

FY 2023-24 STRATEGIC PLAN *Progress Report*

035, Transportation Cabinet

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GOAL 1 – Promote Safety in All Decision Making

Strategy 1.1: Continually monitor and promote strong safety education, policies, and legislation

Department of Highways:

- The Cabinet held the nation's first Safety Summit encompassing both Highway and Occupational Safety.
- The Department has continued to support District Incident Management Teams.
- The Department worked with the General Assembly on several pieces of legislation by providing information on highway safety impacts.

Department of Aviation:

- The Department has identified opportunities to improve airport safety through routine management safety meetings to address concerns and to identify proper reporting for safety concerns and solutions.
- The Department has implemented a communications plan for existing safety policies and established an employee safety orientation course for new employees.

Department of Vehicle Regulation:

- The Department has worked with the Secretary's Office of Safety to have emergency plans custom made for all Driver Licensing Regional Offices across the Commonwealth which is complete and continues to be monitored for any evolving needs.
- There are nine Driver Licensing Regional Offices that currently have security officers on site. The entire security program is in the process of being reworked and continues to be evaluated for the need for additional support.
- The Department monitors the safety aspects of the operation of all state vehicles through reports produced by the Department of Highways.

Office of Legal Services:

- The Office has continued documenting, analyzing, and communicating with the Department of Highways and the Secretary's Office of Safety regarding safety concerns related to highway construction and maintenance outcomes brought to light through damage claims and personal injury litigation.

Office of Support Services:

- The Office has distributed posters throughout the building and warehouses reminding employees to buckle their seatbelts as they leave the parking lot, as well as communicating general safety practices and construction safety practices. All tradesmen have completed required Occupational Safety and Health Administration (OSHA) training and are properly licensed.

Secretary's Office of Safety:

- Implementation of the new Safety and Health Management System is underway and will be a tool that will greatly enhance our safety capabilities. Training for this system is continuous and will continue as new employees are introduced to the system and as we fully develop all potential capabilities of the system. Phase I and Phase II have been satisfactorily completed. Phase III will consist of merging the system with the newly developing system State Risk is finalizing.
- The Safety Conference and the annual Life Saver Conference was combined this year and renamed the Safety Summit. This was a positive safety approach to engage the Office of Highway Safety and the Secretary's Office of Safety to combined efforts and encouraged cooperative efforts across the districts and improved the overall awareness of behavioral based safety within all areas of our organization. Continuous Safety Leadership training will further help the Office accomplish this goal. Foundations for Safety Leadership training is being provided for all KYTC employees and classes are currently

underway. This training introduces the five leadership skills for employees to become more productive effective safety leaders.

- The Weekly Dashboard Report is now being shared with all Safety Committee members, team members, Chief District Engineers, and upper management. All incidents for KYTC are down 19% and recordables injury rates have increased by 17% as of July 2024, from 2023. This dashboard ensures that all members of leadership are made aware of opportunities for improving safety. In addition, forty-five near-miss reports have been reported to date which is a slight increase from the previous year.
- Staff completed required updates for their authorized OSHA training certifications and have met all new American Red Cross curriculum requirements.
- A new Leadership Safety Academy is in the development process, and the first class is being scheduled for early 2025. The curriculum being developed is designed to encourage engagement of all levels of leadership and management and to be involved in everyday safety operations, recognize employees for positive safe behaviors, improve injury and crash safety reviews, and focus on determining the root cause to correctly identify preventable measure for Serious Injuries and Fatalities.

Department of Rural and Municipal Aid:

- The Department continues utilizing training materials provided by the Department of Highways, Office of Highway Safety, to promote safety education, policies, and legislation. The Department continues to monitor the safety aspects of the operation of all vehicles through weekly reports obtained from the records of all vehicles including the safety score card, mileage report, and safety score card trend.

Office of Inspector General:

- The Office notifies management of areas/issues of safety concern noted in their reports that include seatbelt usage (or lack thereof), the unauthorized transporting of non-employees in KYTC vehicles, speeding, or harsh cornering. The Office holds semi-annual meetings with each district management team, during which meetings any safety concerns are noted and discussed.

Office of Public Affairs:

- The Office is involved with the Office of Highway Safety in multiple efforts to support a safer workplace and behaviors on the road. It hosted the National Work Zone Awareness Week press event and produced a video series of testimonial videos; launched Paint the Plows outreach event for high schoolers to show school pride and promote a safety message on KYTC snow plow blades; conducted Click It or Ticket media briefings; collaborated with law enforcement to host five High Five press events in Eastern Kentucky to increase seatbelt usage; and collaborated with the Office of Highway Safety to host Mothers Against Drunk Driving (MADD) press event.
- The Office creates videos/content to support safety coordinator messages for trainings. It filmed Hotbox training for highway technician staff; filmed active aggressor training; filmed a job briefing in District 7; working on a safety video for all new employees during orientation; developed the logo for Boosting Occupational Outcomes in Transportation Safety (BOOTS) system to track safety incidents and developed promotional flyers for employees; and issued news release and recap video of the 2023 and 2024 Equipment Operators' Safety and Training Conferences.

Office of Transportation Delivery:

- The Office has ensured Transit Asset Plans' Asset Safety Standards are met and in accordance with federal regulations. Transit Asset Plans are updated and submitted annually.
- Capital grants are in place to replace old equipment, and the Transit Safety Sensitive Drug and Alcohol Testing Program is in place.

Office of Human Resource Management:

- The Office works to ensure a thorough onboarding process for new employees that includes the important of safety and provides the Secretary's Office of Safety allotted time to speak at each employee orientation.

Strategy 1.2: Build and uphold a culture in which all KYTC leadership, staff, and partners work to prioritize and communicate safety

Department of Highways:

- The Department has continued to support District Safety Teams.

- The Department completed a research project to improve highway safety through behavioral and infrastructure highway safety improvements and is working toward implementation.
- The Department completed its Complete Streets Manual which won a national award.
- The Department continued research efforts aimed to integrate friction analyses to address pavement safety performance and has used the data to develop some metrics to potentially improve pavement mix designs.
- The Department assisted in implementing the BOOTS system which not only records incidents but also tracks near-miss incidents.
- The Department re-established a Work Zone Traffic Control Committee Chair. The statewide team has reviewed several projects with a goal of one per month.

Department of Rural and Municipal Aid:

- The Department communicates appropriate safety measures through training provided by the Department of Highways, Office of Highway Safety, and participation in these trainings is mandatory.

Office of Audits:

- The Division of Audit Services notifies management of areas or issues noted in their audit reports. These areas are employee safety in the districts which includes district facilities and properties. The Division of Audit Services conducts quarterly meetings with management and presents audits which include safety concerns and recommendations noted in the audit reports.
- The Division of Audit Services will continue to audit vendors to ensure safety guidelines are followed on KYTC contracts. In addition to normal audit procedures, the Division will review policies and procedures in place and provide recommendations and training opportunities if safety violations are being made.

