

FY2021-22 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 Department is planning an in-person Kentucky Lifesavers Meeting in 2023.
- The Department has implemented District Incident Management Teams.
- Work continues to implement recently passed Ignition Interlock legislation and related regulations.

Department of Aviation (KDA):

- KDA 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. KDA 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 been working with the Secretary's Office of Safety to have emergency plans custom made for all Driver Licensing Regional Offices across the State.
- There is currently a pilot program of having security officers on site at some of our Regional Offices. As each location is different in size and scope, our team is constantly reviewing the needs of the offices to existing safety policies.
- 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 regarding safety concerns related to highway construction and maintenance outcomes brought to light through damage claims' 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.

Secretary's Office of Safety:

- The Office is currently implementing the new Safety and Health Management System which will be a tool that will greatly enhance our safety capabilities for the Cabinet. Training for this system will commence on or about the month of October of this year. Phase 1 will include incident reporting, action assignments, investigations, corrective/preventive actions, and notifications for injury, illness, crashes, equipment damage, property damage, near-miss/close-calls. Phase 2 Process Safety Management will be in development and training process during this same time frame.
- The Monthly Dashboard Report is sent to all Safety Committee members, Secretary's Office of Safety (SOS) team members, Chief District Engineers (CDEs), and upper management. All incidents for KYTC are down 19%, and recordable injury rates have been reduced by 11% as of July 2022, from 2021. This dashboard ensures that all safety staff are made aware that their efforts are not going unnoticed. There have been 43 near miss reports reported to date.

Department of Rural and Municipal Aid:

- The Department is utilizing training materials provided by the Department of Highways, Highway Safety Division, to promote safety education, policies, and legislation. The Department monitors 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, safety score card trend.

Office of Inspector General (OIG):

- The OIG 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. OIG holds semi-annual meetings with each KYTC District management team, during which meetings any safety concerns are noted and discussed.

Office of Public Affairs:

- The Office is involved in multiple efforts to support a safer workplace and behaviors on the road. Staff collaborates with the Kentucky Office of Highway Safety (KOHS) to promote safety messages for the public through avenues like news releases, highway digital message signs and paid advertising. The Office spearheaded National Work Zone Awareness Week (NWZAW) in April to promote safer work zones. The Office aided the Secretary's Office of Highway Safety in organizing the first "safety training day" during NWZAW, hosted a press conference, designed banners for each highway district office, and did a social media blitz.

Office of Transportation Delivery:

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

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 implemented District Safety Teams.
- The Department conducted a research project to improve highway safety through behavioral and infrastructure highway safety improvements.
- The Department participated in Cabinet-wide survey on Occupational Safety for areas of improvement.
- The Department developed and held Foundations for Safety Leadership Training sessions and created an Occupational Safety dashboard.
- The Department kicked off research efforts aimed to integrate friction analyses to address pavement safety performance.

Secretary's Office of Safety:

- Foundations for Safety Leadership training is being provided for all KYTC employees and classes are currently underway. This training introduces five leadership skills to KYTC employees for them to become more productive effective safety leaders. The Krause Bell Safety Study was completed and provided a data analysis across all positions for KYTC, and this data will be used to implement new ideas and make changes. The following recommendations have been made from the Study: encourage leadership and management to be involved in everyday safety operations, recognize employees for positive safe behaviors, improve injury and crash investigations, 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 communicates appropriate safety measures through training provided by the Department of Highways, Highway Safety Division and participation in these trainings are mandatory.

Office of Audits:

- The Division of Audit Services will continue to audit vendors to ensure all safety guidelines are followed on KYTC contract. Safety will be considered as a top priority when assessing risks and developing audit procedures. For the upcoming FY23 audit plan, the Division of Audit Services has selected a contract where a known fatality occurred. In addition to normal audit procedures, the Division will look at all aspects of safety surrounding that contract, procedures followed, etc. As needed, the Division will make recommendations help improve policy, training, or other identified safety violations or concerns.

Office of Inspector General:

- The OIG investigations often include a review of GPS data for KYTC vehicles. If safety concerns are noted (such as speeding, or seat belt non-compliance), this fact is noted in the OIG's report. The OIG has expanded GPS reviews to include spot checks of safety dashboard if appropriate to allegations.
- The OIG Reports of Investigation are provided to the Secretary's Office, State Highway Engineer, and Chief District Engineer, as well as OHRM, as appropriate.

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.

Office of Human Resource Management:

- The Office worked with Secretary's Office of Safety, district offices, and Division of Maintenance to obtain safety training for bridge inspectors. The Office scheduled and processed employees for Work Zone courses and the Safety & Health Conference.

Office of Public Affairs:

- The Office is working with the State Highway Engineers Office to identify innovative transportation design projects that require uniform marketing materials that each highway district can use. The Office includes an "Eye on Safety" segment in each monthly issue of the internal e-newsletter titled "The Mile Marker."

