



# Connecticut Department of Transportation **Strategic Plan**

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**IMPROVING LIVES  
THROUGH TRANSPORTATION**



**Summer 2025**



# From The Commissioner



I am proud to present the Connecticut Department of Transportation’s (CTDOT’s) Strategic Plan on behalf of our team members who work tirelessly every day to improve lives through transportation.

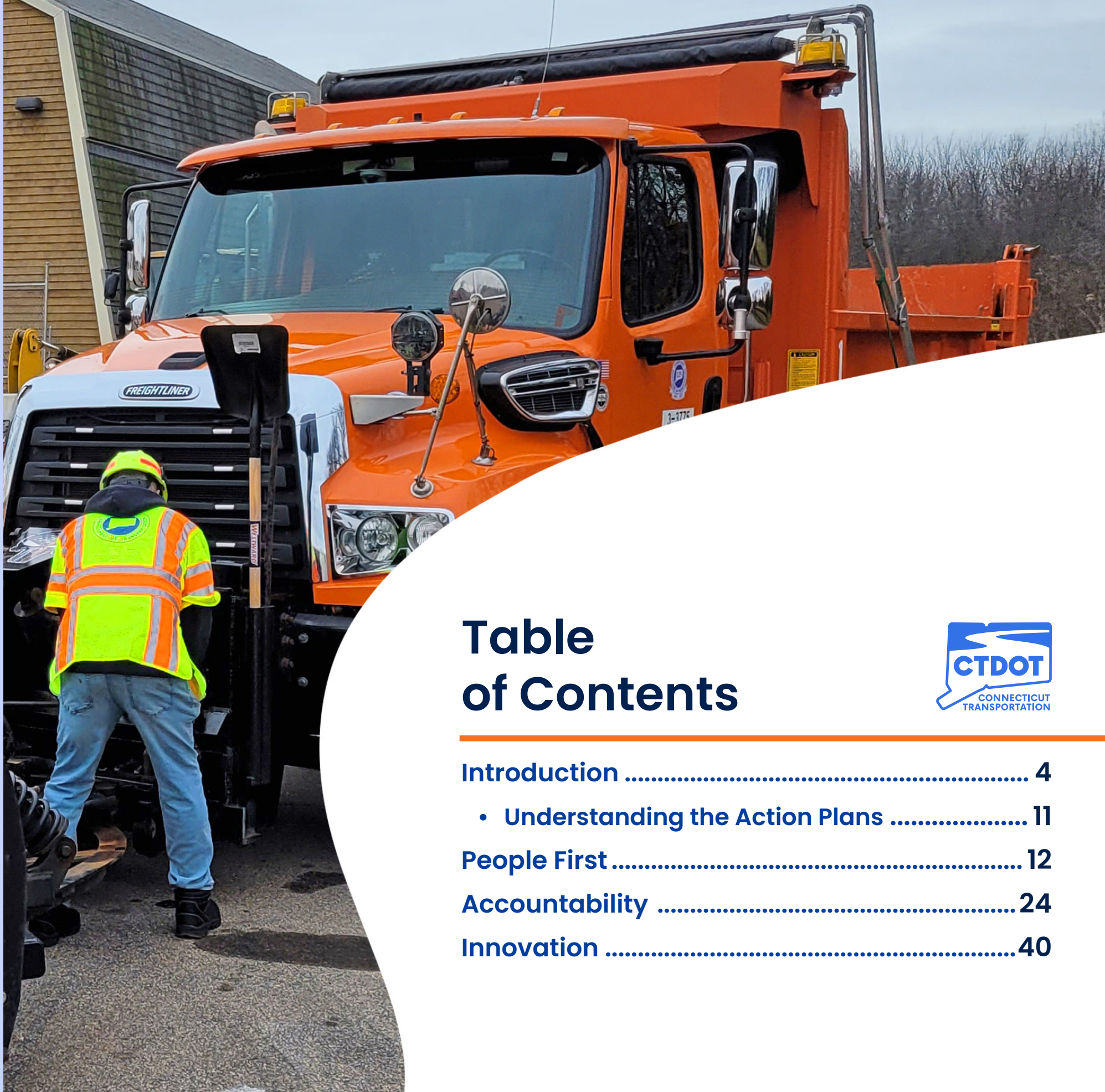
We are a large agency with a multitude of expertise, and our work touches the everyday lives of people across Connecticut. We lay the groundwork for a strong, healthy, and thriving quality of life.

This Strategic Plan guides the actions of each CTDOT employee and sets a direction for how we will achieve our Mission and Vision together. While our jobs vary considerably, the goals, objectives, and strategies outlined within are structured to both align our work and identify new initiatives that will improve our ability to deliver for the people of Connecticut.

Thank you to the CTDOT employees who shared their thoughts and provided the input that shaped this Strategic Plan. I look forward to our ongoing work together to improve mobility and support Connecticut’s economic vitality.

A handwritten signature in blue ink that reads "Garrett Eucalitto".