Office of Inspector General:

- The Office developed a three-hour training curriculum addressing areas of employee misconduct, focused on safety and best practices. The safety component included a discussion on seatbelt usage, bullying or harassment in the workplace, proper use of state resources, and other conduct that can negatively affect both the employee's safety as well as the safety of others. This training was presented in Summer/Fall 2023 to each KYTC District's middle management, with a mandatory attendance requirement for Highway Superintendents.
- The Office continues to notify leadership, through its written Reports of Investigation, of safety issues discovered during investigations or through complaints to the Office. Reports are provided to the Secretary's Office, State Highway Engineer, Chief District Engineer, and the Office of Human Resource Management as appropriate.
- In addition, the Office continues to utilize Global Positioning System (GPS) data on KYTC vehicles when appropriate to an investigation and notifies leadership of safety issues such as speeding, harsh acceleration or braking, or seatbelt non-compliance.

Department of Vehicle Regulation:

- The Division of Driver Licensing has teamed up with the Kentucky State Police and Department of Criminal Justice Training to launch a new online service that allows state license, permit, and ID holders to designate a preferred contact law enforcement can notify in the event the cardholder is involved in a vehicle crash or emergency situation. The service is free, and citizens can take advantage online or by calling the Department. This program is in effect now and can be found here: <https://apps.transportation.ky.gov/EmergencyNotice/>.

Office of Human Resource Management:

- The Office worked with the Secretary's Office of Safety, district offices, and the Division of Maintenance to obtain safety training for all employees. The Office scheduled and processed employees for Work Zone courses, the Safety & Health Conference, and the Safety Summit.
- The Office administers Return-to-Work from Illness and Injury, Family and Medical Leave, Sick Leave Sharing, and Workers' Compensation Buy-Back Programs.
- The Office oversees the Drug and Alcohol Testing Program to improve the safety of employees and the driving public.

Office of Public Affairs:

- The Office has been working with the State Highway Engineers Office to create a marketing toolkit to communicate about innovative transportation designs. They completed SAFERoad Solutions marketing

toolkit in August 2023 and filmed a compelling testimonial of a Mt. Sterling roundabout that was promoted in March 2024.

- The Office includes an "Eye on Safety" segment in each monthly issue of the internal e-newsletter titled "The Mile Marker" and has developed standardized boilerplate language/templates that emphasizes safety for routine traffic/construction activities that are communicated.

Strategy 1.3: Support the Statewide Strategic Highway Safety Plan (SHSP)

Department of Highways:

- The Department continues to support the Strategic Highway Safety Plan
- The Highway Safety Improvement Program has been deploying signs and marking to deter Wrong-Way Driving incidents at every interstate and parkway entrance ramp.
- The State Highway Engineer Innovation Team has been working to deploy a test bed of active detection, deterrent, and alerting technology to deter Wrong-Way driving. This 90-day test bed will determine which technologies will be deployed at given ramps in Fayette and Jefferson Counties.
- The Department developed Roadway Safety Plans with Lexington and Louisville.
- The Department is looking to Develop Safety Plans with several Area Development Districts under the Safe Streets for All Grant.
- The Department held field reviews at pedestrian fatality locations with staff from the City of Louisville, local Metropolitan Planning Organizations, and KYTC.

GOAL 2 – Strengthen Stakeholder and Customer Relationships

Strategy 2.1 Deliver best-in-class customer service

Department of Highways:

- The Department has increased the usage and depth of project websites to communicate project goals and expected changes to the area.

Office of Support Services:

- Management has been travelling quarterly to districts engaging directly with various stakeholders to obtain firsthand knowledge of needed maintenance work of KYTC facilities.

Department of Aviation:

- The Department continues to identify, establish, and strengthen partnerships through collaboration and information exchange in its day-to-day engagement with aviation leaders across the Commonwealth.

Department of Rural and Municipal Aid:

- The Department has worked with Public Affairs to highlight projects completed through its funding mechanisms.
- The Department uses its website to display current information through funding mechanism descriptions, presentation displays, and available forms.
- Performance reporting has been displayed through routine display of information in presentations as presented and displayed on its website.
- An additional Grants Administrator position has been added in the Office of Local Programs to enhance customer service performance.

Office of Human Resource Management:

- The Office ensures open communication and access to governing statutes and regulations, employment verification, personnel actions, and benefits/payroll administration by continuing its Customer Service inbox, along with staff receiving direct questions via email or phone, staff and managers processing approximately 690 register requests with multiple positions on many, and processing and/or completing audits on over 13,000 personnel actions.

Department of Vehicle Regulation:

- The Department has implemented its Pop-Up mobile unit programs that will provide in-person services to the 90+ counties that do not have a Driver Licensing Regional Office. The Division of Driver Licensing continues to meet all statutory requirements for Pop-up events. They also assist with regional disasters like the Eastern KY flooding and Western KY tornadoes.

- The team is piloting branded shirts, lanyards, and pins to quickly identify employees as the ones that are "Here to Help".
- The Department has implemented an internal training program where central office teams are sent around to the Regional Offices to instruct training sessions from best practices, customer service, and policy reinforcement.
- The Division of Customer Service has constructed a next generation website to update Drive.Ky.Gov. It is a more efficient site as they create new content, interactive maps, and intuitive information to assist citizens in the many services offered by the Department.
- The Division of Customer Service has transitioned to a new phone system that includes customer chat. These new innovations have been a big boost to keeping Kentuckians connected.
- The Department is currently ramping up its pilot program for the upcoming Vision Screening program that will go into effect January 1, 2025. It already has 100 vision screening machines in place. It has created the forms, been training staff, been fine tuning processes, and will soon submit regulations to oversee this very important initiative.

Office of Audits:

- The Office strives to maintain high standards of customer service through regular communication, understanding the needs of the cabinet, consultants, and licensees to deliver high-quality services tailored to the Cabinet's needs.

Office of Inspector General:

- The Office receives calls from the public daily and determines how best to respond, whether through investigation or referral. The Office partners with all offices and works closely with the districts' Chief District Engineers when an investigation in the district is warranted. Following the conclusion of an investigation, a written report of findings is prepared and provided.

Office of Public Affairs:

- The Office completed a social media policy and is currently updating it to include best practices to enhance the security of accounts. The Office has shared Title IV compliance requirements from the Office for Civil Rights with district public information officers and contracted with communication firms to ensure public meeting documents are translated into Spanish.
- The Office strives to comply with the Americans with Disabilities Act (ADA) guidance to ensure digital and print content is accessible to those with visual and audio impairments.

