

# Indiana Department of Transportation 2019 Strategic Plan



Established  
100 Years Ago



Serving Indiana  
Today



Enabling  
Tomorrow

**Joe McGuinness**  
*Commissioner*  
Indiana Department of Transportation

# A Message From the Commissioner



I am extremely pleased to present our 2019 Strategic Plan. This document is the result of significant collaboration across the entirety of the Indiana Department of Transportation (INDOT), and is even more meaningful as we celebrate 100 years of proud service. Our next century will undoubtedly hold even more exciting innovation and change.

In just the past several years we have seen an unprecedented increase in the advancement of new technologies, along with major shifts in our own demographic and economic profiles. When taken together, all of these elements impact the broad set of modes that INDOT supports throughout the state, including automobiles, rail, and aviation.

As a result, we realized the need to evolve some of the fundamental aspects of our strategy including our Mission Statement, Vision, and Values. The enhanced focus on preparing ourselves to successfully navigate through an exciting future comes through in our refined mission statement for the agency:

*“Collaboratively plan, build, and maintain safe and innovative transportation infrastructure that enhances quality of life, drives economic growth, and accommodates new modes of transport.”*

This highlights the many ways in which we want to continue evolving our transportation infrastructure to become more resilient, applying innovation in how we plan, design, and execute our projects for the state of Indiana.

Our ambitions are not limited only to our highways and other state assets: we are redoubling efforts to aid localities whenever possible and leveraging the success of our Connectivity Planning and Local Trax initiatives to make sure that progress is made across our entire infrastructure network. We will stay better connected to the towns and cities that help make Indiana an attractive place to live and work.

This Strategic Plan represents a significant milestone for our agency. It is a tangible symbol of our pride, dedication and commitment to Hoosiers. We will remain diligent stewards of state resources, and plan for the future.

To ensure that we keep our commitment to Hoosiers, we will continue to update this plan on a periodic basis, keeping pace with the quickly shifting transportation landscape that we all find ourselves a part of today. We will align our objectives and goals with the metrics and performance management systems that we use to ensure we deliver maximum impact to the state of Indiana.

Indiana is the Crossroads of America. With our combined efforts, we will live up to this title, while ensuring that every Hoosier is part of a thriving, vital state that serves as the Crossroads of the World.

Sincerely,

A handwritten signature in black ink, appearing to read "Joe McGuinness".  
**Joe McGuinness**

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# INDOT Strategic Plan

Recently, we have witnessed an unprecedented increase in the breadth and level of impact that new technologies have brought to transportation and its related infrastructure.

Coupled with ongoing shifts in demographics throughout the state, these changes require INDOT to develop and utilize deliberate yet adaptable plans that can accommodate a significant amount of innovation.

We have decided to revisit our Mission, Vision, and Values to ensure that they represent our desire to be a leading innovator as we continue to plan, build, and maintain Indiana's transportation network.

Our Strategic Plan is an embodiment of our beliefs as an agency, linking all of these elements into a single cohesive statement that drives our planning and decision-making across the entire organization.