– Commissioner Garrett T. Eucalitto  
Connecticut Department of Transportation (CTDOT)

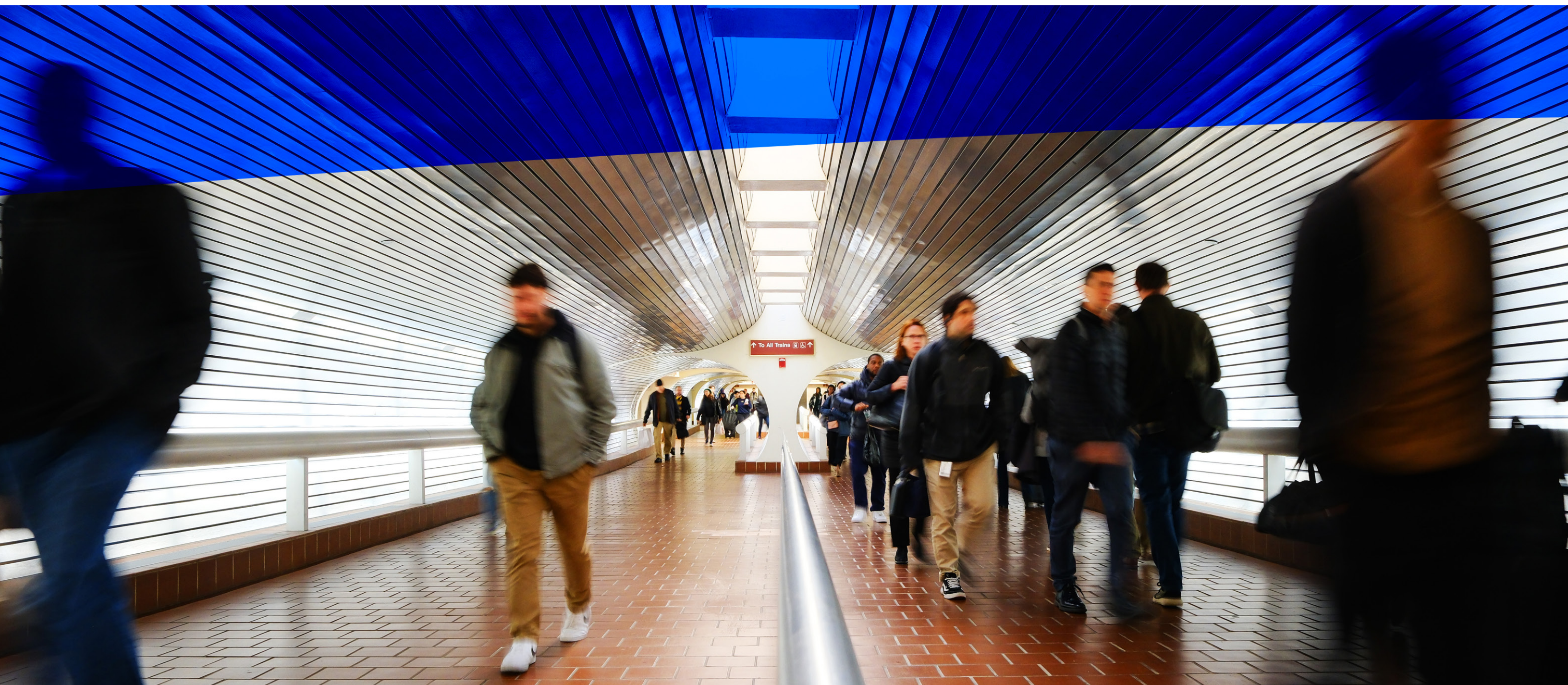


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**OUR MISSION:**  
Improving Lives Through Transportation

**OUR VISION:** Create a consistently positive experience for the people of Connecticut that optimizes mobility, supports economic vitality, and recognizes the impact of infrastructure development on the public and the environment.





Our Strategic Plan is built upon three core Pillars: People First, Accountability, and Innovation.

Our Strategic Plan’s goals are to:

- Promote a **PEOPLE FIRST** organization through the development and support of a dynamic, skilled workforce that provides the highest standard of health and safety for the people of Connecticut.
- Prioritize **ACCOUNTABILITY** by efficiently and effectively managing resources.
- Leverage **INNOVATION** to operate a safe, well-functioning transportation system.

Our Strategic Plan serves to align current Connecticut Department of Transportation (CTDOT) functions in support of these organizational goals while also describing important implementation actions intended to help us better serve the people of Connecticut.



WHY DRAFT A STRATEGIC PLAN

Our role, expressed in our CTDOT Mission, is to serve the people of Connecticut by improving lives through transportation. In an increasingly complex world, achieving that Mission requires strong planning and leadership.

Connecticut’s transportation system plays a vital role in supporting the state’s overall quality of life and a robust regional economy.

Our system includes highways, roads, sidewalks, paths, bridges, waterways, bikeways, and passenger and freight rail lines, as well as buses, ferries, and a bus rapid transit network.

CTDOT’s programs and services are led by the Commissioner’s Office and organized into five collaborative Bureaus:

- Engineering & Construction
- Finance & Administration
- Highway Operations
- Policy & Planning
- Public Transportation

Our Strategic Plan grew from an understanding that, to be successful building, maintaining, and operating a system that serves the state’s population of more than 3.6 million people, we must work together seamlessly and in alignment across the organization.

We drafted a Strategic Plan that recognizes the work we are already doing, while also drawing attention to opportunities to effectively manage CTDOT resources—people, time, and budgets—to achieve our goals.

Our plan began in 2023 with an extensive review of current organizational activities and a consideration of agency priorities in the near-, mid-, and long-term future.

In 2024, we unveiled our updated Mission and Vision and announced our commitment to three key Pillars—People First, Accountability, and Innovation.

These Pillars guided our focus throughout the development of this Strategic Plan. Our employees’ thoughts and opinions were foundational to our work. We gathered their input through small group interviews and an agency-wide survey.

“Our brand is more than just a logo or a tagline; it is a reflection of the trust and confidence the people of Connecticut place in us. By consistently upholding the principles outlined in these guidelines, we reinforce our commitment to excellence and service in every interaction, both internal and external.”

– Commissioner Garrett T. Eucalitto  
Connecticut Department of Transportation (CTDOT)



A dedicated working group comprised of CTDOT staff from across the Bureaus provided feedback at multiple phases of the plan’s development.

CTDOT is an organization with many strengths. Our employees bring a strong sense of public service and pride to their work, especially when solving problems and responding to major challenges.