Office of Information Technology:

- In collaboration with the Office of Public Affairs, the Office of Information Technology implemented Geographic Information System Hub sites that allow partner stakeholders to update project information into a public facing website to communicate with all interested stakeholders.

Office of Budget and Fiscal Management:

- The Division of Accounts Pre-Audit Branch staff reviewed and approved over 67,000 external vendor payments during FY24.
- The Division of Purchases issued 407 competitive solicitations (384 Requests for Bid, 15 Request for Proposals, 8 Request for Quotes) during FY23 and FY24. Only three of the procurements (0.007%) were protested by competing vendors. All three protests were denied by Finance and Administration Cabinet, affirming that the Division followed the procurement laws and regulations consistently and accurately throughout the year.

Strategy 2.2: Identify, establish, and strengthen partnerships through collaboration and information exchange

Department of Highways:

- Several staff attended the Transportation Research Board (TRB) annual meeting, American Association of State Highway and Transportation Officials (AASHTO) meetings, and the Institute of Transportation Engineers (ITE) national meetings along with subcommittee meetings.
- The Department created Asphalt Pavement task forces with the industry.
- The Department is growing a progressive Design-Build Delivery Program.

- The Department is piloting Digital Project Delivery for several projects where plans and models are used in digital environments to construct projects.
- The Department worked to respond and provide recovery resources following the tornadoes in Western Kentucky and flooding in Eastern Kentucky. This included coordination with first responders during search and rescue operations, working to provide resources to and through the State Emergency Operations Center, debris removal via state forces, local official coordination for needs off the state system and providing logistical leadership for the travel trailer portion of the Western Kentucky Sheltering Program to assist displaced citizens.
- The Department participated in the National Governor's Highway Safety Association Conference.
- The Department supported staff in nomination and providing work time to participate in National Highway Cooperative Research Project panels.
- The Department attended the Plant Mix Asphalt of Kentucky's annual meeting with presentations from KYTC staff.

Department of Vehicle Regulation:

- The Division of Driver Licensing has partnered with an outside advertising firm to create and implement a very robust public service advertising campaign on both the transition from Circuit Clerks to KYTC Regional Offices and REAL ID that will run through the federal enforcement date of May 7, 2025. This program is educating the public on the benefits of REAL ID and how they will be affected.
- The Division of Driver Licensing has partnered with the Office of Public Affairs to create an extensive number of handouts and forms that customers can take with them to plan for appointments and Department interactions that reduces the need for additional trips to Central or Regional Offices as well as increased information through social media.
- The Motor Vehicle Commission worked with the legislature in the 2024 Regular Session of the General Assembly to get legislation passed to extend consumer protection to Kentucky residents who purchase a motor vehicle online.
- The Motor Vehicle Commission has increased its number of inspectors to investigate potential illegal activities, allowing a dedicated inspector for Louisville due to the size, number, and activities of the jurisdiction.

Secretary's Office of Safety:

- The Safety Summit was a success with an overview of all topics that relate to safety and crash mitigation within all areas of KYTC. This united training opportunity provided safety administrators and safety coordinators in both offices with the knowledge and tools needed to continue to train with innovated measures and renewed confidence. Chief District Engineers from all the districts were in attendance as well as members of the law enforcement community promoting safety in all decisions.
- The new Safety and Health Management Software System, BOOTS, is moving to Phase III and working with State Risk to seamlessly integrate with their new system.
- The Office is fully engaged in successfully completing safety reviews along with facility safety audits and work zone safety reviews within KYTC. It will continue working with the Division of Equipment to assist in improving the considerations and selection of equipment to improve safety.
- The Office will continue working with District Safety Committees to encourage engagement at all levels of management and employees to increase near-miss reporting and complete mitigation efforts to correct potential safety deficiencies.
- The Office initiated a research project with the Kentucky Transportation Center to develop a robust Serious Injury and Fatality (SIF) approach and design an organizational SIF decision tree process that involves all levels of supervisions.

Department of Rural and Municipal Aid:

- The Department encourages participation in local and national professional associations, collaboration with industry workgroups, and sharing of information regularly with community partners and organized bodies of elected officials. The Department participates in speaking engagement opportunities to promote the Department's programs and educate elected officials on the usage of the programs.

Office of Audits:

- The Division of Audit Services continues to train staff on effective communication with Cabinet staff and how to effectively gather audit information. During annual audit planning, management surveys are conducted to help identify areas where audits can be utilized to improve policies and efficiencies.
- The Office works closely with the Office of the Inspector General, who is invited to all Division of Audit Service risk assessment meetings to collaborate and share ideas.
- The Division of Audit Services is active in the AASHTO Internal and External Subcommittees. One manager serves as co-chair of the Internal Audit Subcommittee. Management attends the External Audit Subcommittee monthly calls with several other State Departments of Transportation (DOTs) as well as the Federal Highway Administration (FHWA) and will attend the AASHTO audit conference in August 2024.
- The Internal Audit Committee meets on a quarterly basis to discuss all final issued audits to the Cabinet. The Division of Audit Services developed an overall document for the Committee on reoccurring audit issues, and follow-up will continue.
- The Division of Audit Services works with the FHWA and State DOTs to share current audit results on consultants providing design work with the Cabinet.
- The Division of Road Fund Audits, the International Fuel Tax Agreement section, and the Kentucky Weight Distance Tax branch are current partnering with the Kentucky Transportation Center and The Eastern Transportation Coalition to identify best practices for jurisdictions to uncover mileage-based user fees and to identify best practices for jurisdictions to uncover International Fuel Tax Agreement Auditing Methods and Fuel Tax Assessment Impacts.
- The International Fuel Tax Agreement section is currently a part of The International Fuel Tax Association, Inc. The manager serves as an Audit Committee member representing the Southeast, and the supervisor serves as a Program Compliance Review Committee member representing the Northeast. Employees attend and participate in the Educational Forum.

Office of Inspector General:

- The Office regularly consults with various offices on investigations and related matters and provides written reports as appropriate. This partnership includes monthly or quarterly meetings to discuss issues or challenges common to multiple offices or agencies. The Office has performed investigations for other Cabinets by request and maintains professional interaction with other state and federal Office of Inspectors General as the opportunity arises. The Office often coordinates with law enforcement regarding criminal activities involving KYTC property, including thefts or property damage.