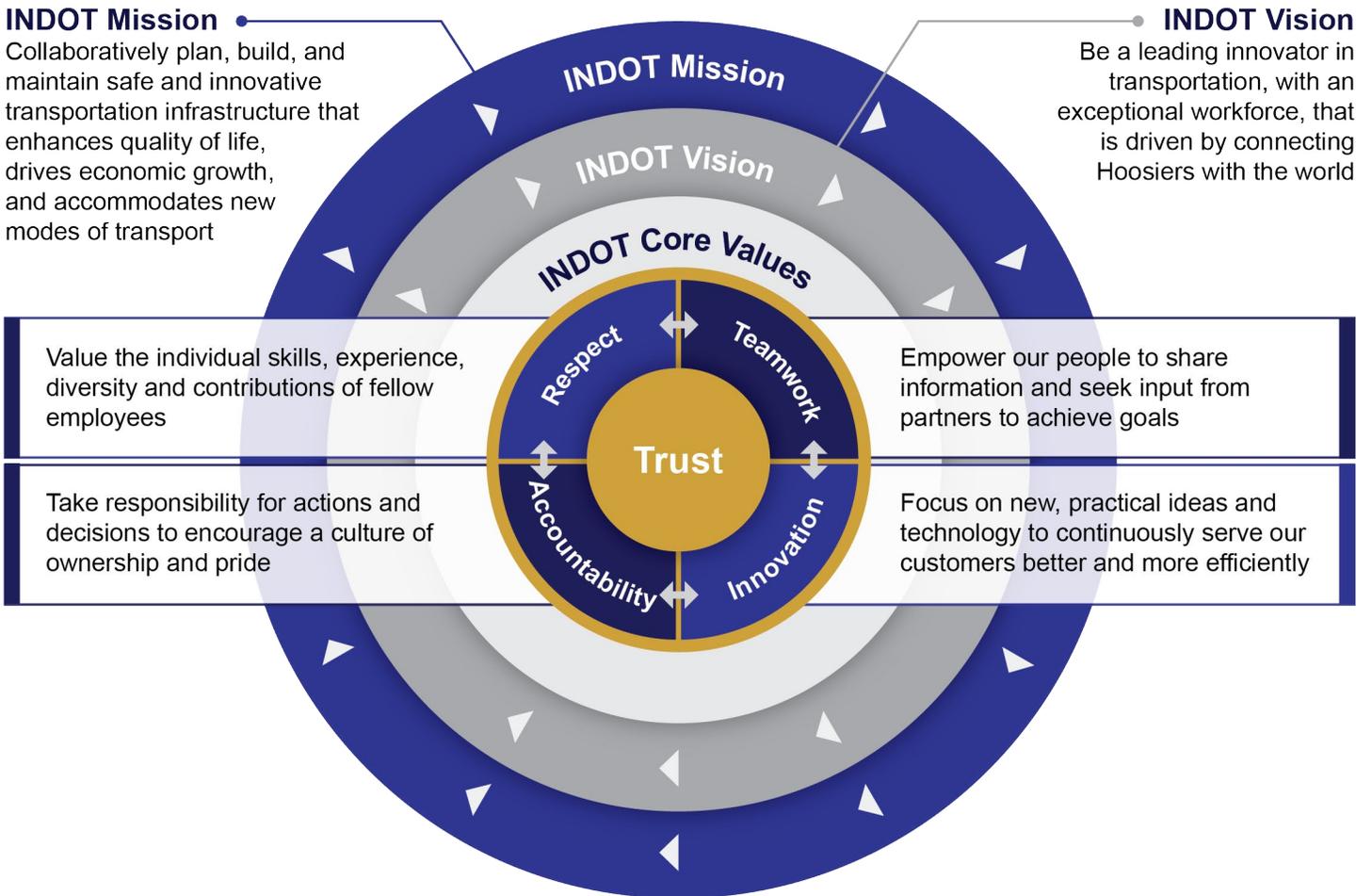
## OUR MISSION, VISION, AND CORE VALUES

### INDOT Mission

Collaboratively plan, build, and maintain safe and innovative transportation infrastructure that enhances quality of life, drives economic growth, and accommodates new modes of transport

### INDOT Vision

Be a leading innovator in transportation, with an exceptional workforce, that is driven by connecting Hoosiers with the world



## OUR SERVICE OBJECTIVES



### Safety

Ensure road safety for motorists, contractors, and INDOT personnel



### Mobility

Enhance end-to-end customer and freight journeys across all modes of transportation



### Customer Service

Ensure local engagement, timeliness of service, and quality of responses



### Economic Competitiveness

Enhance economic outcomes for Indiana



### Asset Sustainability

Enhance ability to manage and maintain assets throughout their life cycle



### Organization & Workforce

Provide employees with tools, training, and information to succeed



### Innovation & Technology

Harness technology and innovation to develop more effective transportation solutions



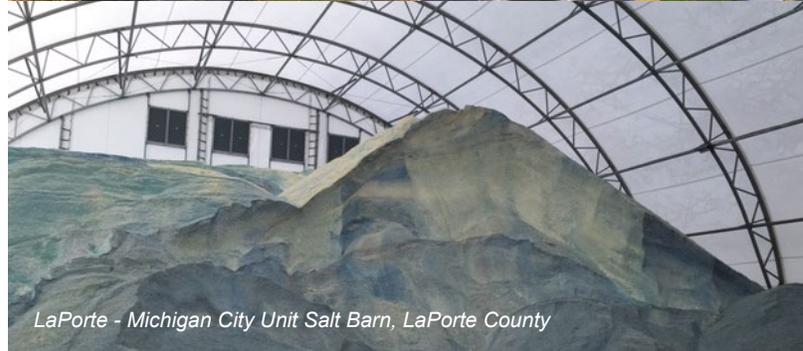
Crawfordsville - I-65 Major Moves, Tippecanoe County



Fort Wayne - U.S. 33 in Goshen, Ind., Elkhart County



Greenfield - U.S. 31 at State Road 28, Tipton County



LaPorte - Michigan City Unit Salt Barn, LaPorte County



Seymour - Lewis and Clark Bridge over the Ohio River, Clark County

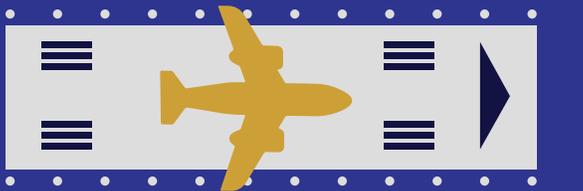


Vincennes - I-69 & I-64, Gibson County



Removes ice and snow from more than **28,000** lane miles of interstates, U.S. highways and state highways

More than **4,000** freight railroad miles—third most in the United States

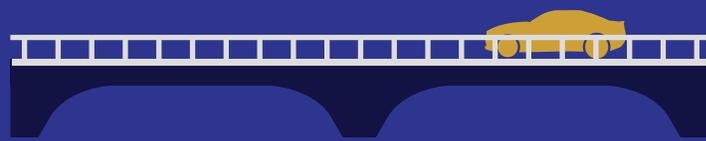


Over **110** public access airports & more than **560** private-access airports across Indiana