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

Department of Highways:

- The Department formed four new emphasis area task forces for SHSP implementation, resulting in now having one for each area – Aggressive Driving, Distracted Driving, Impaired Driving, Occupant Protection, Roadway Departure and Vulnerable Road Users.
- The Department developed four new action plans for the new task forces in partnership with Kentucky Highway Safety Stakeholders to implement countermeasures to improve highway safety.
- The Department forged new partnerships with non-profit groups to implement SHSP countermeasures, such as Students the Against Destructive Decisions (SADD) and Mothers Against Drunk Driving (MADD).
- The Department is working on implementing a plan to systemically supplement and enhance existing signing and markings for all off-ramps on Kentucky's highway system. This will include additional signing, larger signing, reflective signposts, and additional pavement markings to help relay as much information to the road user who may have accidentally entered an incorrect ramp.
- Highway Safety Improvement Program staff obligated approximately \$76.5 million in highway safety projects.
- The Department recently modified panel sign sheeting standard to be Type XI for both background and legend. This sheeting will result in increased visibility for motorists as well as much longer durability and lifespan on the retro reflectivity of the signs.
- The Highway Safety Improvement Program, in collaboration with FHWA and the Local Technical Assistance Program (LTAP) at the Kentucky Transportation Center, recently completed pilot Local Road Safety Plans (LRSPs) in the following three counties: Boone, Boyle, and Crittenden. From this effort, Highway Safety Improvement Program (HSIP) and LTAP are in the process of establishing a Local Road Safety Improvement Program that will assist in the development of LRSPs for other interested counties.

Office of Audits:

- The Division of Road Fund Audits updated the Audit Assistance Manual to reflect current state law. The Division of Road Fund Audits and the Division of Motor Carriers developed training spring of 2023.

GOAL 2 – Strengthen Stakeholder and Customer Relationships

Strategy 2.1 Deliver best-in-class customer service

Department of Highways:

- The Department increased public information for project development through several online formats along with innovative “Project in a Box” information material for groups without personal computers and broadband internet.
- During the 2021 Calendar Year, 815 projects were advertised: 814 design-bid-build and 1 design-build. The Cabinet registered 2,992 bidders on these projects and received 1,721 bids. A total of 723 projects were awarded, and contracts were processed for a total of \$1,168,796,173.
- During the 2021 Calendar Year, 634 applications for a Certification of Eligibility were processed, and 587 contractors were pre-qualified to bid.
- The Department prequalified 216 firms for 78 different engineering services.
- The Department reviewed 6,202 Encroachment Permit applications and approved 5,641.
- The Department worked on 14 bridge rehabilitation projects, and 44 preventive maintenance projects as well as:
 - ~\$200,000,000 in resurfacing projects that will cover ~1,100 centerline miles.
 - ~\$41,000,000 in asphalt preventative maintenance.
 - ~\$6,400,000 in guardrail that will cover ~122,000 feet.

Department of Aviation:

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

Department of Rural and Municipal Aid:

- Since January 1, 2020, the County Road Aid Cooperative Program disbursed \$277,812,378 to 118 counties for construction, reconstruction, and maintenance of county roads and bridges. The program disbursed \$11,427,934 for 236 emergency projects such as bridge repair/replacements, culverts, slide repair, and flood damage repair. The program also disbursed \$3,055,715 for the County Road Aid Non- Cooperative Program.
- The Municipal Road Aid Cooperative and Non-Cooperative Program disbursed \$121,803,880 to 465 cities and “unincorporated urban places” for construction, reconstruction, and maintenance of urban roads and streets. The program disbursed \$1,302,995 for 22 emergency projects, such as bridge repair, slide repair, and flood damage repair.
- The Rural Secondary Program disbursed \$230,768,000 for routine maintenance and traffic operations on 12,811 miles of state maintained rural secondary highways. Examples of these operations include pavement striping, mowing rights-of-way, and pothole patching. Additionally, KYTC funded resurfacing, strip patching, slide repairs and replacement of guardrails of state maintained rural secondary and county-maintained roads of \$270,529,600. Funding for emergency projects authorized through the Rural Secondary Program totaled \$30,659,915.
- The Discretionary Funding Program disbursed \$47,613,374 on almost 600 projects throughout the state.

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 Regional Office. They celebrated their 100th Pop-up visit on June 30 in Robertson County and are on track to meet the statutory deadline of 220 Pop-up visits by the end of the year.
- The Department has moved customer service to new levels by responding to recent disasters with pop-up units for replacement credentials.
- 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 services and policy reinforcement.
- The Division of Customer Service is constructing a next generation website to update Drive.Ky.Gov. It will be 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 will be a big boost to keeping Kentuckians connected.

