

Transportation Strategic Plans and Best Practices: Synthesis

Prepared for
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Transportation Synthesis Reports (TSRs) are brief summaries of currently available information on topics of interest to WSDOT staff. Online and print sources may include newspaper and periodical articles, NCHRP and other TRB programs, AASHTO, the research and practices of other state DOTs and related academic and industry research. Internet hyperlinks in the TSRs are active at the time of publication, but host server changes can make them obsolete.

Request for Synthesis

This synthesis and literature review requested by Cam Gilmour, WSDOT Deputy Secretary of Transportation and Chief Operating Officer, summarizes strategic plans and best practices in transportation and other public sector agencies focusing on linkages between organizational mission, values, goals, continuous improvement, management systems, and performance.

Databases Searched

- TRID - A Transportation Research Database at the Transportation Research Board (TRB)
- Research in Progress (RiP) – A Database of Current Transportation Research at TRB
- Previous Synthesis Reports on WSDOT Research Website
- Google, Bing, and other similar search websites
- Wisconsin DOT Transportation Synthesis Reports
- Federal Transit Administration (FTA) website
- Federal Highway Administration (FHWA) website
- International Transportation and other research websites

Selected State DOT Strategic Plans

Arizona

[Arizona Department of Transportation Strategic Plan: fiscal years 2013-2017](#)

California

[Caltrans Strategic Plan 2007-2012](#)

[Caltrans Performance Reports](#)

Colorado

[Colorado department of transportation Strategic Plan FY 2012-2013 Budget](#)

Georgia

[Georgia DOT Performance Management Dashboard and Strategic Goals](#)

Minnesota

[Minnesota Department of Transportation Strategic Plan 2013](#)

Missouri

[MoDOT Strategic Plan FY 2003-2008](#)

Montana

[Montana DOT Strategic Business Plan](#)

Ohio

[Ohio DOT Strategic Plan](#)

Oregon

[Oregon Department of Transportation Values, Goals, Strategies and Performance Measures](#)

South Carolina

[SCDOT Strategic Management Plan](#)

[SCDOT Strategic Management Plan Poster](#)

South Dakota

[South Dakota DOT 2009-2010 Strategic Plan: Connecting South Dakota and the Nation](#)

Texas

[Developing Sustainable Transportation Performance Measures for TXDOT's Strategic Plan: Technical Report](#)

Utah

[UDOT: Strategic Direction & Performance Measures](#)

Other Strategic Plans

[Washington State Office of Financial Management 2012-2015 Strategic Plan](#)

Washington State Office of Financial Management; www.ofm.wa.gov; 2012

[Washington State Department of Labor & Industries Strategic Plan 2011](#)

WA State L&I Website; www.lni.wa.gov; 2011

[King County, Washington Strategic Plan](#)

King County Executive; www.kingcounty.gov; 2013

Transportation Strategic Plans Literature

[Strategic Planning and Decision Making in State Departments of Transportation: Synthesis 326](#)

TRB; onlinepubs.trb.org; 2004

[USDOT Transportation for a New Generation: Strategic Plan/Fiscal Years 2012 -2016](#)

USDOT; www.dot.gov; 2012

[Indicators and performance measures for Transportation, Environment and Sustainability in North America](#)

Report from a German Marshall Fund Fellowship; 2000

Strategic Planning and Best Practices Operational Guides

[The Shingo Prize for Operational Excellence](#)

Jon M. Huntsman School of Business; Utah State University; 2013

[The Shingo Model](#)

[SCOPE: The Shingo Prize](#)

Summary: The Shingo Prize for operational excellence is a not-for profit foundation located at Utah State University, named for Japanese industrial engineer, Dr. Shigeo Shingo, the renown thought leader pioneering the concepts, management systems and improvement techniques known as the Toyota Business System. The Shingo Prize is to create excellence across the entire organizational enterprise through the application of universally accepted principles of operational excellence, alignment of management systems, and the wise application of improvement techniques through teaching correct principles and new paradigms that accelerate the flow of value, align and empower people, and transform organizational culture.

[How to Identify and Select Lean Six Sigma Projects: Alignment with the Strategic Plan](#)

By Douglas Mader, Quality Progress; www.qualityprogress.com; 2013

Summary: Putting Best Practices to work in Strategic Planning using Lean Six Sigma requires understanding of how to identify and select lean Six Sigma projects that are in alignment with the organization's strategic plan.