The Strategic Plan process identified opportunities to strengthen our organization:

- **Safety:** We will consider safety paramount and the center of everything we do for the traveling public and the CTDOT employees keeping Connecticut moving.
- **Workforce Development:** We will recruit, support, and retain the skilled workforce required to build, operate, and maintain a modern transportation system.
- **Culture:** We will enhance the CTDOT culture rooted in service and problem-solving through communication and collaboration.
- **Technology and Innovation:** We will work to modernize our equipment and processes to best utilize and leverage our resources.
- **Project Delivery:** We will focus on streamlining workflows and enhancing collaboration to deliver capital investments more efficiently.

A CALL TO ACTION

We developed our Strategic Plan with an eye toward action and implementation. We put our focus as much on the “how” as we did on the “what.”

We recognize that CTDOT does not work alone. We value our partners in federal and state agencies, local communities, law enforcement, the business community, and community-based organizations. This Strategic Plan strives to capture our shared values.

Table 1 provides an overview of the Strategic Plan’s three goals as well as its seven objectives and 12 strategies. They help us align the great work CTDOT is already doing, expand several ongoing initiatives, and introduce targeted new efforts.

We identified two strategies as early actions of this effort: the development of two roadmaps, one focused on our capital program and one on our technology strategy. The advancement of these separate and complementary documents are Strategies 9 and 12, and they are closely aligned with the Strategic Plan’s goals and objectives.



Table 1: CTDOT Strategic Plan Goals, Objectives, and Strategies

GOAL	OBJECTIVE	STRATEGY	
Promote a <b>PEOPLE FIRST</b> organization through the development and support of a dynamic, skilled workforce that provides the highest standard of health and safety for the people of Connecticut.	A	1	Focus on workplace safety in all that we do.
		2	Provide a safe transportation system for all users.
	B	3	Recruit and retain a quality workforce.
		4	Formalize a CTDOT-wide employee engagement program.
Prioritize <b>ACCOUNTABILITY</b> by efficiently and effectively managing resources.	C	5	Strengthen performance management reporting.
		6	Build CTDOT knowledge management program.
	D	7	Improve public understanding by explaining CTDOT’s role in developing, operating, and maintaining the transportation system.
		8	Enhance mobility, connectivity, and system reliability.
	E	9	Advance Capital Program Roadmap.
Leverage <b>INNOVATION</b> to operate a safe, well-functioning transportation system.	F	10	Focus on continuous process improvement across CTDOT.
		11	Encourage employee-driven innovation.
	G	12	Advance Strategic Technology Roadmap.





UNDERSTANDING THE ACTION PLANS

The next three chapters contain our 12 strategy action plans (starting on Page 14), which further describe how we will improve on the ways we build, operate, and maintain the transportation system.

Each action plan lists a series of implementation actions that will help us accomplish the strategy. The plans also provide a high-level description, the **timeframe to begin** our work, the **full implementation duration**, and **potential measures** we could use to track success.

Implementation efforts for some of these strategies may require additional resources, such as dedicated/additional staffing and/or funding, which could affect the full implementation duration. We may assign **strategic champions** who will be tasked with working across Bureaus to support individual strategies’ implementation actions and further develop and refine the potential measures and resources needed.

DEFINITIONS

Timeframe to Begin:

How long will it take us to begin each strategy. The “short-term” label includes those strategies with actions that are already underway.

- Short-term – Up to 24 months
- Mid-term – Two to three years
- Long-term – Four years or more

Full Implementation Duration:

Estimated time to complete each strategy’s implementation actions. Some actions are related to core CTDOT activities and will continue on an ongoing basis.

Potential Measures:

Objective criteria to assess our progress toward each strategy.

Resources Needed:

- Strategic Champion** – Will work across CTDOT Bureaus/offices to shepherd implementation.
- Programmatic/Funding Support** – Dedicating personnel or funding resources to support the implementation.

Implementation Actions:

The work that will support successful integration of each strategy. Some of these are continuations of actions we are already doing, some are expansions of work we have already started, and some are new focus areas for CTDOT.





**Pillar—People First:** CTDOT and its associated Bureaus are deeply committed to ensuring the highest standard of health and safety for the people of Connecticut within the intermodal transportation network and within CTDOT.





**GOAL:** Promote a PEOPLE FIRST organization through the development and support of a dynamic, skilled workforce that provides the highest standard of health and safety for the people of Connecticut.

The objectives and strategies that support our People First goal center on serving the people who use the transportation system and on supporting the people who work together every day to ensure that the transportation system is safe and well-functioning.

OBJECTIVE A

Embed safety into every aspect of our work.

STRATEGIES



1

Focus on workplace safety in all that we do.



2

Provide a safe transportation system for all users.



OBJECTIVE B

Cultivate a thriving workforce.

STRATEGIES



3

Recruit and retain a quality workforce.



4

Formalize a CTDOT-wide employee engagement program.



“Coming up with a training program for newer employees, how to onboard them and learn their job, is one of the areas where we’d probably get the biggest bang for the buck.”

– CTDOT employee, small group interviews



OBJECTIVE A | STRATEGY NO. 1

# Focus on Workplace Safety in All That We Do

STRATEGY DESCRIPTION

Prioritize workplace safety, which is a never-ending effort and a significant responsibility shared by all CTDOT employees and contractors. Employees often work in challenging locations and situations given the extensive range of CTDOT responsibilities related to providing safe and reliable transportation.

TIMEFRAME  
TO BEGIN



Mid-Term

FULL  
IMPLEMENTATION  
DURATION



1 to 3 Years

Key  
Benefits



- Prioritizes safety so employees can return home safe at the end of every shift, regardless of work location.
- Communicates the shared responsibility consistently across CTDOT, supporting employee morale and increasing productivity and efficiency.