Office of Audits:

- The Office continually works toward providing excellent customer service to auditees and the Trucking Industry. The Office has a very good training program, and the Division of Audit Services has over 80 hours of continuing education hours per auditor over a two-year period.

Office of Inspector General:

- The OIG receives calls from the public daily and determines how best to respond, whether through investigation or referral. The OIG 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 in June completed the final draft of a social media policy to ensure consistency and professionalism when communicating to the public from all social media accounts moderated by KYTC staff statewide. The Office is working with the Office for Civil Rights and Small Business Development on a document to share with staff on how to use language translation services. Translation of critical driver licensing documents has been done in Spanish to reach more Kentuckians about the move to regional offices and to communicate about REAL ID implications next year. Staff also responds to constituent inquiries submitted on the KYTC comment form.

Office of Information Technology (OIT):

- The OIT is working with Kentucky Communications Network Authority to increase network speeds through the Kentucky Wired program in county clerk offices to reduce lag time and improve network performance.
- The OIT deployed updated SharePoint Geographic Information System Support Pages to assist business units in obtaining service and gathering information more efficiently.
- The OIT assisted the Department of Vehicle Regulation (DVR) service center to cut over to the new Amazon Web Service (AWS) cloud-hosted service center. County Clerks now have a direct VIP line that automatically bumps them up in priority and a chat feature is offered. In addition, the system offers a callback feature enabling citizens to leave a number for a return call when wait times may be lengthy and offers improved reporting ability to identify adjustments that may be needed in real-time.
- The OIT is in progress on a large-scale Facilities IT Modernization Project. Improving video conferencing capabilities, installing VOIP phone systems, upgrading conference room technology, and offering staff with necessary peripheral equipment to better perform their roles are just a few of the ongoing efforts that fall under this project.

Office of Budget and Fiscal Management:

- The Division of Accounts Pre-Audit Branch staff reviewed and approved over 73,000 external vendor payments during FY22.
- The Division of Purchases issued 245 competitive solicitations (241 Requests for Bid, 12 Request for Proposals, 3 Request for Quotes) during FY 22. Only 4 of the procurements (1.6%) were protested by competing vendors. Two of the four were cancelled. The other two protests were denied by Finance and Administration Cabinet, affirming that Purchases 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:

- The Department worked to respond and provide recovery resources following the tornadoes in Western Kentucky in December of 2021. 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 worked with the Plant Mix Asphalt Industry to establish performance-based specification for more intelligently designed asphalt pavements.
- The Department held the Project Delivery and Preservation Conference and the Partnering Conference with contracting industry attending and presenting.
- The Department attended the Plant Mix Asphalt of Kentucky's annual meeting with presentations from KYTC staff.
- The Department utilized a research project to develop metrics to prioritize bridge maintenance projects similar to the SHIFT process.
- The Department engaged local American Council for Engineering Companies (ACEC) chapter representatives for collaboration with the following: Roundabout Policy, Consultant Man-Hour Estimates revision, Digital Plan Delivery, and Consultant Performance Reports.
- The Department held a Project Managers Boot Camp for KYTC and consultant partners and will be hosting a Statewide Traffic Engineer Meeting in December of 2022.
- Several KYTC employees became members of the Institute of Transportation Engineers (ITE) and attended the annual meeting in Louisville.

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 3rd, 2023. This program is educating the public on the benefits of REAL ID and how they will be affected.
- The Division of Driver 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.
- The Department has strengthened its partnership with Trust for Life, by creating legislation that allows the County Clerks to participate in the mission of accepting donations and adding people to the donor registry.

Secretary's Office of Safety:

- The Summer Conference training provided Safety Administrators and Safety Coordinators with the knowledge and tools needed to train their district with confidence.
- The Office completed safety observations and facility safety audits in Districts 1, 2, and 3 during post storm recovery efforts. They completed work zone safety audits in Districts 1, 7 and 8. Comprehensive safety audits and safety observations for roadside mowing were accomplished in District 4. Equipment Operator Trainings are being conducted statewide along with the completion of Highway Equipment Operator training in Districts 5, 6 and 10. Staff continued working with the Division of Equipment to enhance the maintenance schedule of mowing equipment. The Office will continue working with District Safety Committees to set goals to increase near miss reporting by 50% with 43 Near Miss Reports to date.