Office of Public Affairs:

- The Office's executive management regularly participate in the Governor's Communication Office Public Information Office meetings, which have led to sharing best practices and identifying cross-Cabinet promotional opportunities. The Office has collaborated with the Energy and Environment Cabinet and the Public Protection Cabinet to communicate progress in Eastern Kentucky following the flooding, produced a video with the Energy and Environment Cabinet about repurposing flood debris into mulch, and authored joint release with the Finance and Administration Cabinet about new Electric Vehicle ownership fees.
- Staff often participate in professional development opportunities to stay apprised of emerging communication trends, including participating in Transcomm Webinars and virtual conferences, composed of communication professionals representing Departments of Transportation in every state.
- The Office has developed a quick reference crisis communications checklist and has a crisis communications plan in draft. The Office invites media to join the Traffic Operations Center notification distribution list to get 24/7 traffic incident information.

Office of Information Technology:

- The Office engages in many professional organizations including peer exchanges related to Geographic Information Systems and Building Information Modeling. In addition, staff members are serving on AASHTOWare committees responsible for shaping the future of the applications used by KYTC and on the AASHTO Joint Committee on Data Standardization.
- The Office attends multiple user group meetings to collaboratively share practices and solutions with peers and industry partners.

- The Office's Geographic Information System (GIS) team provides information to the Commonwealth's enterprise GIS for use within state government, and much of it is then published to the Open Data Portal. The Big Data team publishes work zones every 30 minutes to the Federal Work Zone Data Exchange and traffic jams, etc. to Waze every two minutes for 24/7/365 access.

Office of Transportation Delivery:

- The Office communicates and collaborates with transit entities via regular Kentucky Public Transit meetings.
- The Office ensures timely and accurate payments, contracts, and audits to transit customers are made and has satisfied federal reviews on these processes.
- The Office has received feedback from transit customers including rider surveys regarding transportation satisfaction, receiving 98% satisfaction rating.
- There were 14.9 million public transportation trips during the State Fiscal Year 2023.
- The Office routinely engages with the Federal Transit Administration and the Kentucky Public Transit Association, including partnership meetings, informational exchanges, and onsite conferences. It routinely engages with other Cabinet Offices, such as Cabinet for Health and Family Services, the Department of Education, and the Department of Corrections regarding public transit and/or non-emergency medical transportation activities.
- The Office routinely has discussions with other states on transit best practices and continues to share information with other states.

Office of Budget and Fiscal Management:

- The Division of Purchases works closely with the Finance and Administration Cabinet's Office of Procurement Services to approve the necessary emergency purchases, not practical to bid and sole source requests, and issue solicitations on the Cabinet's behalf. The Finance and Administration Cabinet's Office of Procurement Services approved twelve Emergency Purchase Requests and 108 Not-Practical-to-Bid/Sole Source Requests for KYTC through the Division of Purchases during FY23 and FY24. They also issued forty-nine competitive solicitations on KYTC's behalf for goods and services since KYTC does not have the delegated authority to procure in-house.
- The Division of Purchases released two training modules in MyPurpose: an updated version of Procurement Training Part I and the new Procurement Training Part II. Training was required for those Cabinet employees with eMARS Security in procurement/payment processes, procard holders and approvers, and other Cabinet employees that may monitor contract usage. As of early June 2024, 91% of 1,038 identified employees had completed Part I and 91% of the 530 identified employees had completed Part II. The Division also continues to update a Sharepoint website with relevant procurement documents, process instructions, and lists of available contracts. The Division also sends a monthly e-mail to end users to communicate updated lists of available contracts, procurement announcement, and reminders on proper procedures.
- The Budget area communicates extensively with the Governor's Office, Office of the State Budget Director, the Finance and Administration Cabinet, and legislators in providing information regarding the Cabinet, especially during the 2024 Regular Session of the General Assembly, a legislative budget session.

Strategy 2.3: 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.

Department of Highways:

- The Department supports and engages in the Kentucky Chapter of Women in Transportation Seminar.
- The Department continues to support and participate in the KYTC 101 Program.
- Some districts have been mentoring scholarship students.
- The Department continues to use temporary hiring to deal with staffing issues.
- The Department is continuing to hold Construction Project Manager's Academy and Project Manager's Boot Camp.

Department of Vehicle Regulation:

- The Department is connecting with the public statewide with the launching of thirty-three Driver Licensing Regional Offices now across the Commonwealth, and the Department will be adding two more offices in the next year to expand coverage and capacity for better service to Kentuckians.
- The current adoption rate of REAL IDs in Kentucky is now over 29% and continuing to grow over a half percent every month. It is anticipated that Kentucky will fall into 35%-45% adoption rate long term.

Office of Legal Services:

- The Office continues to acknowledge receipt of inquiries and confirming timely and professional response to staff responsible for tracking communications. The Office continues to strive to provide all needed and requested legal services to the Cabinet and its various departments and highway districts in a timely and professional manner.

Secretary's Office of Safety:

- KYTC Safety Administrators have been reaching out to district safety coordinators and specialists to inform and ensure all training requirements are met for all OSHA courses. All staff have completed the American Traffic Safety Services Association Highway Work Zone Technician and Supervisor Training.

Department of Rural and Municipal Aid:

- The Department recognizes the importance of public service and encourages involvement and recognition of contributions. The Department make efforts to include all employees in mentoring and collaborating with other team members. It has a plan in place to onboard an Engineer-in-Training in the next few months. In addition, it plans to continue employee contribution recognition and currently has an opportunity in process with the Office of Public Affairs.

Office of Audits:

- The Office follows Governmental Auditing Standards and fuel tax manuals. The Office continues to work with other State DOTs and the trucking industry. The Office conducts audits in accordance with standards and regulations to help ensure public resources are managed responsibly and effectively.

Office of Human Resource Management:

- The Office has worked with the Personnel Cabinet to complete the review of over eighty-four different classifications and update the class specifications for each job title including minimum requirements and examples of duties. Some classifications received pay grade changes which resulted in salary increases. Position Descriptions were updated and the beginning review stages for the Administrative Specialist and Highway Technician Series were started by year-end. Approximately eighteen classifications used at KYTC are remaining for some type of review; the majority are Information Technology classifications.

Office of Public Affairs:

- The Office highlights staff contributions through the monthly enewsletter, the Mile Marker, and Public Service Recognition Week to boost morale and awareness of the multiple positions in the Cabinet. The Office also creates videos that show how crews step up to help in times of need.
- Staff is helping recruit employees and promote the Kentucky Engineering Exposure Network (KEEN). They launched SPARKS, a monthly enewsletter, to promote such fields and to encourage schools to request KEEN presentations. They produced a KEEN video for social media of an in-classroom presentation and plan to film KEEN presenter training videos.

Office of Budget and Fiscal Management:

- The Division of Accounts currently has utilized contract employees as a resource to provide onboarding in hiring of accounting and other administrative staff.
- All areas of the Office (Budgets, Accounts, and Purchases) have participated in KYTC 101 sessions providing an understanding of the Office's roles and responsibilities to Cabinet employees.