Dependencies and  
Adjacent Initiatives



- Existing CTDOT safety programs and training
- Workforce retention and productivity activities

Resources  
Needed



- Strategic champion
- Amplification of current leadership prioritization and support
- Collaboration within transportation industry to gain legislative support

Potential  
Measures



- Reduction in reportable workplace injuries
- Reduction in employee time missed due to workplace injury
- Increase in employees reporting agreement with the survey statement: "CTDOT emphasizes safety in all programs and activities"
- Increase deployment of automated work zone enforcement

OBJECTIVE A | STRATEGY NO. 1

# Focus on Workplace Safety in All That We Do

## Implementation Actions



### *Assign Safety Points of Contact, Review and Support Best Practices and Training*

Assign safety points of contact in each Bureau to serve as the conduit for disseminating information, promoting safety within the Bureau, and sharing information about available trainings. Communications will emphasize the importance of psychological safety as well as physical safety.



### *Review Physical Security Standards of Each CTDOT Facility*

In addition to addressing facility safety, train employees to actively adhere to security policies and procedures.



### *Regularly Include Safety Moments/Briefings in CTDOT Internal Meetings*

Incorporate safety moments and briefings in internal CTDOT meetings as appropriate to underscore CTDOT's safety culture and to further embed safety into all aspects of the employee experience.



### *Pursue Regulatory/Programmatic Changes to Support Work Zone Safety*

Seek legislative support, when appropriate, for actions that address common work zone safety concerns, including distracted driving and speed enforcement.



### *Emphasize Work Zone Safety, Formalize Specific Training Programs*

Prioritize work zone training throughout CTDOT. Update the current work zone training program for consistency in training and implement regular refresher courses.



### *Leverage National Work Zone Awareness Program*

Capitalize on annual national work zone awareness campaign to educate the general public about the importance of safe driving in work zones.



OBJECTIVE A | STRATEGY NO. 2

# Provide a Safe Transportation System for All Users

STRATEGY DESCRIPTION

CTDOT is committed to ensuring that people can travel safely, regardless of which mode of transportation they choose.

TIMEFRAME  
TO BEGIN



Mid-Term

FULL  
IMPLEMENTATION  
DURATION



3 to 5 Years

Key  
Benefits



- Provides safe options for all residents, regardless of how they travel.
- Addresses safe road conditions while increasing walking, cycling, and multimodal options.
- Expands safe transportation options that provide access to businesses and services, supporting economic development.

Dependencies and  
Adjacent Initiatives



- Funding for safety programs
- Implementing existing Complete Streets directive
- Completion of CTDOT Active Transportation Plan

Resources  
Needed



- Strategic champion
- Programmatic funding/support

Potential  
Measures



- Increase in use of public transportation
- Increase in facilities serving non-motorized modes (e.g., feet of sidewalks and/or bike lanes)
- Reduction in number of transportation-related fatalities and severe injuries involving pedestrians, bicyclists, transit users, motorists, and passengers
- Increase in number of Safety Patrol incident responses, as service expands

OBJECTIVE A | STRATEGY NO. 2

# Provide a Safe Transportation System for All Users

## Implementation Actions



### *Implement the 2024–2026 Triennial Highway Safety Plan and Federal Fiscal Year 2025 Connecticut Highway Safety Improvement Program*

Strengthen and expand partnerships and successful collaborations with safety partners represented in the work of the Connecticut Vision Zero Council and the Strategic Highway Safety Plan Executive Committee. Support the ongoing implementation of the CTDOT Highway Safety Plan and the Highway Safety Improvement Programs.



### *Promote and Expand CTDOT Safety Patrol Program*

Grow the CTDOT Safety Patrol program, which supports incident management and responds to nearly 15,000 incidents annually. The service fills a critical need in the communities in which the service exists. Increase awareness of the program and research opportunities to expand service.



### *Further Implement Safe Streets Policies*

CTDOT understands that street design can improve safety for bicyclists and pedestrians. The Quick Build Program allows the use of less expensive, temporary materials to quickly change street design to increase safety and improve multimodal transportation in collaboration with local governments. Increase awareness and promote use of the program with local governments. Continue implementation of the Complete Streets design criteria, an expansion of CTDOT's Complete Streets Policy, which seeks to ensure that every project creates stronger multimodal transportation networks and improves safety and accessibility for all users.



### *Support Multimodal Transportation Options and Implement CTDOT's Customer Experience Action Plan*

Implement the Customer Experience Action Plan to make customer-focused transit investments that improve service, ease of use, accessibility, and comfort.



OBJECTIVE B | STRATEGY NO. 3

# Recruit and Retain a Quality Workforce

STRATEGY DESCRIPTION

CTDOT's workforce is comprised of a range of professionals with broad expertise. It takes the collective work of CTDOT's entire workforce to achieve its Mission. Promote and further refine programs that support development of current employees—such as employee recognition and career development training—while recruiting new employees.

TIMEFRAME  
TO BEGIN



Mid-Term

FULL  
IMPLEMENTATION  
DURATION



3 Years

Key  
Benefits



- Supports the development of current employees and maintains efficiency and productivity.
- Helps ensure CTDOT is competitive in recruiting employees so it can achieve its Mission as employees retire and leave public service and
- Establish a workforce of employees that reflect the communities they serve.

Dependencies and  
Adjacent Initiatives



- Retention and productivity activities

Resources  
Needed



- Strategic champion
- Programmatic/funding support
- Coordination with trade and educational institutions

Potential  
Measures



- Lower employee turnover rate
- Increase in percentage of employees who say CTDOT focuses on engaging and retaining employees

OBJECTIVE B | STRATEGY NO. 3

# Recruit and Retain a Quality Workforce

## Implementation Actions



*Increase Opportunities for Workforce Training and Skills Development*

Further develop and implement robust, enterprise-wide skills training programs to provide greater opportunities to staff. Formalize succession planning tools to support long-term workforce development, strengthen leadership continuity, and provide clear pathways for internal advancement.