Department of Rural and Municipal Aid:

- The Department encourages participation in local and national professional associations, collaboration with industry workgroups and shares information regularly with community partners and organized bodies of elected officials. The Department routinely participates in speaking and engagement opportunities that promote the programs of the Department 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 the Cabinet staff and how to effectively gather audit information. During annual audit planning, management surveys were held to obtain information and input from Cabinet management.
- The Office works closely with KYTC OIG. The OIG 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 American Association of State Highway and Transportation Officials (AASHTO) Internal and External Subcommittee. One manager serves as co-chair of the Internal Audit Subcommittee. Management attends the External Audit Subcommittee monthly calls with several other DOTs as well as the Federal Highway Administration and will attend the AASHTO audit conference in August 2022.
- The Internal Audit Committee (IAC) 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 IAC on reoccurring audit issues.
- The Office has participated in several AASHTO Committees. Road Fund Audits just recently attended the International Registration Plan workshop.

Office of Inspector General:

- The OIG regularly consults with various offices on investigations and related matters and provides written reports as appropriate. The OIG has performed investigations for other Cabinets by request and maintains professional interaction with other state and federal OIGs as the opportunity arises. The OIG 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 (PIO) meetings. These meetings have led to sharing best practices and identifying cross-Cabinet promotional opportunities, like our collaboration with the Tourism Cabinet to promote tourism when announcing the latest highway map available at rest areas. Staff was asked to present at the Cabinet PIO April 8th meeting to discuss The Cabinet's effective social media strategy and to share resources other Cabinets may use. The Office exchanged newsletter samples with the Cabinet for Health and Family Services, which led to adopting new ideas in the Mile Marker newsletter.
- Staff often participate in professional development opportunities to stay on top of emerging communication trends, which includes participating in Transcomm Webinars and virtual conferences. Transcomm is an arm of AASHTO and is composed of communication professionals representing Departments of Transportation in every state.

Office of Information Technology:

- The OIT 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 OIT attends multiple user group meetings to collaboratively share practices and solutions with peers and industry partners.
- The OIT established a Business Relationship Management position to facilitate improved partnership with the Department of Highways. This position is working to better understand the objectives of the Department to improve their experience with the OIT and assist them in meeting their objectives as efficiently as possible.

Office of Transportation Delivery:

- The Office communicates and collaborates with the transit entities via Kentucky Public Transit meetings.
- The Office ensures timely and accurate payments, contracts, and audits to transit customers are made.
- The Office has received feedback from transit customers including rider surveys regarding transportation satisfaction, receiving 97% satisfaction rating.
- There were 13 million public transportation trips during the FY22.
- The Office routinely engages with the Federal Transit Administration and the Kentucky Public Transit Association, including partnership meetings and informational exchanges. It routinely engages with other Cabinet Offices, such as Cabinet for Health and Family Services and the Department of Education regarding public transit and/or nonemergency medical transportation activities.
- The Office routinely has discussions with other states on transit best practices.

Office of Budget and Fiscal Management:

- KYTC was requested by the Governor's Office to take lead on the Commonwealth Sheltering Program the temporary housing solution following devastating tornadoes in December 2021 in Western Kentucky. The Division of Purchases was tasked with soliciting bids and issuing contract for hauling and installation of these travel trailer units, the ongoing maintenance and inspection of the units, and property leases for sites to house these trailers. The Division worked with the Finance & Administration Cabinet's Office of Procurement Services (OPS) and Division of Real Properties to approve the necessary emergency exemptions, issue solicitations, and execute the required contracts in an expeditious manner. The Finance and Administration Cabinet's Office of Procurement Services approved 5 Emergency Purchase Requests and 72 Not-Practical-to-Bid/Sole Source Requests for KYTC through the Division of Purchases during FY22. The OPS also issued 14 competitive solicitations on KYTC's behalf for goods and services since KYTC does not have the delegated authority to procure in-house.
- The Division developed/updated procurement training and collaborated with the Office of Human Resource Management to deliver as a webinar through MyPurpose. The training was required of Cabinet employees with eMARS security to create and approve procurement documents. Of those identified, 97.18% have completed the training as of July 12, 2022. The Division plans to release a second part of this training during the 1st quarter of FY23. The Division collaborated with OIT to create a SHAREPOINT site on the KYTC Intranet to host procurement information. Users can find instructions on various processes, procurement announcements, and the current contract lists. The Division continues to send e-mail communications to end users at least monthly to communicate any new information and to include reminders on proper purchasing processes.
- The Budget area communicated extensively with the Governor's Office, the Office of the State Budget Director, the Finance and Administration Cabinet, and legislators in providing information regarding the Cabinet, especially during the 2022 Regular Session of the General Assembly which was a legislative budget session.

Department of Aviation:

- The KDA is establishing an Aviation position to assist local communities with flight schools to build a robust network of locally available flight training. KDA is also assisting Aviation Maintenance Technician Programs to build a robust network of locally available aviation maintenance training. These efforts are ongoing with multiple airports across the State.