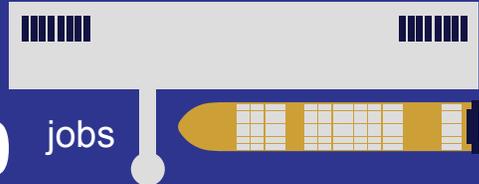
Approximately **3,500** employees across the state, making it one of the largest agencies in Indiana



Maintains more than **11,000** centerline miles and nearly **6,000** bridges



Three water ports contribute **\$7.8 billion** per year to the state economy and support **60,000** jobs



Ranked **#2** for infrastructure in CNBC's "Top States for Business" rankings in 2018



**1.5 billion** tons of freight travel through Indiana each year. By 2040, freight flow is expected to increase by **60 percent**

# Our Agency

The Indiana Department of Transportation is connected to almost every major mode of transportation in Indiana including highways, rail, aviation, ports, public transit, bicycle, and pedestrian transportation. It is also responsible for executing the Governor’s “Next Level Roads” Program that has established a sustainable plan to fund our roads and bridges for the next 20 years.

Overall planning and operations are led by the Commissioner and 13 deputy commissioners.

INDOT is broken down into six districts, each with its own leadership and local office. INDOT has approximately 3,500 employees who manage the transportation system, making it one of the state’s largest agencies.

## INDOT DISTRICTS AND DIVISIONS



**JOE MCGUINNESS**  
*Commissioner*

### INDOT Executive Leadership Team



**ALISON GRAND**  
*Deputy Commissioner of Legal*



**CHRIS KIEFER**  
*Deputy Commissioner, Chief of Staff*



**MICHAEL SMITH**  
*Deputy Commissioner of Operations*



**ROLAND FEGAN**  
*Deputy Commissioner of Construction*



**HEATHER KENNEDY**  
*Deputy Commissioner of Capital Program Management*



**DAN BRASSARD**  
*Deputy Commissioner of Finance*



**ANGELA ROOSA**  
*Deputy Commissioner of People Services*



**TRAVIS UNDERHILL**  
*Major Projects and Executive Advisor*



**RICK POWERS**  
*Deputy Commissioner of LaPorte District*



**TODD JOHNSON**  
*Deputy Commissioner of Fort Wayne District*



**SHANE SPEARS**  
*Deputy Commissioner of Crawfordsville District*



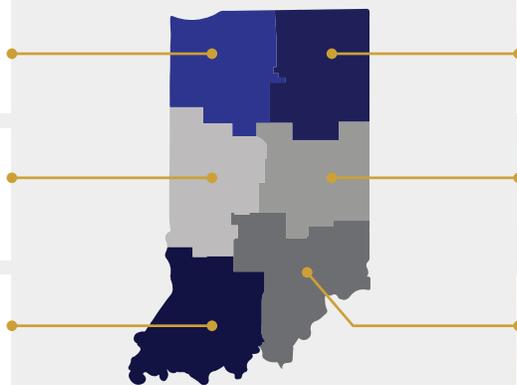
**MICHAEL SMITH**  
*Acting Deputy Commissioner of Greenfield District*



**RUSTY FOWLER**  
*Deputy Commissioner of Vincennes District*



**TONY MCCLELLAN**  
*Deputy Commissioner of Seymour District*



# 2019 Strategic Priorities

We have developed Strategic Priorities and launched several major initiatives to help deliver our service objectives and fully realize our Mission and Vision

Without a doubt, the transportation landscape is experiencing disruptive change: vehicles are becoming autonomous, electrified, and connected at a rapid rate that will only continue to accelerate. Factors such as a lower total cost of ownership, enhanced convenience, and integration with daily life could quickly increase adoption and drive consumers to switch even faster than current projections. Traditional DOT responsibilities, such as road construction and maintenance, are utilizing new materials such as rubbers and plastics; the properties of these materials will drastically change the economics and operations of building and maintaining our roads.

Along with advancements in freight, rail, and non-auto transit options, the impact of multiple transit modes and our ability to quickly understand and optimize these with “big data” solutions will soon play a larger role.

Coupling these advancements with Indiana’s demographic and economic data has positioned the state to be one of the most impacted by transportation evolution across the entire U.S. Accordingly, we have defined a set of complementary strategic priorities that will help us to organize around common areas of focus and better coordinate on our biggest challenges and opportunities.

In turn, these priorities have helped us select a variety of major initiatives that are the building blocks for our activity and the focal point for most of our personnel. These are broad in nature, ranging from external, customer-focused efforts such as INDOT4U, to internal programs around scholarship and education, and initiatives such as Strategic Asset Management, which directly impact where and how we deploy capital and human resources.

Each of these initiatives is critical to achieving INDOT’s long-term vision and goals, and the deliberate linkage from these all the way to our strategy reflects this.

Given their importance, we will go through each of the strategic priorities, highlighting the most important elements of each.