*Expand and Formalize CTDOT Onboarding Program to Include New Hire Roadmaps*

Identify current onboarding efforts and formalize them into a CTDOT-wide program the Bureaus can build upon to help new hires get acclimated to the CTDOT culture and unique responsibilities of each Bureau. Formalize touchpoints at key milestones.



*Increase Employees' Ability to Pursue Internal Career Path Opportunities*

Establish clear career pathways outlining skills and experience needed for advancement. Support training programs that help employees acquire skills relevant to their career goals.



*Establish a Formal Mentorship Program*

Connect employees with experienced CTDOT mentors to support professional growth, job advancement, and achievement.



*Develop and Pilot Collaborative Recruitment Efforts*

Pursue programmatic collaboration with technical, trade, and community-centric organizations and educational institutions to promote careers in transportation and to train potential future workers in the skills needed to successfully support CTDOT's Mission.



OBJECTIVE B | STRATEGY NO. 4

# Formalize a CTDOT-Wide Employee Engagement Program

STRATEGY DESCRIPTION

Develop an intentional, structured engagement program that Bureaus can use to support employee-to-employee connections, share information, gather feedback, and support CTDOT's Mission and Vision.

TIMEFRAME  
TO BEGIN



Short-Term

FULL  
IMPLEMENTATION  
DURATION



2 Years

Key  
Benefits



- Improves engagement, which will improve employee morale and lead to increased workforce retention.
- Increases feedback opportunities, which will provide CTDOT with additional insight into concerns and challenges faced by employees.
- Provides additional feedback that may help track progress toward key organizational objectives.

Dependencies and  
Adjacent Initiatives



- Existing CTDOT employee engagement groups and clubs
- Workforce retention activities, Strategy No. 3

Resources  
Needed



- Strategic champion
- Programmatic/funding support

Potential  
Measures



- Rate of Bureau-specific participation in annual engagement survey
- Increase employee satisfaction with training programs

OBJECTIVE B | STRATEGY NO. 4

# Formalize a CTDOT-Wide Employee Engagement Program

## Implementation Actions



### Continue Current Commissioner-led Engagement Activities

Continue Coffee with the Commissioner, the current employee engagement program, and the employee recognition program, which have been well-received throughout the agency.



### Develop Engagement Framework that Works Across Bureaus

Implement an organized foundational program that identifies areas of commonality in employees' workplaces, schedules, and access to technology. Leverage engagement representatives to aid in engagement efforts and deliver a positive employee experience.



### Support Employee Feedback Opportunities

Establish processes to simplify the ability of employees to share both successes and concerns with CTDOT leadership. These could include digital or physical suggestion boxes, or periodic surveys designed to gauge employee sentiment on different topics.



### Seek Lessons-Learned from Peer State DOTs

Engage with AASHTO committees, such as the committees on Transportation Communications or Administration, as well as other resources to identify best practices that could support employee engagement efforts.



### Draft an Internal Employee Communications Plan

Use the process of drafting an employee engagement communication plan to assist in aligning agency messaging and overall program goals.



### Repeat Employee Engagement Surveys

Annually survey employees for feedback. Specifically focus on employee satisfaction and seek to evaluate trends and drivers that could impact employee productivity and agency success.





**Pillar—Accountability:** To earn and maintain the trust of staff, the state legislature, and the traveling public, CTDOT leadership and all associated initiatives must prioritize fiscal responsibility, environmental impact, and a customer experience that puts people first.





**GOAL:** Prioritize ACCOUNTABILITY by efficiently and effectively managing resources.

CTDOT understands that our ability to achieve our Mission—“Improving Lives Through Transportation”—starts with earning the trust and confidence of the people of Connecticut. The Accountability goal is focused on transparency, efficiency, and organizational excellence.

OBJECTIVE C

Demonstrate organizational excellence.

STRATEGIES



5

Strengthen performance management reporting.



6

Build CTDOT knowledge management program.



OBJECTIVE D

Build public trust in CTDOT.

STRATEGY



7

Improve public understanding by explaining CTDOT’s role in developing, operating, and maintaining the transportation system.



PHOTO CREDIT UConn Athletics

“ We align our organization to support business goals and operations. Every member of my team does their best to get the job done.”

– CTDOT employee, small group interviews



OBJECTIVE E

Support Connecticut's economic competitiveness and efficiency.

STRATEGIES



8

Enhance mobility, connectivity, and system reliability.



9

Advance Capital Program Roadmap.





OBJECTIVE C | STRATEGY NO. 5

# Strengthen Performance Management Reporting

STRATEGY DESCRIPTION

Further develop and institutionalize performance reporting to support informed decision-making, transparency, accountability, and continuous improvement.

TIMEFRAME  
TO BEGIN



Short-Term

FULL  
IMPLEMENTATION  
DURATION



5-Plus Years

Key  
Benefits



- Tracks and reports on key organizational initiatives, which will help communicate progress and support data-driven decision-making.
- Illuminates potential risks, challenges, and trends.
- Improves credibility with stakeholders.

Dependencies and  
Adjacent Initiatives



- Enabling technology/data requirements prioritized on the Strategic Technology Roadmap detailed in Strategy 12

Resources  
Needed



- Strategic champion
- Programmatic/funding support

Potential  
Measures



- Publish a performance measure report
- As initiatives progress, Strategic Plan progress could be included in report

OBJECTIVE C | STRATEGY NO. 5

# Strengthen Performance Management Reporting

## Implementation Actions



*Enhance Organization-Wide Performance Data and Reporting*

Dedicate resources to support organization-wide implementation and assist Bureaus in ongoing efforts to leverage performance reporting.