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 assisted in revamping the Advanced Leadership Academy to include two new introductory classes: Leadership Character and Leadership Influence.
- The Department held Project Manager's Bootcamp classes and planned and developing material for the Construction Project Managers Academy for a launch this fall.
- The Department revamped the Highway Technician Academy curriculum.
- Due to changes mandated by the Federal Motor Carrier Safety Administration (FMCSA) in the Commercial Driver Licensing (CDL) training programs, KYTC entered into an agreement with the

Kentucky Community Technical Colleges System (KCTCS) system statewide to establish comprehensive in-class and range training for all KYTC employees seeking a CDL. This training will result in improved safety for operators and other road users.

- The Department revamped the job classification for the Highway Traffic Technician series to better compensate individuals in this classification, better define their expected job duties, aid in employee recruitment, provide better training opportunities, and make available promotional opportunities to these individuals that may not have been present in the current specifications.

Department of Vehicle Regulation:

- The Department is connecting with the public statewide with the launching of over 30 Regional Offices that, when fully staffed, will provide all the operational functionality of their Division of Driver Licensing in Central Office at KYTC and provide REAL IDs for individuals seeking them prior to the federal enforcement date of May 3rd of 2023.
- The expected adoption rate of REAL IDs in Kentucky of 35%-45% is currently at 13.7% and growing quickly as the transition from the legacy system in the Circuit Clerk offices that were unable to produce REAL IDs has been completed on June 30th, 2022.
- Over 10 new Regional Offices have been launched in the last year. The goal of adding more offices to better serve Kentuckians has been a top priority and will continue to be an area to observe to ensure proper coverage across the state.

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 in a timely and professional manner.

Secretary's Office of Safety:

- KYTC Safety Administrators have been reaching out to their district safety coordinators and specialists to inform and ensure that training requirements are met for OSHA 500, 501, 502, 503, 510, and 511 courses. Approximately 50% of staff have completed the American Traffic Safety Services Association (ATSSA) Highway Work Zone Technician and Supervisor Training with the other 50% awaiting class scheduling and availability.
- Staff is assisting KYTC's Professional Training Branch and the Office of Support Services in developing a "Basic Introduction to Safety" course for managers and employees. "Safety and Health" and "Driver Training" is now included in the New Employee Orientation and now includes Defensive Driver Training. This training is now available through MyPurpose and is operational for all employees.

Department of Rural and Municipal Aid:

- Each of the new team members have a team member on staff who has trained them and continues to provide advice and assistance in the proper procedures and functions as a mentor. The Department has participated in KYTC newsletters to recognize the positive efforts of our team members.

Office of Audits:

- The Office of Audits follows Governmental Auditing Standards. The Office continues to work with other state DOTs and the Trucking Industry on issues.

Office of Human Resource Management:

- The Office is reviewing job class specifications for various job series to assist in improvements, such as the Welder series which was updated to add certification requirements and a supervisory level for a career path as well as the Highway Traffic Technician series updates which include establishing an entry level classification and continued career path with updates to each class specification.

Office of Public Affairs:

- The Office highlights staff contributions that make Kentucky better and to boost morale and awareness of the multiple positions in the Cabinet. The monthly enewsletter, the Mile Marker, contains a "Word on the Street" segment that includes positive, unsolicited testimonials from the public about our employees' work. On social media, Snowfighter Profiles highlight specific members of the snow and ice response teams. 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). This community outreach program helps spark an interest in the engineering field.

Office of Budget and Fiscal Management:

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

GOAL 3 – Deliver Economic Opportunities and Enhance Quality of Life

Strategy 3.1 Improve mobility and access

Department of Highways:

- District 5 has worked with the Division of Traffic Operations to implement countermeasures from the Safe Transportation for Every Pedestrian Plan through projects that would add additional infrastructure and alter current striping layouts.

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 and city. The Department is also 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 OIT, 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.

Office of Transportation Delivery:

- During COVID, transit operators continued services to cancer treatments, dialysis, and to 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 grant to upgrade current facilities and in the process of building transit facilities in Owensboro, Richmond, and Frankfort. Transit contributes to the economy in their respective areas with employment and purchasing from local businesses.

Strategy 3.2 Invest in improvements across all modes of transportation

Department of Highways:

- The Department is working to finish a Complete Streets Guide to be used during project development.
- The Department is working on enhanced Traffic Control at three Highway/Railroad crossings.

Department of Aviation:

- The KDA is working to invest in improvements to general aviation airports by partnering with the Airport Boards, their local communities, and regional groups to develop a prioritized list of potential investments (Project Prioritization Matrix).

Department of Rural and Municipal Aid:

- The Department participates in providing funding opportunities to enhance Kentucky's travel network of bicyclist and pedestrian pathways. The most recent application cycle for Transportation Alternative Programs resulted in the award of thirty-two (32) projects totaling \$17,390,727 that will affect the lives

of approximately 650,000 Kentuckians. The Department is planning a Congestion Mitigation & Air Quality ("CMAQ") application cycle this fall to provide funding assistance across Kentucky.