# Our Strategic Priorities & Major Initiatives



## Safety

- Strategic Highway Safety Plan
- Work Zone Safety Measures
- Local Trax



## Mobility

- ADA Compliance
- Para-Transit Expansion
- Connectivity Planning



## Economic Competitiveness

- Next Level Roads
- Added Travel Lanes
- Next Level Connections



## Customer Service

- INDOT4U Customer Service Initiative
- Emergency Response
- Next Level Construction Map
- INDOT Mobile App



## Asset Sustainability

- Strategic Asset Management Plan (SAMP)
- INDOT Road & Bridge Conditions



## Organization & Workforce

- Business System Integration
- Workforce Diversity Initiative
- Launching Careers for Students and New Graduates
- Integrating New Employees
- Employee Investment



## Innovation & Technology

- Autonomous, Electric/Connected Vehicles
- Intelligent Transportation Systems
- Innovative Funding Mechanisms
- Electronic Construction Management
- Joint Transportation Research Program



# Safety

Ensure road safety for motorists, contractors, and INDOT personnel

## OVERVIEW

INDOT focuses on proactive measures and initiatives that make Indiana roads safer for drivers, as well as implements the latest in work zone safety techniques and technology to keep our workforce safe as they strive to make Indiana even better for travelers.

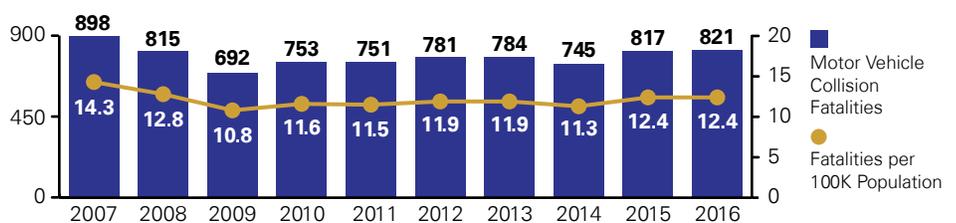
This includes innovation and research into the safest possible construction techniques as well as policies, procedures, and planning that includes safety as the overriding area of concern for any project.

## MAJOR INITIATIVES

### Strategic Highway Safety Plan

Improving highway safety is vital to the health and well-being of every Hoosier. Traffic crashes are the leading cause of death from age 3 to 33 and the eighth leading cause of death across all ages.

#### Individuals killed in Indiana collisions, 2007–2016



[Indiana's Strategic Highway Safety Plan](#) serves as the framework for efforts to make our highway system safer to drive, walk, and bike. It is a comprehensive strategy for making better data-driven decisions on where safety improvements are needed, how best to educate our drivers, make and enforce our laws, and ensure a swift emergency response to save lives and ease suffering when crashes do occur.

### Work Zone Safety Measures

To reduce the risk of work zone crashes for both workers and motorists, INDOT schedules and manages construction activity in accordance with the [INDOT Interstate Highways Congestion Policy](#). We are dedicated to protecting all workers who build and maintain INDOT roadways. It is important to realize that four out of five people who die in highway work zones are either drivers or passengers. INDOT's Work Zone Safety group is dedicated to protecting motorists who drive through our work zones.

INDOT also works to provide timely, accurate, and relevant work zone information to travelers using message boards, the INDOT TrafficWise website, the INDOT Real-Time Traffic Conditions website, and social and traditional media. To protect our workers, we require high visibility safety apparel and protective equipment on all INDOT projects. We also work with law enforcement to provide additional assistance in selected highway work zones to improve compliance with work zone regulations and improve worker and motorist safety.

### Local Trax

The Local Trax rail overpass program provides grants to cities, towns and counties for grade separation, crossing closure and other safety enhancements at rail-highway intersections on local roads. Local Trax is operated as a partnership with INDOT, local communities, businesses, industry and railroads. In its first year, the program awarded more than \$120 million in one-time, state matching fund grants for to improve over 33 rail locations across the state.



# Mobility

Enhance end-to-end customer and freight journeys across all modes of transportation

## OVERVIEW

Mobility covers a wide range of initiatives, trends and INDOT services. INDOT recognizes the critical links between mobility and societal goals and uses these to enhance Indiana’s economy, social equity and quality of life.

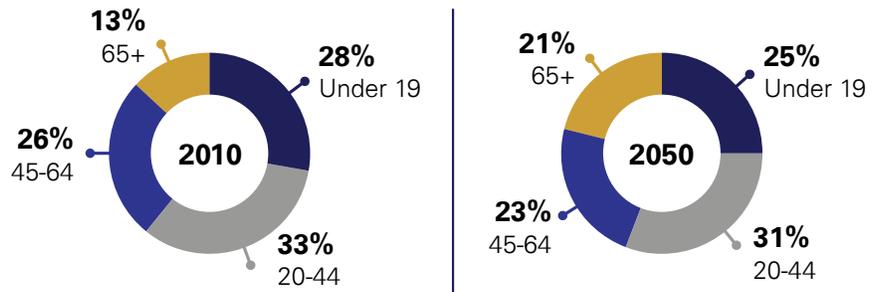
This is why INDOT focuses on initiatives to ensure that all Hoosiers are given the broadest feasible set of transportation options to get to their destination. INDOT drives research, embracing and implementing new and innovative mobility solutions that will help improve access and transportation options for INDOT customers.