*Survey Bureaus to Identify Key Performance Measures and Reporting Timeframes*

Catalog data CTDOT is using to drive decision-making and identify gaps and opportunities for further data development.



*Establish Data Collection and Reporting Cycles*

Further establish Bureau-specific and CTDOT-wide data collection and reporting cycles to manage agency and stakeholder expectations around information availability.



*Develop Reporting Dashboards for Easy Internal and External Access*

Implement dashboards to synthesize multiple data sources into comprehensive storytelling tools that improve transparency by providing data on metrics that will drive performance improvement (such as tracking and then improving project timelines). Dashboards can help tell CTDOT's story and focus in on what is working and where challenges lie.



*Utilize Data in Programmatic Decision-Making*

As the program matures, use performance data to help inform programmatic decisions with an eye toward efficiency, accountability, and organizational improvement.



OBJECTIVE C | STRATEGY NO. 6

# Build CTDOT Knowledge Management Program

STRATEGY DESCRIPTION

Expand a program agency-wide to intentionally identify, organize, share, and apply critical knowledge management actions in support of succession planning and institutional knowledge preservation.

TIMEFRAME  
TO BEGIN



Short-Term

FULL  
IMPLEMENTATION  
DURATION



3 to 5 Years

Key  
Benefits



- Captures specialized knowledge from employees before they leave CTDOT, minimizing the impact of workforce transitions.
- Retains and builds essential expertise.
- Helps newer employees understand institution processes and lessons-learned, increasing productivity, and efficiency.

Dependencies and  
Adjacent Initiatives



- Leadership support
- Workforce retention and employee engagement activities

Resources  
Needed



- Strategic champion
- Programmatic/funding support

Potential  
Measures



- Increase in employees reporting agreement with the survey statement: "CTDOT has tools and processes in place to capture the knowledge of the current workforce and use it to train incoming staff"

OBJECTIVE C | STRATEGY NO. 6

# Build CTDOT Knowledge Management Program

## Implementation Actions



### Update Knowledge Management Strategy

In collaboration with CTDOT's Knowledge Management Lead, organize an update of CTDOT's enterprise-focused Knowledge Management Program. Collaborate on supporting succession planning efforts to include updating desktop manuals and standard operating procedures, further aligning agency leadership around knowledge management priorities.



### Conduct a Knowledge Management Assessment

Organizations organically collect institutional knowledge, even in the absence of a formal knowledge management program. Conduct a review of current knowledge capture activities throughout the organization to better understand opportunities for organizing the existing agency-wide knowledge capture and information sharing.



### Create a Knowledge Management Implementation Plan

Building upon the knowledge management strategy and using information gathered during assessment, draft an implementation plan that identifies necessary resources for successful outcomes. Potential measures include tracking outcomes, program outputs, employee participation, and program costs.



### Leverage Best Practices from AASHTO and Other State DOTs

Build on our involvement in AASHTO's Committee on Knowledge Management to identify and apply best practices in support of CTDOT's Knowledge Management Program.



OBJECTIVE D | STRATEGY NO. 7

# Improve Public Understanding

By Explaining CTDOT’s Role in Developing, Operating, and Maintaining the Transportation System

STRATEGY DESCRIPTION

Public awareness of CTDOT’s Mission and Vision is dependent on a robust and well-supported communication and engagement program. Greater understanding can lead to increased trust in CTDOT’s ability to achieve its Mission.

TIMEFRAME  
TO BEGIN



Short-Term

FULL  
IMPLEMENTATION  
DURATION



2 Years

Key  
Benefits



- Increases agency transparency and accountability.
- Communicates CTDOT’s challenges and its successes, which builds public trust.
- Intentionally engages people and businesses. Listening to their concerns and priorities can improve CTDOT outcomes.

Dependencies and  
Adjacent Initiatives



- Organizational support and participation

Resources  
Needed



- Programmatic/funding support
- Communications and public engagement staff

Potential  
Measures



- Increase public approval rating developed through the Seek Feedback implementation action
- Increase in public participation in outreach and engagement efforts tracked
- Increase in press releases and public events

OBJECTIVE D | STRATEGY NO. 7

# Improve Public Understanding

By Explaining CTDOT’s Role in Developing, Operating, and Maintaining the Transportation System

## Implementation Actions



*Draft a Plan*

Draft an outreach plan representing all agency Bureaus that includes objectives, strategies, tactics and measures—all in support of CTDOT’s Mission and Vision.



*Build Upon Storytelling Efforts*

Focus on crafting narratives that help people understand the work CTDOT does to deliver a safe and efficient transportation system, including specific descriptions of Bureau activities and programs.



*Update Website for Project Reporting and Ongoing Updates*

Highlight the benefits of public investment in transportation projects and programs. Update the CTDOT active projects website to include anticipated project benefits in addition to details like project status and anticipated project completion.



*Seek Feedback*

Collect feedback through an online survey to evaluate public perceptions of CTDOT and the transportation system. Consistently re-administer the survey to measure changes in public opinion over time.



*Celebrate Progress*

Formalize agency-wide program to plan and implement ribbon-cuttings touting benefits of projects when completed. Develop outreach strategies that include ongoing project updates to maintain community connections between projects’ groundbreaking and completion.



OBJECTIVE E | STRATEGY NO. 8

# Enhance Mobility, Connectivity, and System Reliability

STRATEGY DESCRIPTION

People and businesses expect mobility and connectivity, which depend on keeping CTDOT’s transportation system in a state of good repair (SOGR).

TIMEFRAME  
TO BEGIN



Short-Term

FULL  
IMPLEMENTATION  
DURATION



3 Years

Key  
Benefits



- Increases system efficiency and economic productivity.
- Improves reliability and system performance.
- Addresses safety and supports overall quality of life.
- Maintains asset condition and lowers long-term costs.