Office of Public Affairs:

- The Office works with the Governor's Office on check presentations and award announcements for infrastructure improvement projects in communities and regularly communicates with the public about grants and upcoming transformative projects, such as the Brent Spence Bridge Corridor Project. Staff is involved in the Electric Vehicle Deployment Plan communications and the development of the Complete Streets manual.

Strategy 3.3 Pursue methods of modernizing revenue

Department of Highways:

- The Department is always reviewing various pilot programs from other states for opportunities and lessons learned and joined The Eastern Transportation Coalition that will be working with several states on issues across the country.

Office of Audits:

- The Division of Road Fund Audits plans to work with the Kentucky State Police to help stop fuel tax evasion in spring of 2023.
- The Division of Road Fund Audits has purchased updated EZ-Tap equipment to obtain odometer readings on Motor Carriers trucks which helps determine more accurate MPG measurements for audit purposes. In addition, the audit staff use wand scanners while in the field to capture necessary records.

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, testifying before task forces and other committees.
- During the 2022 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.

GOAL 4 – Optimize Performance through People and Innovation

Strategy 4.1 Establish and sustain a performance driven culture

Department of Highways:

- The Department established an Assistant State Highway Engineer for Performance Management, worked to update KYTC's asset management plan, and developed performance management training for all divisions and district offices.

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, CDL, 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.

Office of Legal Services:

- The Office is continuing to refine, streamline, and improve the Highway Property Damage Collections program which collected \$4,685,291.96 in Fiscal Year 2021.

Office of Audits:

- The Division of Audit Services has developed the FY23 audit plan, which was approved in July 2022. The plan was developed using eMARS data and financial analysis. The audit plans were developed using data driven approaches considering all auditor working hours and current staffing levels. Assignments were then made to meet the performance goals.
- The Office is now using Teammate-Plus as the electronic work papers system, which allows for tracking of performance, dashboards, etc.

Office of Public Affairs:

- The Office has met with vendors from IndiGov to explore if they can provide a technology solution to track press releases, media responses and interviews.

Office of Information Technology:

- The OIT with the Department of Highways was awarded the 2021 Google Government Customer Award. KYTC chose Google Cloud to help process real-time data and aggregate data in its native format by using BigQuery, a serverless, cost-effective and multi-cloud data warehouse, turning big data into valuable business insights in cases such as COVID-19, Traffic, Northern Kentucky crash analysis, traveler information on GoKY, automated crash detection, and more.

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 and 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 expanding its use of the document retention system SHAREPOINT by including documents generated from the General Accounting Branch. In addition, the Pre-Audit Branch is reviewing its vendor payment submission, approval, and retention system for time efficiencies. The Division has worked diligently over the last couple years to work towards a paper-free workplace.
- The Division of Purchases continues to use electronic bidding formats and did not return to the paper process in use before the pandemic. They have also transitioned to 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 been working with the Personnel Cabinet on ways to expedite hiring.
- The Department worked on establishing a contract with Temporary Employment Agency to onboard staff more efficiently.
- Office of Human Resources, in conjunction with the Kentucky Transportation Center's Local Technical Assistance Program (LTAP), delivered training to 38,623 participants.

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.

Department of Vehicle Regulation:

- The Department has utilized Handshake, a program used by most all colleges to post open positions for students looking for summer work and graduates looking to start a career with KYTC.

Office of Audits:

- The Office uses social media as a marketing tool and uses Handshake, LinkedIn, and other social media platforms to advertise jobs.
- The Office has several contract and interns working on its staff, which is used as an onboarding process to obtain merit employees.

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 committed to identifying and securing technology to help staff and district information officers do their jobs more efficiently and effectively. In June, the Office worked with the OIT to execute a contract with Chatmeter to help manage driver licensing logistical misinformation and monitor online chatter and worked with the OIT to execute a contract with Meltwater to allow “behind the paywall” media monitoring.

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.

Strategy 4.3 Ensure resources are invested appropriately

Department of Highways:

- The Department used research with the Kentucky Transportation Center to develop metrics to prioritize bridge and pavement asset management projects similar to the SHIFT process.
- The Department worked with Plant Mix Asphalt Industry to establish performance-based specifications for more intelligently designed asphalt pavements.
- The Department developed a Six-Year-Plan Asset Management investment strategy that supports the Transportation Asset Management Plan.
- During the 2021 Calendar Year, the review of bids and decision to re-advertise projects led to an estimated savings of \$3.52 million.

Office of Audits:

- The Division of Audit Services, through internal and contract performance audits, makes recommendations to help improve the function, processes, and policies of KYTC.