Office of Inspector General:

- The Office conducts regular presentations at various conferences on the role the Office plays in the detection of waste, fraud, and abuse and the importance of transparency in government. In late 2023, staff traveled statewide to present training to each of the twelve KYTC Districts to educate employees on reporting employee or contractor misconduct, while emphasizing the increase in public confidence and employee morale from such investigations when wrongdoing is uncovered and addressed.

GOAL 3 – Deliver Economic Opportunities and Enhance Quality of Life

Strategy 3.1 Improve mobility and access

Department of Highways:

- The Department has hired a new Innovative Finance Manager for Mega Projects.
- It collaborates with the Economic Development Cabinet on certain transportation projects.
- The Department developed a Transportation Systems Management Operations (TSMO) Strategic Plan.
- The Department began hosting TSMO trainings statewide.

Department of Rural and Municipal Aid:

- The Department routinely aids community partners/elected officials in the proper implementation of funding opportunities. This assistance includes advice on most efficient and effective ways of improving the mobility and access in each county/city. The Department is represented in discussions of policy considerations for roadway classifications and implementation of ADA transition plans.

Department of Vehicle Regulation:

- KYTC's online driver license and ID card renewal system, that was developed by the Office of Information Technology, won a Kentucky Digital Government Summit award in the "Best Application Serving the Public" category.
- Aside from renewing a credential, Kentuckians can also replace a lost card or update an address through the mail-in program. Together, they have helped over 200,000 Kentuckians "Skip the trip".
- The Division of Driver License has implemented cash acceptance at all Regional Offices thereby meeting the statutory requirement and increased customer access to our services. The team continues to evaluate the need for more cash accepting workstations.
- The Motor Vehicle Commission has hired additional staff to assist with calls from the public to better accommodate customers, and the use of websites and mass e-mails has been successful in communicating important announcements.

Office of Transportation Delivery:

- During devastating weather-related emergencies, transit operators continued services to cancer treatments, dialysis, and other much-needed transportation services, thus preserving the quality of life.
- The Office provides transit operators with assistance in customized bus bid specifications to better meet their needs. The Office reviews and approves bid specifications including customized wheelchair positions needed for the area.
- The Office has assisted in providing a grant to upgrade current facilities and is in the process of completing transit facilities in Owensboro, Richmond, and Frankfort. Transit contributes to the economy in their respective areas through employment opportunities and by purchasing from and utilizing local businesses.

Office of Budget and Fiscal Management:

- The Division of Purchases always seeks new vendors to increase the competition on our solicitations for goods and services. It recently implemented a new process to more thoroughly review purchase requests sent to the Division and are working with end users to assist them in writing better specifications and service requirements. The Division continues to use the Reverse Auction process on certain solicitations where auctions have proven successful in lower prices to market levels.

Strategy 3.2 Invest in improvements across all modes of transportation

Department of Highways:

- The Department completed the Complete Streets Manual and began training sessions for KYTC staff and partners.
- The Department continued engagement with Railroad and Waterways travel officials.
- The Department began deployment of Electric Vehicle charging stations.

Department of Aviation:

- The Department invests in improvements to general aviation airports as the first priority for grants by partnering with the Airport Boards, their local communities, and regional groups to develop a prioritized list of potential investments (Project Prioritization Matrix).

Office of Public Affairs:

- The Office works with the Governor's Office on presentations and award announcements for infrastructure improvement projects in communities and regularly communicates with the public about grants and upcoming transformative projects. Some examples include collaborating with the Bike Walk Summit to promote the August 2024 summit; filming a Complete Streets training video to be shown at workshops; participating in the Town Branch Commons press event in Lexington; promoting the Rail Plan Survey and public meetings; and filming a video promoting flight school.

Office of Audits:

- The Division of Audit Services conducts audits which include a variety of transportation modes, such as motor vehicles, riverports, ferries, and airports. The Office of Audits makes audit recommendations which improve these areas of transportation.

Strategy 3.3 Pursue methods of modernizing revenue

Department of Highways:

- The Department is working with The Eastern Transportation Coalition to outline a potential Mileage-Based User Fee pilot program for Kentucky.
- The Department created a Grants Team that has been instrumental in winning several federal transportation grants for the Cabinet.

Office of Audits:

- The Division of Road Fund Audits works with the Department of Vehicle Regulation and the Department of Revenue to ensure the appropriate amount of fuels tax is paid to the Commonwealth.

Office of Budget and Fiscal Management:

- The Budget area of the Office is always striving for ways to generate revenue to meet the Cabinet's needs. Executive management has engaged with policy makers and provided information on the different sources of current revenue, alternative sources of revenue, and overall tax reform to modernize the revenue base and provide a revenue stream that will grow with the transportation needs across the Commonwealth, whether it be from internal Cabinet workgroups looking at all revenue sources or testifying before task forces and other committees.
- During the 2024 Regular Session of the General Assembly, the Budget area tracked and reviewed proposed legislation and the activities of local and federal government agencies for impact on revenues and the Cabinet's budget.

Office of Inspector General:

- The Office notifies leadership and/or appropriate offices or agencies when receiving complaints regarding public access or transportation. Through investigations, it continues to notify leadership of opportunities to reduce fraud or waste, particularly regarding possible improvements to policies or procedures.

Strategy 3.4 Provide work partnerships with non-profit organizations

Department of Highways:

- The Department utilized work crews in Districts 5 and 6 from a non-profit enterprise that trains individuals recently released from incarceration.

GOAL 4 – Optimize Performance through People and Innovation

Strategy 4.1 Establish and sustain a performance driven culture

Department of Highways:

- The Department created performance goals for the Department and the Secretary's Office of Safety.
- The Department updated the Transportation Asset Management Plan.

Department of Vehicle Regulation:

- The Department is working with the Office of Civil Affairs and Small Business Development to create training that will help create better workplace environments and help with recruitment and retention.
- The Department has several training teams established that go to the Driver Licensing Regional Offices to improve customer service and technical issues resolution.

Secretary's Office of Safety:

- The Office has established annual performance Smart Goals for individual District Safety Committees by collaborating with the Office of Human Resource Management's Professional Development Branch.
- The Office is working with the University of Kentucky to establish a Safety Professional Academy that will give direction for investigations, audits, and the overall safety investigation process for supervisors and employees for each department based on their hazard exposures.
- The Office was able to create an effective injury dashboard as a communication tool for injuries and incidents through the dashboard that is sent out monthly to all Safety Coordinators, Safety Specialists, Safety Administrators, Chief District Engineers, and upper management.

Office of Legal Services:

- The Office is continuing to refine, streamline, and improve the Highway Property Damage Collections program which collected \$7,303,413.22 in FY24.