[Operationalize Your Strategic Plan Using Lean Six Sigma](#)

By Donald D. Ainsworth; *MetaOps* Magazine; February 6, 2013

Summary: This article describes using Lean Six Sigma in an organization to operationalize your strategic plan for successful strategy execution.

[Best Practices: Is your strategic plan up to snuff?](#)

Abaris Consulting; 2013

Summary: This report discusses key strategic plan components.

[Strategic planning best practices help you achieve superior results](#)

Simply Strategic Planning; www.simply-strategic-planning.com; 2013

Summary: This report discusses the US Association for Strategic Planning (ASP) and the United Kingdom Strategic Planning Society (SPS) activities in support of best practices for effective strategic planning.

[Strategic Planning with Six Sigma and Lean: Choosing, Certifying, and Implementing](#)

Baldrige.com; November 12, 2012

Summary: This paper discusses the Strategic Planning portion of the Baldrige criteria specifically addressing how organizations approach process and performance improvement, emphasizing that long-term organizational sustainability, operational capability, and alignment are key strategic issues that need to be integral parts of an organization's overall planning.

[Balanced Scorecard Basics: Strategic Planning and Management System](#)

Balance Scorecard; www.balancescorecard.org; 2012

Summary: The balanced scorecard is a strategic planning and management system used extensively in business and industry, government, and nonprofit organizations worldwide to align business activities to the vision and strategy of the organization, improve internal and external communications, and monitor organization performance against strategic goals. Originated by Drs. Robert Kaplan (Harvard Business School) and David Norton as a performance measurement framework, it added strategic non-financial performance measures to traditional financial metrics to give executives a more 'balanced' view of organizational performance.

[Driving Operational Innovation Using Lean Six Sigma](#)

By George Byrne, Dave Lubowe and Amy Blitz; IBM Institute for Business Value; 2012

Summary: Lean Six Sigma, a relatively well-known approach for achieving operational excellence, in addition to improving processes, can help leaders discover innovation opportunities far beyond operations, enhance financial performance, and create organizations that have an inherent inclination toward innovation.

[Building High Performance Government through Lean Six Sigma: A Leader's Guide to Creating Speed, Agility, Efficiency](#)

By Mark Price, Walter Mores, and Hundley M. Elliotte; Accenture; www.accenture.com; 2012

Summary: This book highlights viable strategies in use today creating strategic alignment and greater productivity in government.

[Leading with Lean Six Sigma](#)

By Thomas Pyzdek; PPP www.Slideshare.net; 2009

Summary: This is a slide presentation that describes how to use Lean Six Sigma in strategic planning and developing balance scorecards.

[Rapid Transformation: A 90-day Plan for Fast and Effective Change](#)

Behnam N. Tabrizi; Harvard Business School Publishing; 2007

Summary: This book discusses the critical success factors differentiating successful organizational transformations from failed transformations. The most successful transformations are all-encompassing, integrative, fast, and have full, passionate commitment and buy-in at the top layers of the organization.

[Hoshin Kanri - The Strategic Approach to Continuous Improvement](#)

By David Hutchins; David Hutchins International Quality College; 2007

Summary: This book describes the concept of *Hoshin Kanri* and underpins all of the leading Japanese business strategies in companies such as Toyota, Honda, Komatsu, and many others and is viewed internationally as the fundamental building blocks for a successful organization. David Hutchins researched *Hoshin Kanri* since its early development in the late 1960s and applied *Hoshin Kanri* with stunning success and summarizes his experience into this reference and guide.

[Hoshin Kanri: Policy Deployment for Successful TQM](#)

Edited by Yōji Akao; Productivity Press; 1988

Summary: This book discusses the implementation of *hoshin kanri*, using case studies, to describe the implementation of the continuous improvement process in action. *Hoshin kanri* is a method to capture and realize strategic goals and integrate them into daily activities.

[Governing for Results and Accountability: Strategic Planning and Performance Measurement](#)

Pat Dusenbury; Urban Institute; 2000

Summary: This report examines performance management looking at strategic planning, program budgeting, and citizen involvement in government.