Office of Budget and Fiscal Management:

- The Division of Accounts Pre-Audit Branch reviewed and approved over 73,000 external vendor payments during FY22. In addition, the Division has assisted with several OIG investigations and internal audit inquiries regarding vendor payments to ensure proper payments were made.
- The Division of Purchases collaborates with the vendor community and KYTC end users to brainstorm ways to improve our solicitations and contracts. In FY22, the Division issued Request for Proposals for Retrofit Snow and Ice Trucks, Street Sweepers, and Traffic. The RFP process allows more flexibility and the ability to negotiate with vendors to achieve the best possible contract for all parties. KYTC end users are beginning to recognize the benefits of an RFP process versus an RFB. Based on difficulties vendors are facing with the current economy, the Division is also making improvements to contract language and negotiating price changes to ensure successful contracts. For example, the Division has revised price adjustment language due to difficulty for vendors to lock in long term pricing due to uncertainty in the supply chain. KYTC end users are beginning 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. Finally, 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 \$2.94 billion and the capital budget of \$15 million for FY22. OBFM staff provided monthly, weekly, and/or daily expenditure and encumbrance reports, and 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 created a Connected and Autonomous Vehicle Framework document.
- The Department approved 29 new products for use with another 11 products undergoing long term testing.
- The Department worked with the OIT to create a new online professional services portal that allows for expedited contracts that are complete in about 100 days while most states have a 9-month timeline.
- The Department is working on converting traditional intersections to Restricted Crossing U-turn (RCUT also known as J-Turn) and round-a-bouts as well as considering larger projects such as Diverging Diamonds and Continuous Flow Intersections.
- The Cabinet recently updated its policy for sign sheeting, now requiring Type XI sheeting on all permanent sign installations. This change greatly improves visibility and legibility of the sign message, increases retro reflectivity by an additional 26% compared to the previously used Type IX sheeting, and has a longer performance life when compared to other sheeting materials.
- The number of 2070 Advanced Transportation Controllers (Signal Controllers) deployed has increased to approximately 31% of state-maintained traffic signals (706 locations). The new controllers have more functionality than older models and allow for implementation of more complicated signal operation and phasing when necessary. In addition, KYTC was awarded a \$1 million discretionary Accelerated Innovation Deployment (AID) demonstration grant to pilot the use of Automated Traffic Signal Performance Measures (ATSPM) and connected vehicle technology. This technology was deployed in Districts 3 and 7, and the hardware continues to be adjusted and the data interpreted. Preliminary data has been used to tweak signal timing, but more robust data sets in the future will lead to more progressive changes in signal timing.
- The Department will be completing an LED-retrofit to all state-maintained roadway lighting that saw the replacement of all high-pressure sodium light sources replaced with energy-efficient LED modules. To date, approximately 20,000+ fixtures have been replaced, resulting in an annual energy savings of approximately \$2,000,000 since the project began. This project will be completed in October of 2022.
- The Department recently expanded the use of radar detection at traffic signals to assist in corridor improvements for signal systems throughout the State. Mainline detection and advanced detection are integral to Automated Traffic Signal Performance Measures (ATSPM) and gives a more defined detection zone, obtain counts at an intersection, and other useful data. Currently, KYTC has this technology at about 100 intersections throughout the State and are looking to expand.
- The Department completed ~98 research and technical assistance projects with the Kentucky Transportation Center that led to problem solutions, efficiencies and/or process improvements.

Department of Vehicle Regulation:

- The Department has been working with the OIT who has been assigned to create Kindle, which will replace 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.
- The Department continues to apply and be awarded grants that improve processes and technologies.
- The Department is developing a Mobile Driver License (mDL) that will be able to use in their smartphones. This will be a big step in modernization that will provide new options for citizens.

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 encompass the Governor's Office re-branding.

- The Office's Project Management area is establishing digital library for plans, records, deeds, agreement, etc.
- The Office's Facilities Maintenance area procured SeeSnake with optic lens to see inside pipes for obstructions and damages.

Office of Inspector General:

- The OIG is working to obtain updated tracking devices and field cameras for use in their investigations.

Office of Information Technology:

- The OIT, with the Division of Motor Carriers, implemented the KY Usage Tax Processing Application. This project added KYU tax processing and financial processes to the existing Motor Carrier Portal. The enhanced application will replace the antiquated mainframe application processes and will automate processes that are currently manual.
- The OIT established a Division of Motor Carriers' (DMC) maintenance team to document, prioritize identified issues with the customer, and plan maintenance releases for DMC related applications. This effort has brought more formality to the prioritization process and has improved overall collaboration and communication between the business unit and OIT.
- The OIT implemented updates to the Motor Carrier Portal to enhance search features, improve reporting, and add additional functionality.
- The OIT applied additional maintenance releases for various KYTC systems: PDP-Precon, KURTS, KROWDS, Observations, Temp Permits, EWD and KIT.
- The OIT has procured 14 replacement plotters to upgrade from outdated and un-supported plotter technology. The new plotters offer additional features and capabilities and can be supported through available service contracts.