## MAJOR INITIATIVES

### ADA Compliance (Utilizing the INDOT ADA Transition Plan)

INDOT is committed to providing resources and technical assistance regarding the Americans with Disabilities Act, and Section 504 of the Rehabilitation Act. Both require INDOT to inform the public of its obligation not to discriminate on the basis of disability in the administration of its programs and operation of its facilities as well as physical accommodations, such as curb ramps for pedestrians and noting ADA-accessible routes.

### Indiana population, age distribution (by percent)



### Para-Transit Expansion

With nearly 1-in-4 Indiana citizens being seniors or a person with disability, INDOT must properly plan and design our transportation system to improve connectivity and accommodate population changes. Specialized transportation projects are being planned, designed, and carried out to meet the unique needs of seniors and individuals with disabilities when public transportation is insufficient, inappropriate, or unavailable.

### Connectivity Planning Initiative

Connectivity Planning is an approach to road planning and design that considers and balances the needs of all transportation users. The program is about the basics: improving the transportation system’s safety and functionality for all users regardless of age, ability, or mode of travel (car, truck, walking, biking, or transit). Connectivity Planning will enhance job growth, reduce crashes through safety improvements, improve public health and fitness, reduce harmful emissions, and reduce demand on our roadways.

Integrating sidewalks, bike facilities, transit amenities, and/or safe crossings into the initial design of a project spares the expense and complications of later retrofits. Embracing Connectivity Planning concepts will create a balanced transportation system by providing safe, accessible, and efficient connections between destinations as well as bolstering economic growth and stability.



## Customer Service

Ensure local engagement, timeliness of service, and quality of responses

### OVERVIEW

In alignment with both Gov. Eric J. Holcomb’s “Next Level Indiana” Five Pillars and FY 2019 INDOT Agency goals, INDOT will ensure that Hoosiers receive exceptional customer service through proactive planning and accountability.

INDOT will also integrate and communicate with both internal and external stakeholders to ensure coordination between agencies and work across service lines to make sure that Hoosiers receive the best customer service experience. Through improving our service offerings, business practices and maintenance processes, INDOT continues to solve transportation issues throughout the state while minimizing the impact to the traveling public.

### MAJOR INITIATIVES

#### INDOT4U Customer Service Initiative

INDOT4U is a customer service initiative designed to help citizens report concerns, make requests or find answers to frequently asked transportation questions. INDOT4U offers a customer service phone number, online portal, as well as a mobile device application. Customers are able to report road condition deficiencies, issues with bridges, questions about construction, etc., enabling INDOT to rapidly address concerns and respond to customer queries.



#### Emergency Response

INDOT operates Freeway Service Patrols on high-volume interstates in northwest Indiana near Chicago, Indianapolis, and southern Indiana near Louisville. This program, named “Hoosier Helpers,” is a Good Samaritan program offered by INDOT to assist stranded motorists that is co-sponsored by State Farm Insurance. Through the Hoosier Helpers, INDOT regional members throughout the state can provide traffic control and medical assistance at crash sites as well as offer limited roadside assistance. Since the program began in 1991, Hoosier Helpers have come to the aid of more than 350,000 motorists.

#### Enhanced Applications (INDOT Mobile & Next Level Construction Map)

The INDOT Mobile App enables smartphone users to view a map-based display of INDOT highways, traffic speeds, advisories, and other key data. The Next Level Construction Map is a dynamic, web-based app that enables users to search for all active and future construction projects by district, year and program. The Next Level Construction map currently holds data through 2023 and is available to access at: <https://entapps.indot.in.gov/dotmaps/nlri/>.



Hoosier Helpers assist with:



Flat tires



Mechanical problems



Debris removal



Fuel assistance



Medical assistance



# Economic Competitiveness

## Enhance economic outcomes for Indiana

### OVERVIEW

Our transportation network is one of Indiana’s most critical and valuable assets. By improving connectivity throughout the state via multiple modes of transportation, INDOT will look to expand and grow efficient transportation offerings in both rural and urban areas. Enhanced connectivity also provides the ability to move the goods and services that form the underpinnings of a healthy and vibrant economy.