Office of Audits:

- The Division of Audit Services has developed the FY25 audit plan, to be approved by the Internal Audit Committee in early August 2024. The plan was developed using eMARS data and financial analysis. The audit plans were developed using data driven approaches considering auditor working hours and current staffing levels. Assignments were then made to meet the performance goals.
- The Office utilizes a software, Teammate-Plus, as the electronic work papers system, which allows for tracking of performance, dashboards, etc.

Office of Public Affairs:

- The Office collaborated with the Office of Information Technology to develop and implement a Sharepoint daily media log that tracks media engagements, tracks REAL ID outreach, and produces annual "year in review" infographic of agency successes.

Office of Information Technology:

- The Office won a Special Achievement in GIS Award for their innovative use of Hub Sites.
- The Office has won numerous awards over the past two years at the Government Technology Digital Summit that selects projects implemented by KY state and local agencies.

In 2023:

- KYTC Amazon Web Services Connect project won the Best Application Serving the Public.
- KYTC GoKY Interactive Map won the Most Innovative Use of Technology.
- The Pop-Up Driver Licensing Program won Best IT Collaboration Among Organizations.
- The Varonis Security Implementation won Best IT Security Innovation.
- The Visionary Award for driving the use of technology and demonstrating an ability to identify future needs and having a passion for serving the public.

In 2024:

- The Mobile enabled badge access program won Best IT Security Innovation.
- The Visionary Award for driving the use of technology and demonstrating an ability to identify future needs and having a passion for serving the public.

Office of Budget and Fiscal Management:

- All areas of the Office have been working to train new staff and cross train in the Office to rebuild institutional knowledge that has been lost which will be vital to the future of the Cabinet. All managers have been instructed to identify the next generation of management and mentor them with the knowledge to achieve their career goals.

- The Division of Accounts is continuing its use of the document retention system, Sharepoint. In addition, the Pre-Audit Branch is reviewing its vendor payment submission, approval, and retention system for time efficiencies. They regularly meet to discuss document processing issues.
- The Division of Purchases continues to use electronic bidding formats and an electronic filing system. Both have made processes more efficient. They have also implemented a conference call line to use in lieu of in-person bid readings which also saves considerable time for staff and vendors.

Strategy 4.2 Attract, develop, and retain a talented and innovative workforce

Department of Highways:

- The Department has continued working with the Personnel Cabinet on ways to expedite hiring.
- The Department has continued using temporary employment agencies to onboard staff more efficiently.
- The Department created a video of KYTC employees with emphasis on different job duties, and some effort has been made in job advertising to clarify job duties.

Office of Legal Services:

- The Office is continuing to cross train staff on critical functions and recruiting additional highly qualified personnel to assist in managing office responsibilities. The vacant district attorney positions in Districts three, four, and eleven have all been recently filled.

Office of Audits:

- The Office uses social media as a marketing tool and uses Facebook and LinkedIn to advertise its job openings.
- The Office has several contract employees and interns to broaden the candidate pool for future merit employment opportunities.
- The Division of Audit Services provides extensive formal and hands-on training to develop and retain staff. In addition, formal outside training is obtained for continuing professional education, which includes eighty hours every two years, with at least twenty-four hours being concentrated in governmental auditing/accounting. Staff are trained to develop their professional judgment, resourcefulness, and problem-solving skills. Staff are assigned various audits to learn different aspects of Cabinet operations and to develop their knowledge base and skill set.

Office of Human Resource Management:

- The Office processes thousands of personnel actions a year in the Cabinet whether for new positions or processing requests for salary disparities of specific classifications or employees across the agency.
- The Office works with areas to advertise their competitively posted positions on Facebook and LinkedIn to get more exposure for candidates.

Office of Public Affairs:

- The Office is working with the Office of Information Technology and has secured a new digital asset management tool called Sony Ci to have a central location to store videos and graphics to avoid losing assets due to turnover and to save the Cabinet money on storing large files on shared drive. It has upgraded the Soundstripe account to an enterprise account to ensure the Office has the appropriate license to use audio broadly across platforms, is collaborating with Finance and Administration Cabinet to get annual digital subscriptions to Cincinnati Enquirer and the Lexington Herald Leader, and has worked with the State Highway Engineers office to develop a series of recruitment videos with C2 to promote employment opportunities at KYTC.

Office of Budget and Fiscal Management:

- Management in the Office strive to offer career paths for their employees in the use and development of job specifications. Management is always working to improve the career paths for its employees up to management roles to help in building institutional knowledge within the Office. Particularly, the Division of Accounts has had a tremendous amount of difficulty filling specific positions in the Division.
- The Division of Purchases offers many training options for Division employees through the Kentucky Public Procurement Association and the National Institute for Governmental Purchasing and encourages

employees to pursue procurement certifications through these entities to make them eligible and more attractive for career advancements.

Strategy 4.3 Ensure resources are invested appropriately

Department of Highways:

- The Department has defined Key Performance Indicators for the three major programmatic areas of safety, highway improvements, and assets and are now working on strategies to define optimal investments.
- The Department has hired a TSMO Program Lead.
- The Department created a bridge prioritization process, working to improve pavement prioritization for resurfacing, and ramped up pavement forensics for pavement rehab projects.
- The Department continued to refine the Strategic Highway Investment Formula for Tomorrow (SHIFT) metrics.

Office of Audits:

- The Division of Audit Services, through financial, agreed upon procedures and performance audits, makes recommendations to help improve the function, processes, and policies of KYTC. The audits identify inefficiencies and recommends improvements to ensure public resources are used effectively and efficiently.

Department of Aviation:

- The Department has over the past two years assembled considerable data around airport operations in Kentucky. This has been done through the implementation of aircraft transponder surveillance systems, economic impact studies, detailed projects forecasts, and inventories of flight and maintenance training programs, hangar availability and rates, among many others. This data will allow for better fact-based decision making around grant investments that can improve efficiency and/or drive growth.

Office of Budget and Fiscal Management:

- The Division of Accounts Pre-Audit Branch reviewed and approved over 67,000 external vendor payments during FY24. In addition, the Division has assisted with several investigations with the Office of Inspector General and internal audit inquiries regarding vendor payments to ensure proper payments were made.
- The Division of Purchases continues to encourage KYTC end users to include the Division in early conversations about their needs so that it can direct them on the best procurement strategies and work with them to draft suitable contract language. Also, the Division is always researching to find new vendors to bid on procurements and always offer excellent customer service to new vendors as they navigate getting registered to bid, completing their bid documents, etc.
- The Budget area monitored the Cabinet's annual operating budget appropriation of approximately \$3.3 billion and the capital budget of over \$40 million for FY24. The budget staff provided monthly, weekly, and/or daily expenditure and encumbrance reports to management and staff throughout the Cabinet, and mandatory quarterly reports were provided to the Legislative Research Commission. A six-month analysis was performed each year of the biennium for most on-budget accounts to identify potential budgetary problems and bring them to management's attention. Closely monitored reports provided managers with a timely review of what had been expended, encumbered and the balance available in each program, giving internal and external decision makers the information necessary to make sound fiscal policy decisions.