GOAL 5 – Nurture a Culture of Diversity and Inclusion

Strategy 5.1 Proactively recruit talented individuals from underrepresented groups

Department of Highways:

- The Department graduated 4 students through the Transportation Construction Certificate program.
- Highway Safety Improvement Program, in collaboration with District 5 and Louisville Metro, recently completed a Vision Zero Louisville Safety Report. This report notes that crash rates within environmental justice (EJ) areas are nearly 3 times higher than non-EJ areas, which suggests there is an opportunity for major strides in highway safety by doubling down on safety improvement projects in the EJ areas of Louisville. Further, the report identifies that roadway reconfigurations that change the number of vehicle travel lanes and makes space for other users, such as cyclists, are a major opportunity to improve highway safety and provide complete streets that better serve all road users.

Office of Civil Rights and Small Business Development:

- The Office attended the annual University of Kentucky College of Communication & Information Internship and Career Fair. Approximately 42 organizations and students from Communication, Journalism, Integrated Strategic Communication, Information Communication Technology, and Media Arts and Studies were in attendance to learn about opportunities for internships or careers within KYTC.
- The Office attended The Kentucky State University's Office of Career and Professional Development Fall Career Fair.
- The Office presented to the KYTC Diversity, Equity, and Inclusion (DEI) Council a list of recommendations from the Office of Human Resource Management (OHRM) on recruitment efforts for KYTC and have discussed strategies for infusing DEI into recruitment and hiring process.
- The Office continues to recruit for the Minority Internship Program and place interns in multiple areas of the Cabinet, including the Department of Highways, the Office of Audits, and the Office of Legal Services.

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 intern program for years and continues to find new ways to recruit employees from all walks of life.

Secretary's Office of Safety:

- The Office is actively searching for an intern through University of Kentucky and Kentucky State University that will provide an opportunity for employee's participation with minority groups relative to our safety initiatives.

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 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.

Strategy 5.2 Develop a mentorship program that supports employees

Department of Highways:

- The Department is currently conducting a research study on Building a Mentorship Program with the Kentucky Transportation Center at the University of Kentucky.

Office of Civil Rights and Small Business Development:

- The Office developed three videos specifically for Kentucky Transportation Cabinet employees: Bystander training, Embracing Diversity, and Anti-harassment. The trainings are to create a safe and healthy workplace. and safe.
- The Office for Diversity Equality and Training from Personnel Cabinet was exploring options to work with the EEOC to provide investigative training to all cabinets. As part of an ongoing effort, the Office will work with them to have trainings available on-demand for our HR and EEO professionals. Those recommendations include: putting up flyers in public places like Kroger, Wal-Mart, etc., advertising to reach the public on things like billboards or commercials, backs of busses, showing minorities doing their jobs around the Cabinet, creating a TikTok channel, and increasing minority representation, develop and increase partnerships with: KCTCS vocational education programs, School District Area Technology Centers, local human rights commissions, and employee referrals.
- The Office discussed the importance of ADA and our responsibilities as an employer. In addition, tools were discussed to ensure compliance as well as discussion of the Accessibility Checker (AC), an audit tool and informational website.
- The Office worked with the OIT to address the web accessibility and to ensure that persons with any disability can use web content. The OIT is working on a project to educate and create a roadmap for content managers for each office to turn the project plan into deliverables.

Department of Rural and Municipal Aid:

- The Department has staff meetings with Governmental Services Field Representatives stationed around the State on a bi-weekly basis. Team Members located in Central Office communicate through their presence in the office and occasionally 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 to complete the hiring process for the Minority Internship Program.

- The Office updated Title VI training and rolled it out to all employees. The Supervisor Training and Resources (STAR) training currently includes instruction on harassment, discrimination, and retaliation and provides the procedure for reporting such issues.

Strategy 5.3 Proactively engage underrepresented groups

Department of Highways:

- A total of 162 DBE goals were set on highway projects in Calendar Year 2021.
- During Calendar Year 2021, a total of 246 Wage and Hour reviews and 4 contractor EEO reviews were completed.
- The Department is assisting to develop a Professional Services-DBE Consultant firm program where firms could compete for projects while also considering barriers to entry for these firms.

Office of Civil Rights and Small Business Development:

- The Office presented to the DEI Council a list of recommendations from the OHRM on recruitment efforts for KYTC and have discussed strategies for infusing DEI into recruitment and hiring process.

Secretary's Office of Safety:

- The Office is working 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. A Sickle Cell Blood Donation Drive at KYTC Central Office will be occurring soon.

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 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 e-newsletter.