Dependencies and  
Adjacent Initiatives



- CTDOT Asset Management Program

Resources  
Needed



- Strategic champion
- Programmatic/funding support
- Collaboration with first responders for Traffic Incident Management training

Potential  
Measures



- CTDOT Performance Reporting Measures:
- Buses—reliability
  - Construction contracts on time/budget
  - Roadway ride quality
  - Condition of CTDOT roadway bridges

OBJECTIVE E | STRATEGY NO. 8

# Enhance Mobility, Connectivity, and System Reliability

## Implementation Actions



### Continue Investment in Multimodal Transportation Systems

Deliver strategies outlined in CTDOT's Long Range Transportation Plan—and related plans such as the state's Freight, Rail, and Statewide Active Transportation plans—to support increased mobility and connectivity.



### Prioritize and Advance Projects that Maintain the System in a SOGR

Bolster economic development by ensuring infrastructure reliability, reducing maintenance costs, and supporting the movement of people and goods.



### Continue Traffic Incident Management (TIM) Training and Collaboration Among First Responders

TIM clears incidents quickly and increases safety for first responders, motorists, and crash victims. Maintaining collaboration between EMTs, fire departments, law enforcement, and tow operators benefits Connecticut’s economy.



### Maintain and Update Asset Management Plans

CTDOT develops and implements Transportation Asset Management Plans (TAMPs) for highways and public transportation that are focused on achieving a state of good repair and align federal requirements. TAMPs build on prior actions to maintain the system while establishing planned actions to continue to maintain the system into the future.



### Leverage State-Owned Property and Right-of-Way for Potential Development

Leverage state-owned property and right-of-way for potential use in revenue generation and operational enhancements. Possible examples could include: transit-oriented development to encourage growth and activity near transit stations; collaborations for telecommunications (such as fiber and cellular); and energy generation (solar and battery storage).



OBJECTIVE E | STRATEGY NO. 9

# Advance the Capital Program Roadmap

STRATEGY DESCRIPTION

The Capital Program Roadmap, initiated as an early Strategic Plan action item, will strengthen our ability to deliver vital projects efficiently. It focuses on five interrelated improvement initiatives that will further our efforts to align processes, enhance transparency, establish clear handoff processes, and support a more structured and consistent consultant procurement workflow.

TIMEFRAME  
TO BEGIN



Short-Term

FULL  
IMPLEMENTATION  
DURATION



Five-Plus  
Years

Key  
Benefits



- Streamlines the programming and project development process.
- Aligns processes across CTDOT Bureaus and modes.
- Increases transparency and accountability in project delivery.
- Establishes clear process for handoffs between project phases.
- Supports a more structured and consistent consultant procurement workflow.

Dependencies and  
Adjacent Initiatives



- Strategic Technology Roadmap

Resources  
Needed



- Strategic champion
- Programmatic/funding support

Potential  
Measures



- Reduction in project delivery delays with improved handoff efficiency
- Decrease in time from initiation to notice to proceed for consultant agreements

OBJECTIVE E | STRATEGY NO. 9

# Advance the Capital Program Roadmap

## Implementation Actions



### Establish a Portfolio Management Function

Facilitate project delivery and support program management through the phased implementation of a Portfolio Management Function (PMF). The PMF will provide dedicated resources to strengthen collaboration across Bureaus, formalize communication protocols, standardize project milestones, and refine processes to support project managers across the full project life cycle.



### Standardize and Refine Procurement and Scoping Process

Improve the efficiency of consultant procurement activities and scoping. Leverage centralized project management resources, refine existing practices, standardize procedures and templates, and strengthen coordination.



### Institute Project Data and Information Standards

Improve data flow throughout CTDOT by creating a structured approach to project information. Define what data is tracked, where it is captured, and who is responsible for managing it to support data management throughout capital planning and delivery.



### Enhance Capital Needs Identification, Prioritization, and Project Initiation

Embed a consistent approach to identifying and prioritizing capital needs to streamline the transition to project development. This will strengthen the intake, prioritization, and initiation of capital projects by aligning existing workflows, formalizing procedures, and modernizing tools and forms.



### Assess Skills Gap and Develop Training Program

Develop and deliver training to help staff stay current with enterprise standards, operating procedures, technologies, and best practices in support of both the Capital Program Roadmap and Strategic Technology Roadmap. This builds the knowledge and skills needed to implement the initiatives effectively, adapt to evolving requirements, and maintain consistent, high-quality outcomes.





**Pillar—Innovation:** Connecticut faces unique challenges that require forward-thinking, strategy-based decision-making. This approach aims to create operational efficiencies, attract top talent, and continuously improve the infrastructure.





**GOAL:** Leverage INNOVATION to operate a safe, well-functioning transportation system.

The Innovation goal leans into and supports our cultural values of collaboration, continuous improvement, and problem-solving to overcome challenges.

OBJECTIVE F

Grow a culture of innovative, solution-oriented problem-solving.

STRATEGIES



10

Focus on continuous process improvement across CTDOT.



11

Encourage employee-driven innovation.



OBJECTIVE G

Deploy technology systematically to anticipate and meet challenges.

STRATEGY



12

Advance Strategic Technology Roadmap.



**“The DOT is innovative. The DOT embraces technology like a bear hug. The organization is not going to be stagnant.”**  
- CTDOT employee, small group interviews



OBJECTIVE F | STRATEGY NO. 10

# Focus on Continuous Process Improvement Across CTDOT

STRATEGY DESCRIPTION

CTDOT is committed to innovation and nurturing a culture of problem-solving to achieve successful program and project outcomes.

TIMEFRAME  
TO BEGIN



Mid-Term

FULL  
IMPLEMENTATION  
DURATION



5-Plus Years

Key  
Benefits



- Saves time and resources.
- Delivers services more efficiently.
- Increases agency adaptability and resiliency.