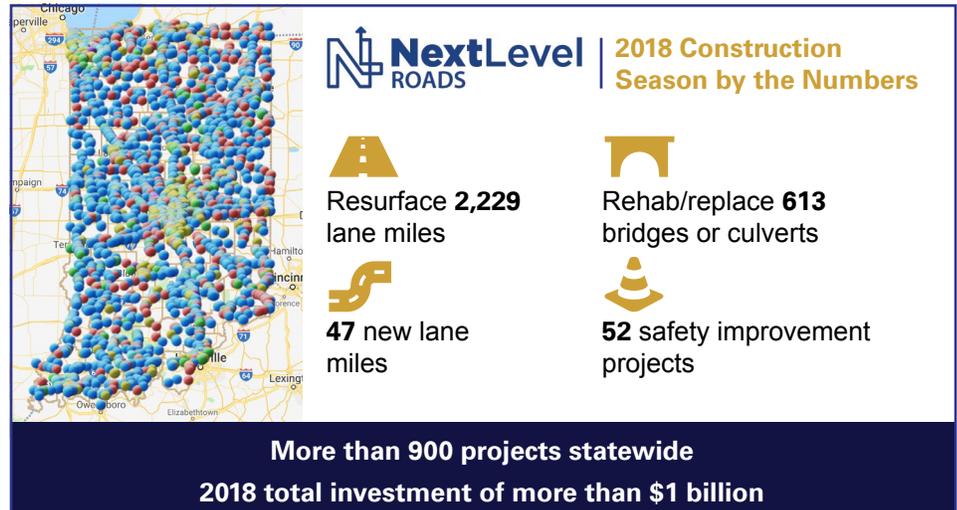
INDOT will also look to increase awareness and understanding of the future of transportation, including connected, electric and autonomous vehicles, and increase opportunities for advanced testing and research throughout the state. This can help Indiana achieve not just goals regarding economic competitiveness and being at the forefront of transportation, but also in improving sustainable transportation options and alleviating the impact we have on the environment. This effort will continue to enhance Indiana’s appeal as a place to live and work.

### MAJOR INITIATIVES

#### Next Level Roads

Next Level Roads is a statewide initiative to elevate Indiana’s economic competitiveness and quality of life for all Hoosiers through investment in transportation infrastructure.

This data-driven plan dedicates more than \$30 billion over the next 20 years to improving the conditions of existing state and local roads and bridges, finishing major projects, and building for the future. Next Level Roads is enhancing Indiana’s position as a leader in freight and logistics and empowering cities, towns and counties to build communities that attract jobs and talent.



#### Added Travel Lanes

Increasing capacity on I-65 and I-70 is one of the primary goals for the State of Indiana. For example, INDOT has begun projects on both interstates that will result in significant improvements in traffic flow in addition to lanes already opened on I-65 over the past several years.

Regardless of the specific asset, the Next Level Roads initiative takes a comprehensive approach to planning projects that consider improvements to pavement, bridges, drainage structures, and other relevant infrastructure to ensure that they provide maximum benefit to the citizens of Indiana.

#### Next Level Connections

Next Level Connections is Gov. Eric J. Holcomb’s initiative to link Hoosiers to the world like never before. The state will make unprecedented investment in broadband, hiking and biking trails, international flights and roads that will improve connections for all Hoosiers regardless of where they live, work and play. Major elements include bringing high-speed, affordable broadband to rural Indiana, linking communities with more hiking, biking, and riding trails, and enhancing air travel, ports, and rail projects.



# Asset Sustainability

Enhance ability to manage and maintain assets throughout their life cycle

## OVERVIEW

Asset Sustainability is achieved through a strategic and systematic process of operating, maintaining, upgrading, and expanding physical assets to increase their effective life cycle.

It focuses on continuous improvement efforts in both business and engineering practices to provide better resource allocation and utilization, with the objective of better decision-making based upon enhanced information quality and clearer objectives. Asset Sustainability includes (but is not limited to) roads, bridges, and select multimodal assets.

## MAJOR INITIATIVES

### Strategic Asset Management Plan (SAMP)

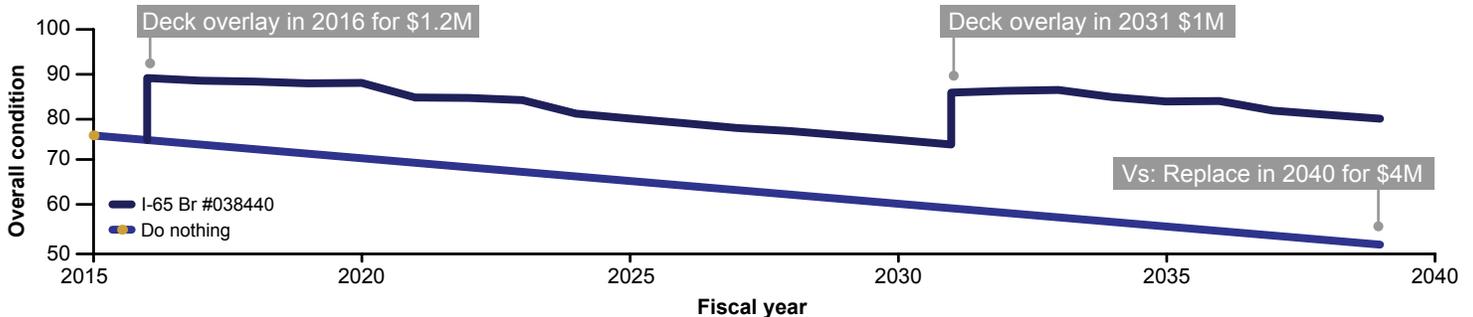
The Strategic Asset Management Plan (SAMP) translates organizational objectives into asset management initiatives and objectives. It utilizes the Strategic Plan as well as other internal policies to take a detailed approach to developing and maintaining Asset Management plans throughout INDOT. The SAMP also defines the role of the “Asset Management System” in supporting delivery of the Asset Management objectives and goals and allows INDOT to meet our reporting requirements for the FHWA Transportation Asset Management Plan (TAMP) and HEA 1002.