Strategy 4.4 Apply technology and innovation to improve effectiveness and efficiency

Department of Highways:

- The Department has continued to foster innovation: the Work Zone Dashboard, Performance Metrics for Bridges, expanded use of Streetlight data, expanded use of drones, letting Digital Design Projects, creation of Highway Knowledge Portal, Construction Project Manager's Academy, and expanded the Alternative Delivery Program.
- The Department has provided input on Connected and Automated Vehicle (CAV) legislation, published the CAV website, completed the CAV framework, and began a CAV planning study.

- The Department uses weekly Department of Highways meetings to highlight innovations statewide.
- The Department completed about 100 research and technical assistance projects with the Kentucky Transportation Center that led to problem solutions, efficiencies and/or process improvements.
- The Department pre-qualified 213 firms for eighty different engineering services.
- The Department is coordinating with the Office of Civil Rights and Small Business Development to enhance our Disadvantaged Business Enterprise (DBE) Consultant firm program where firms could more easily compete for projects while also reducing barriers to entry for these firms.
- The Cabinet has also deployed approximately 1,617 cellular routers equating to approximately 70% of all traffic signals in the Commonwealth with remote communications technology. This allows our Advanced Traffic Management System to monitor any KYTC-maintained traffic signals that are equipped with cellular routers throughout the Commonwealth.
- The Department is continuing efforts in converting traditional intersections to Restricted Crossing U-turn (RCUT also known as J-Turn) and round-a-bouts as well as considering and deploying larger projects such as Diverging Diamonds and Continuous Flow Intersections.
- The Cabinet will be hosting a peer exchange in September of 2024 with several other states to discuss context classification for speed limit setting and examine ways that the Cabinet can incorporate this alternate methodology into current policies and practices.
- During Calendar Year 2022, 887 projects were advertised: All 887 were design-bid-build. The Cabinet registered 2,657 bidders on these projects and received 1,573 bids. A total of 674 projects were awarded, and contracts were processed for a total of \$1,197,071,102.63. The Cabinet awarded three alternative delivery projects in 2022.
- During Calendar Year 2022, 574 applications for a Certification of Eligibility were processed, and 547 contractors were pre-qualified to bid.
- During Calendar Year 2022, the review of bids and the decision to re-advertise projects led to an estimated savings of \$621,000.
- A total of 194 DBE goals were set on highway projects in Calendar Year 2022.
- During Calendar Year 2022, a total of 196 Wage and Hour reviews and 2 contractor Equal Employment Opportunity (EEO) reviews were completed.
- During Calendar Year 2023, 831 projects were advertised: All 831 were design-bid-build and 1 design-build. The Cabinet registered 2,619 bidders on these projects and received 1,461 bids. A total of 652 projects were awarded, and contracts were processed for a total of \$1,164,141,417.20. The Cabinet awarded three alternative delivery projects during 2023.
- During Calendar Year 2023, 617 applications for a Certification of Eligibility were processed, and 561 contractors were pre-qualified to bid.
- During Calendar Year 2023, the review of bids and decision to re-advertise projects led to an increase in project costs of \$2.78 million.
- A total of 200 DBE goals were set on highway projects in Calendar Year 2023.
- During Calendar Year 2023, a total of 176 Wage and Hour reviews and 3 contractor EEO reviews were completed.
- The Department created a "KYTC Utility Coordination Training and Certification Program" training module and won the AASHTO Axis Stewardship Award.
- Kentucky is the first state with an FHWA-approved Resiliency Plan.
- The Department updated the GoKY website with more information, features, and real-time data.
- The Department is using technology and data to better test pavement mixes to not only provide long-lasting smoothness but also maintain friction to aid drivers in traction and braking.
- The Department is expanding drone usage statewide through centralized training.

Department of Vehicle Regulation:

- The Department has been working with the Office of Information Technology who has been assigned to create Kentucky's Information Network for Driver Licensing (KINDL), which will replace Kentucky's Driver Licensing Information System (KDLIS), a mainframe program that is the Division of Driver Licensing's database. This upgrade, once completed, will provide many new options that will ease the workload of employees and bring about better options for Kentucky citizens. This program is currently in the Request for Proposal process, and it is hoped to be in place by the end of Calendar Year 2026.
- The Department continues to apply and be awarded grants that improve processes and technologies.

- The Department is developing a Mobile Driver License that will be able to be used in smartphones. This will be a big step in modernization which will provide new options for citizens. This is currently in the internal test phase and should be launched by the fourth quarter of the calendar year.

Office of Support Services:

- The Office incorporated the Owl system for virtual meetings in the Conference Center.
- The Division of Graphic Design and Printing is utilizing interactive PDF and Word documents to all task orders.
- The Office's Project Management area is continuing to establish a digital library for plans, records, deeds, agreement, etc.

Office of Information Technology:

- The Office assisted in the purchasing and upgrade, and expansion of sensors for the Kentucky Continuously Operating Reference System to improve GPS performance for KYTC construction projects, hundreds of Kentucky contractors, and the general public.
- The Office established AASHTOWare Program Management. A designated Program Manager and a team of resources were needed to enhance management of new strategic software initiatives and improve interaction with stakeholders and business users.
- The Department of Vehicle Regulation, with the Office of Information Technology, implemented the final module of the Kentucky Automated Vehicle Information System (KAVIS) replacing the 45-year-old mainframe legacy Automated Vehicle Information System (AVIS) application. This was a historical and significant implementation for KYTC impacting over 250 million vehicle records, all vehicle owner data, and all county clerks throughout the Commonwealth.
- The Office implemented an Information Technology Inventory Application to track all supported KYTC applications and providing calculations to measure technical debt.
- The Office implemented Varonis software to reduce the risk of data being accessible and stored/utilized improperly across technology tools. This software has enabled KYTC to migrate stale data into more secure locations and to better align users with the appropriate access levels. In addition, immediate alerts are provided when misuse of data is recognized for more real-time feedback to the user base.
- The Office worked with the Secretary's Office of Safety to implement the Omnilert system for quicker and more complete communication to KYTC staff in times of a security or emergency event.

Office of Inspector General:

- The Office has upgraded its tracking devices and field cameras to better serve current investigative needs in the field. The Office works with districts and law enforcement to develop and place "Reward" signs with a number to a tip line in areas where theft or vandalism affects KYTC assets. The information received through the tip line is often beneficial and is forwarded to law enforcement.

