within Nevada.

Link: <https://www.nevadadot.com/mobility/rail-planning/state-rail-plan>

Ramp Metering Performance Measurement Plan:

This document presents guidance on how to effectively and consistently monitor, evaluate, and report the operations of ramp meters deployed throughout Nevada.

Link: <https://www.nevadadot.com/home/showdocument?id=4722>

Strategic Highway Safety Plan:

This plan was developed to save lives by addressing the frequency, rate and primary factors contributing to fatal and severe injury crashes in Nevada.

Link: <https://www.nevadadot.com/safety/nevada-strategic-highway-safety-plan>

Statewide Transportation Improvement Program (STIP):

This document is the state's transportation capital improvement program. Federally-funded and regionally significant projects across the state are included in the STIP.

Link: <https://www.nevadadot.com/projects-programs/proposed-transportation-projects>

Statewide (Long-Range) Transportation Plan – Moving Nevada through 2028:

This policy document provides direction and strategies for the Nevada Department of Transportation over the next 20 years.

Link: <https://www.nevadadot.com/home/showdocument?id=2573>

Stormwater Management Plan (SWMP):

The SWMP provides an executive summary and outlines how NDOT will conduct business and work to achieve and maintain compliance with the requirements of the MS4 Permit.

Link: <https://www.nevadadot.com/home/showdocument?id=11584>

Transit - Nevada State Management Plan:

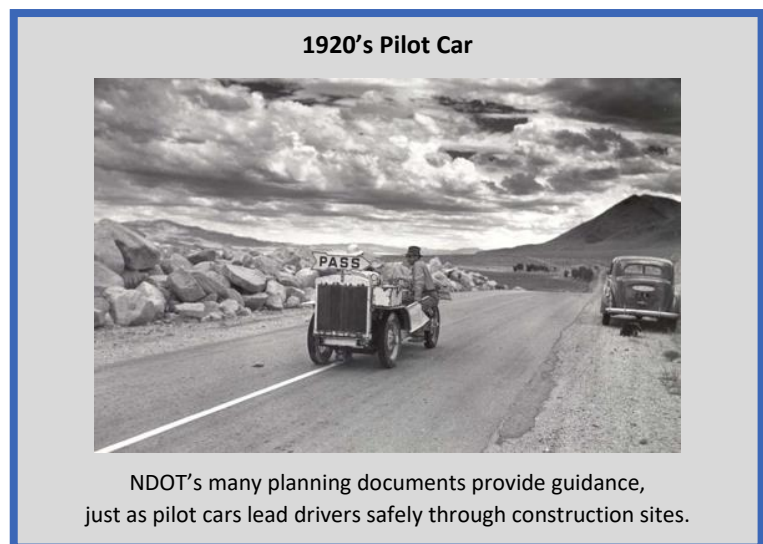
The Nevada State Management Plan is the transit plan for Rural and Small Urban Areas of Nevada. The United States Department of Transportation, Federal Transit Administration (FTA) requires that each state adopt policies and procedures to be used in administering various federal rural transit programs.

Link: <https://www.nevadadot.com/home/showdocument?id=12664>

Transportation Asset Management Plan (TAMP):

NDOT has made a significant investment in its transportation system, with a replacement value of nearly \$23 billion for pavements, bridges, and ITS assets. This plan proposes a proactive asset preservation strategy to extend the service lives of these assets.

Link: <https://www.nevadadot.com/home/showdocument?id=15636>



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