### INDOT Road & Bridge Conditions

Pavement preservation activities include resurfacing, crack sealing, chip sealing, pothole repair and storm water drainage maintenance. Benefits of pavement preservation include smoother ride, fewer construction delays, better appearance, greater value, lower taxpayer cost, and improved safety. Preservation and maintenance activities represent a significant savings to taxpayers as reconstructing a road in poor condition can cost as much as 10 times more than work needed to keep a road in good condition.

## Example of life cycle asset management

### A 25-year plan for every asset – A real bridge example



## Levels of Service (LOS)

### Customer LOS

At least 95% of roadways in “good” condition or better

### Customer LOS (Detail)

- PC by Interstate, National Highway System (NHS), and non-NHS
- Speed restrictions & road closures due to poor condition
- Preservation & rehabilitation projects delivered on-time
- Number of potholes filled

### Technical LOS

- Structural distress index by pavement type
- Preservation projects programmed and delivered
- Average time to fill potholes after identification

These should be meaningful to stakeholders and measurable

It is often helpful to break out performance issues by cause, such as pavement condition (PC)

The Customer LOS can be achieved by influencing key Technical LOS • Overall performance can be influenced by both the Assets and People / Process



## Organization & Workforce

Provide employees with tools, training, and information to succeed

### OVERVIEW

INDOT must focus on training and equipping the current workforce with the knowledge to succeed, but this alone is not enough.

INDOT must also be more effective in recruiting and retaining the next generation of talent to solve current and future challenges.



### MAJOR INITIATIVES

#### Business System Integration

Over the past several years, INDOT has placed significant focus on integrating the wide variety of business systems that are used to interact with other agencies, and our vendors and contractors.

This is yielding improvements in the efficiency and effectiveness of how we work, and will continue to be a point of emphasis as systems continue to be added, making the experience of gathering, analyzing, planning, and reporting as seamless and transparent as possible.

#### Workforce Diversity Initiative

Beginning with our Core Values, INDOT places diversity first and foremost to improve ideas, teamwork and results. A close partnership with the State Personnel Department allows INDOT to support statewide diversity initiatives. INDOT also is focused on assessing our workforce needs and creating the right opportunities for all current and future employees to grow and learn.

#### Launching Careers for Students and New Graduates

INDOT is the largest participant in the Governor's Public Service Summer Internship program, hiring more than 50 summer interns annually in a variety of professions, including Engineering, Accounting, Information Technology, Legal, Operations, Maintenance, Talent Management and Administration.

Each year, INDOT also offers a limited number of INDOT Engineering Scholarships to civil engineering students who can make a lasting impact on Indiana's infrastructure. After graduation, civil engineers can begin their career with the Graduate Engineer Development Program, a one-year rotational leadership program that launched in 1971. This rotational program enables engineers to explore the various engineering specialties in the agency.

#### Integrating New Employees

Mile Marker 1, the new employee orientation program, conveys INDOT's culture, history, values and mission. New hires are paired with an experienced team member who serves as a guide for the new hire's first 30 days. New hires are then matched with an Early Career Mentor to help establish career plans, determine goals, and understand practices at INDOT and in state government.

#### Employee Investment

INDOT is committed to developing a highly skilled workforce by investing in our employees. Employee development opportunities range from individual offerings through the biannual leadership training catalog, access to more than 6,000 on-demand online courses through LinkedIn Learning, reimbursement of expenses for job-related licensures or certification programs, INDOT-designed online courses, tuition reimbursement up to \$5,000 per fiscal year per employee, and various other in-person leadership development and team-building trainings.



## Innovation & Technology

Harness technology and innovation to develop more effective transportation solutions

### OVERVIEW

INDOT is challenging traditional ways of thinking in transportation planning, financing and construction in favor of inventive ideas and innovative solutions. These solutions are critical to our commitment to continuous improvement, as they often save money and manpower or enhance our ability to deliver projects more safely.

These initiatives have enabled us to deliver outstanding results at all levels in transportation engineering, planning and operations. INDOT's Research & Development supports innovation by conducting cutting-edge research and working in close collaboration with Purdue University's School of Civil Engineering.

### MAJOR INITIATIVES

#### Autonomous, Electric and Connected Vehicles

Through economic incentives and joint research, INDOT works to increase understanding and advancements in autonomous, connected and electric vehicles. INDOT uses policies, innovation and technology to develop plans to incorporate these advancements and ensure safe implementation.

#### Intelligent Transportation Systems (Connected Roadways and Signals)

The purpose of Intelligent Transportation Systems is to improve traveler safety, improve traffic efficiency by minimizing congestion, mitigate the impact of incidents, and minimize traffic-related environmental impacts. The elements of ITS include detection for traffic management, roadway weather information systems, closed-circuit television cameras for incident verification and monitoring, and dynamic message signs.

#### Innovative Funding Mechanisms

With fundamental shifts in transportation underway in many parts of the industry, funding will have to evolve to match the changing ways in which citizens utilize the many new transportation options available to them.