Office of Audits:

- The Office of Audits utilizes a cloud-based software called Teammate-Plus which allows auditors to efficiently and effectively move through the audit workflow, from establishing annual plans to planning audits, from fieldwork and execution to reporting, to closing the audit and follow up.
- The Division of Road Fund Audits, the International Fuel Tax Agreement section, and the Kentucky Intrastate Tax branch are currently working with the Office of Information Technology/the Commonwealth Office of Technology and Division of Motor Carriers to move Kentucky Intrastate Tax returns to the Explore system to increase audit efficiency and to allow users to view and make tax payments online. The new system should be in place by the end of September 2024.

GOAL 5 – Nurture a Culture of Diversity and Inclusion

Strategy 5.1 Proactively recruit talented individuals from underrepresented groups

Department of Highways:

- The Department is continuing to graduate students at the Gateway Community College Program.
- The Department created two videos highlighting the Minority Internship Program.

- The Department continues to recruit minorities at career fairs and through Cabinet programs.

Office of Civil Rights and Small Business Development:

- The Office strives to strengthen KYTC's Minority Internship Program by continuing to raise awareness internally and externally by, expanding KYTC's Minority Internship Program beyond Central Office, recruiting non-college bound high school students for internships, and continuing to create awareness of the Minority Internship Program through partnerships with Kentucky's Historically Black College Universities, universities, community/technical colleges, and high schools.

Department of Vehicle Regulation:

- The Department is made up of a highly diverse group of individuals that bring many wonderful ideas that represent a variety of perspectives.
- The Department has participated in the Minority Internship Program for years and continues to find new ways to recruit employees.

Secretary's Office of Safety:

- The Office is actively searching for an intern through the University of Kentucky and Kentucky State University that will provide an opportunity for employees' participation with minority groups relative to KYTC's safety initiatives. The Office continues to actively pursue a diversity of people and backgrounds when structuring groups for all safety proposals for KYTC.

Office of Public Affairs:

- The Office promotes the Cabinet's Minority Internship Program through press releases, state fair booths, and social media posts.

Office of Information Technology:

- The Office's GIS team taught 20 students concepts of GIS, GPS and related technologies using a mobile app and dashboard and have participated in KEEN events at schools with higher minority populations.

Office of Transportation Delivery:

- The Kentucky Transit Association has and will continue to post transit jobs statewide and explore opportunities during transit job fairs that includes diversity.
- As part of the transit operators' equal opportunity guidance/regulations, they actively pursue people of diverse backgrounds. Operator's Equal Employment Opportunity Plans are reviewed and approved by the Office of Transportation Delivery, where applicable, to ensure compliance with current requirements.

Strategy 5.2 Develop a mentorship program that supports employees

Department of Highways:

- Some districts are assigning mentors to scholarship recipients.

Office of Civil Rights and Small Business Development:

- The Office strives to educate reasonable accommodations for individuals with disabilities and our role and responsibility in complying with the ADA by ensuring that individuals are aware of ADA complaint procedures posted on the Office for Civil Rights and Small Business Development's website and continuing to familiarize supervisors/managers with the State's ADA Plan made available on the Office for Civil Rights and Small Business Development's website.

Department of Rural and Municipal Aid:

- The Department has staff meetings with Governmental Services Field Representatives stationed around the Commonwealth on a bi-weekly basis. Team members located in Central Office communicate through their presence in the Office and occasionally through Microsoft Teams meetings. The Department takes advantage of the KYTC newsletter to promote an inclusive atmosphere and to spotlight team member achievements.

Office of Human Resource Management:

- The Office processes ADA reasonable accommodation requests for employees and processes disciplinary actions in response to incidents of harassment, discrimination, and retaliation.
- The Office works with the Office of Civil Rights and Small Business Development to complete the hiring process for the Minority Internship Program.

- The Office oversees various training programs within the Cabinet and must ensure all employees participate in all mandatory annual trainings as well as all required trainings for new employees and new managers. The Supervisor Training and Resources (STAR) training currently includes instruction on harassment, discrimination, and retaliation and provides the procedure for reporting such issues. It also provides valuable trainings for employees in managerial roles, such as timekeeping and attendance, performance evaluations, selection and hiring process, etc. The Office oversees and administers a variety of trainings for the Highway Technician series to improve skills and increase knowledge of Kentucky's transportation workforce and administers the Advanced Leadership Academy in the Cabinet.

Office of Public Affairs:

- The Office developed a photo mural wall in the Transportation Cabinet Office Building that displaying the Cabinet's diverse workforce with a wide range of KYTC business units.

Strategy 5.3 Proactively engage underrepresented groups

Department of Highways:

- The Department supports and engages in Kentucky's Women in Transportation Seminar.

Office of Civil Rights and Small Business Development:

- The Office strives to improve retention and enhance diversity of minorities and women by providing training and cultural awareness activities to ensure employees feel included, respected, and valued.
- The Office will continue to identify regional, minority, and female demographic information by gathering data from monthly reports to provide a visual display of where KYTC currently stands.
- The Office will continue to promote support for Diversity, Equity and Inclusion, and workforce diversity by providing information and training regarding the following topics:
- *Continue to ensure delivery of Diversity, Equity and Inclusion training workshops for managers, supervisors, and Executive Directors. Promote Diversity Equity and Inclusion for all employees, managers, and Executive Directors.
- *Continue to educate Human Resource and EEO professionals on proper complaint/investigation procedures to resolve complaints at the lowest level.
- *Continue to provide information to employees on their rights and the procedure for filing complaints.
- *Continue to educate supervisors, managers, and executive leadership on the Kentucky Employee Mediation Program.

Secretary's Office of Safety:

- The Office is continuing work with the American Red Cross to increase blood donations from members of diverse communities through sickle cell blood donations. For many patients, a close blood type match is essential and is found in donors of the same race or similar ethnicity. The Office continues to support the Sickle Cell Blood Donation Drive at KYTC's Central Office.

Department of Vehicle Regulation:

- The Department partnered with the Office of Public Affairs to promote the Minority Internship Program at the Kentucky State Fair.

Office of Support Services:

- The Office continues to work with the Office of Human Resource Management to expedite the hiring process, retain current staff, and add additional qualified and licensed staff to the organization.

Office of Audits:

- The Division of Audit Services serves in audit and advisory capacity for the Office of Civil Rights and Small Business Development. The audits look at DBE goal compliance and other policies that promote DBE business and certification.

Office of Public Affairs:

- The Office recognizes national months celebrating diverse, underrepresented groups (i.e., Black History Month, Women's History Month, etc.) on social media and in the Mile Marker internal newsletter.

Department of Aviation:

- The Department has focused recent recruiting such that a diverse pool of candidates is identified and competes for positions, and this will continue to be a focus for the Department.