Dependencies and  
Adjacent Initiatives



- Training and skills development
- Employee engagement

Resources  
Needed



- Strategic champion
- Programmatic/funding support
- Continuous improvement training
- Collaboration with federal agencies/AASHTO to conduct peer exchanges

Potential  
Measures



- Track agency technology investments compared to identified needs

OBJECTIVE F | STRATEGY NO. 10

# Focus on Continuous Process Improvement Across CTDOT

## Implementation Actions



### *Encourage a Culture of Continuous Improvement*

Support increasing innovation and technology deployment and collaboration across Bureaus. Share stories of real-world successes at town halls and other agency events to promote continuous process improvement and to celebrate CTDOT's culture of experimentation and problem-solving.



### *Move Innovative Concepts from Pilot to Implementation*

Establish an innovation deployment program that reviews previously deployed pilot and demonstration projects and evaluates them for potential large-scale deployment and implementation.



### *Invest in Training and Development*

Support the organizational problem-solving spirit through training and development resources dedicated to continuous improvement concepts, including workshops and professional development opportunities.



### *Support and Promote Technology-Focused Peer Exchanges With Other State DOTs*

State DOTs regularly solve problems to make the best use of budgets and resources. CTDOT can tap existing knowledge networks to share best practices and gain insights from peer agencies facing similar challenges.



OBJECTIVE F | STRATEGY NO. 11

Encourage Employee-Driven Innovation

STRATEGY DESCRIPTION

Employee-driven innovation taps into the inherent knowledge gathered by frontline employees and program delivery experts.

TIMEFRAME TO BEGIN

Short-Term

FULL IMPLEMENTATION DURATION

3 Years

Key Benefits

- Positions employees as critical resources in addressing CTDOT challenges.
- Grows engagement and ownership among the CTDOT workforce, which results in higher job satisfaction and greater employee retention.
- Contributes to a more positive organizational culture that sees employees collaborating to develop and implement new ideas.

Dependencies and Adjacent Initiatives

- Workforce retention
- Employee engagement
- Training and development opportunities

Resources Needed

- Strategic champion
- Programmatic/funding support

Potential Measures

- Number of communities of practice established
- Number of employee-identified innovative ideas
- Increase efficiency (time-savings) or funding saved through innovation implementations

OBJECTIVE F | STRATEGY NO. 11

Encourage Employee-Driven Innovation

Implementation Actions



Utilize Existing Communities of Practice to Encourage Employee Innovation

Communities of practice are groups of people who share expertise in a common subject who come together to share their knowledge and collectively solve problems. Formalizing and expanding CTDOT's communities of practice could result in cross-organizational, multi-perspective collaborations similar to informal existing CTDOT staff committees discussing bridge standards, Complete Streets, and performance management.



Strengthen Programs That Identify and Formally Recognize Employee-Driven Innovation

Include category for employee-driven innovation in annual CTDOT recognition program. Consider innovation competition for employees to submit their innovative ideas connected with potential funding to pilot their idea. The results of the pilot program (in a garage, District, or Bureau) will be shared across the agency to celebrate the ideas and to encourage others to similarly offer their best problem-solving ideas.



Leverage Peer Agency Best Practices for Employee Innovation

Engage with Connecticut peer state agencies, AASHTO's Innovation Management program, and other State DOTs nationally to identify potential techniques to recognize employee innovations and move those ideas into practice.

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OBJECTIVE G | STRATEGY NO. 12

# Advance the Strategic Technology Roadmap

STRATEGY DESCRIPTION

A Strategic Technology Roadmap, initiated as an early Strategic Plan action item, seeks to define a shared vision for CTDOT technology and information needs. The roadmap lays the path to define clear IT and data governance standards and to invest in tools that improve efficiency, reduce costs, and strengthen more informed decision-making and collaboration.

TIMEFRAME  
TO BEGIN



Short-Term

FULL  
IMPLEMENTATION  
DURATION



5-Plus Years

Key  
Benefits



- Continues innovative approach and informed decision-making.
- Establishes framework for determining technology annual budget needs to address core system maintenance, IT support services, and new investments.
- Prioritizes technology investment needs, considering CTDOT available resources and ongoing activities.

Dependencies and  
Adjacent Initiatives



- Capital Program Roadmap

Resources  
Needed



- Responsible person or program
- Programmatic/funding support

Potential  
Measures



- Implementation of the technology roadmap

OBJECTIVE G | STRATEGY NO. 12

# Advance the Strategic Technology Roadmap

## Implementation Actions



### *Assess and Address Critical Software Needs*

Define functional and technical requirements for new software to meet both current and future business needs. This wide-ranging effort includes: asset/maintenance management software; new tools to help better manage CTDOT budgets, grants, and schedules; software to support the integration of bus and rail ticketing; permitting software improvements; and a centralized customer service application.



### *Move towards More Informed Decision-Making through Improved Data and Analytics*

Review and define data needs, data sharing agreements, tool(s)/platform(s) for data ingestion, storage and analysis, and related data and analytics architecture. Then execute a plan to create a common data and analytics platform. The efforts will lead to faster and more consistent reporting as well as more informed decision-making across CTDOT.



### *Strengthen IT and Data Governance Activities*

Establish and formalize a clearly defined method to consistently identify, prioritize, track, and evaluate IT initiatives on a recurring basis across CTDOT. In addition, formalize the process to define, collect, produce, maintain, and protect CTDOT's data. These efforts will build on the current IT governance processes, IT strategic plan, and data education efforts. Benefits include building greater awareness and transparency among stakeholders regarding CTDOT goals, focus, and delivery expectations for IT-related projects and a consistent framework to move to more informed decision-making.