Among many ideas under consideration are state infrastructure banks, mileage-based fees, weight-based fees, and tolling, most of which have already seen some level of adoption. INDOT continues to look at a variety of ways to optimally finance and structure its work.

#### Electronic Construction Management

As INDOT expands its capability to work digitally, this has impacted how construction projects are scoped and executed. This includes better upfront integration of vendors, as well as better management of milestones, including automation of project management activities.

Over time this capability will continue to improve, ensuring that projects are optimally deployed and enabling discrete tracking as projects move through each life cycle phase toward completion and maintenance.

#### Joint Transportation Research Program (JTRP)

INDOT Research & Development conducts research and oversees the JTRP initiative. Research projects are aligned against the goals of safety, cost savings, mobility/reduced congestion, quality, and time savings.

The program utilizes direct contact with peers, focus groups, and its Executive Committee to identify and prioritize its research needs.



# Living Our Strategy

## “What does this mean for me?”



### Safety

Hoosiers depend on me doing my job the right way every day to keep them safe on our roadways and work zones. My efforts help workers and families thrive knowing that what I do keeps them out of harm's way.



### Operations

By managing the day-to-day complexity of Indiana's transportation system, I am responsible for ensuring that we minimize traffic impacts whenever feasible to limit effects on Hoosiers' ability to work, live, and play across the state of Indiana.



### Maintenance

Maintaining our roads and other assets is key to taking care of what we have and doing it in the most cost-effective way for taxpayers. From repaving streets and fixing potholes to repairing traffic lights, I make sure that our investments work for all Hoosiers.



### Construction

We are tasked with building the infrastructure of the future to take Indiana to the Next Level, employing new and innovative construction means and methods to improve mobility. I improve critical assets like roads and bridges to deliver safe passage on our transportation system.



### Innovation & Technology

I always look for ways to apply new ideas and technologies to make our work better and more efficient. These can be small and practical—like consolidating material purchases—or big and transformational, like using more digital solutions to help my team do more with less.



# Summary of Key Performance Metrics

To help drive greater transparency and accountability, we are introducing a small yet meaningful set of metrics to measure performance against our goals. In future years we plan to set, track, and publish these metrics to ensure we can measure our progress and deliver on our commitment to Indiana.

## SUMMARY OF INDOT PERFORMANCE METRICS

Service Objectives	Prospective metric	Rationale
 <b>Safety</b>	Work zone incidents	Measurement of work zone incidents highlights efforts to support safer spaces for the workforce to operate in
	Severe crashes on state-controlled roads	This metric is already in place and is reflective of road safety, crash trends, as well as measurements of non-fatality incidents
	Safety investment	Measures spend and/or change in spend levels to support safety efforts
	Rate of fatalities	Fatalities are a standard metric; a framework for data collection is already in place
 <b>Mobility</b>	Accessibility to transit	Metric shows how easily citizens can utilize the network of available transportation options
	Mobility index (Personal Miles Traveled/Vehicle Miles Traveled x Avg. Speed)	Showcases the speed and efficiency of using mobility options to determine their usefulness to citizens
 <b>Customer Service</b>	Customer satisfaction	Provides real feedback from customers regarding their satisfaction with current roads and initiatives, as well as can be potentially used to gauge interest on future initiatives
	SLA adherence	Determines how well service levels have been met on a monthly basis
 <b>Economic Competitiveness</b>	Truck travel time reliability	Serves as a meaningful gauge of how efficiently freight moves throughout the state, which is a strong proxy for economic activity and business health
	Accessibility to employment and population	Directly addresses the ability for transportation to support retail or commercial corridors successfully
 <b>Asset Sustainability</b>	Asset Sustainability Index	Measures ability of given budget to successfully address current and planned asset requirements
	State-controlled roads in fair or better condition	An existing, comprehensive metric highlighting where INDOT stands in terms of the condition of primary assets in the portfolio
 <b>Organization &amp; Workforce</b>	Agency retention	Provides a key measurement on where INDOT stands in the market for talent and ability to address employee concerns
	Investment dollars per employee	Measures the level of investment and commitment to improving the capabilities of INDOT's personnel
 <b>Innovation &amp; Technology</b>	Innovation Index	Aggregates number of papers, conferences, and operations-level ideas generated
	Return on Product Development Expense	Measures R&D investment return eventually realized on a given level of spend
	JTRP Conversion Rate	Metric that is used to measure success and usability of JTRP research

# The Way Forward

Today, INDOT finds itself in an enviable position. With strong economic and demographic tailwinds, there are a number of opportunities on the horizon that we will be able to take advantage of to drive better business results. Harnessing innovation in areas like autonomous vehicles, enhanced data analytics, and innovative construction techniques will all help us make Indiana an even more attractive place to live and work.

Though many aspects of transportation will likely remain recognizable for decades to come, with this plan INDOT comes prepared to respond to a shifting environment that still contains many unknowns. With a clear plan, INDOT will use these disruptions as opportunities to pursue excellence in transportation and service for the state of Indiana and all Hoosiers, as they continue to connect with one another, the rest of the U.S., and the world.





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