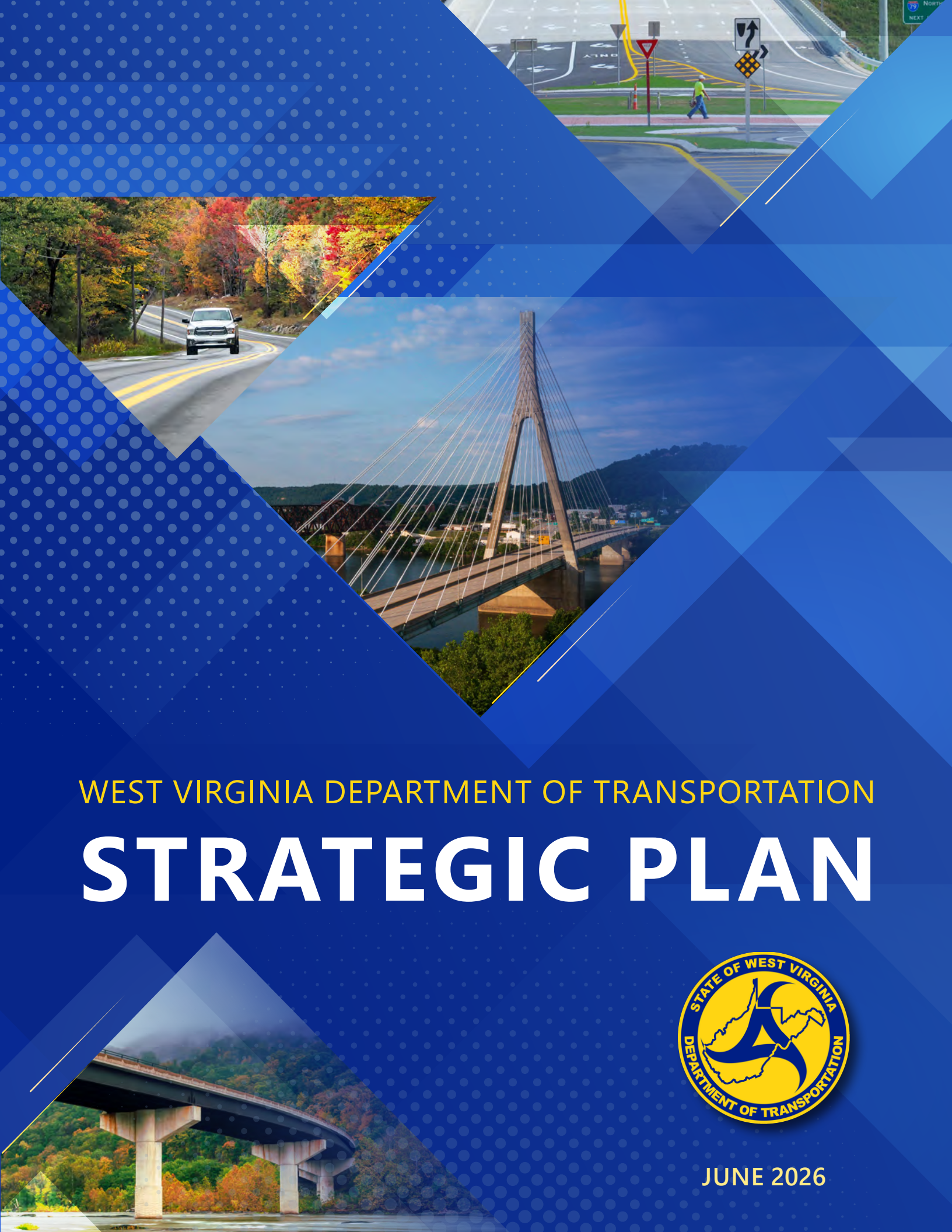




WEST VIRGINIA DEPARTMENT OF TRANSPORTATION

STRATEGIC PLAN



JUNE 2026

LEADERSHIP MESSAGE



The West Virginia Department of Transportation (WVDOT) is at a pivotal moment. The demands on our transportation system continue to grow, while we face real challenges related to workforce capacity, funding, and the complexity of maintaining and improving one of the largest state-maintained systems in the country. **The decisions we make today will shape how we serve West Virginians for years to come.**

We approach this moment with a clear understanding of both our challenges and our strengths. Across the Department, we are managing vacancies, adapting to retirements, and working within constrained resources while continuing to deliver safe and reliable service every day. At the same time, our greatest strength remains our people. The dedication and expertise of WVDOT employees across the State are what make this organization successful, and this plan builds directly on that foundation.

This Strategic Plan provides a clear direction for the Department. It focuses our efforts on the areas where we can make the greatest impact and reflects what we heard from our employees, leadership, and partners. Just as importantly, it is a plan for action. We are committed to implementation, accountability, and measurable progress, and we will align our work across divisions to support these priorities.

Moving forward, success will depend on stronger alignment, clear expectations, and continued communication across the organization. This effort begins with leadership and extends to every employee. Each of us has a role to play in delivering on this plan.

Above all, our responsibility is to the people of West Virginia. Whether they are traveling our roadways or interacting with us through services like the Division of Motor Vehicles, we are committed to improving both system performance and the customer experience.

By working together, we will strengthen this organization and deliver better outcomes for the State we serve.

A handwritten signature in blue ink, appearing to read "Stephen T. Rumbaugh".

Stephen T. Rumbaugh, P.E.

Cabinet Secretary

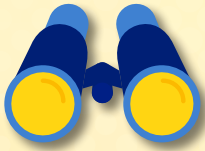
Commissioner of Highways

EXECUTIVE SUMMARY



MISSION | Our shared purpose

To provide a safe, efficient, and reliable multimodal transportation system to keep West Virginia moving.



VISION | We aspire to...

Continuously improve West Virginia's transportation system by building connections, driving economic growth, and adapting to a changing world.



VALUES | Who we are

Safety is the foundation of everything we do to protect our employees, partners, and the traveling public by remaining vigilant, proactive, and improving safety outcomes across our system.

Service is how we meet the needs of West Virginians by delivering dependable transportation services, staying responsive to our communities, and working together to get the job done right.

Stewardship is how we take care of what we've been entrusted with by using resources wisely, being accountable to the public, and building a stronger system for the future.

STRATEGIC PRIORITIES

- ✓ Build, support, and retain a skilled **workforce** to deliver WVDOT's mission.
- ✓ Protect the **safety** of travelers, employees, and communities across the transportation system.
- ✓ Strengthen **efficiency** to ensure every dollar delivers measurable value to the people of West Virginia.
- ✓ Use **technology** to modernize systems, improve performance, and support customer-focused service delivery.
- ✓ Strengthen WVDOT's ability to **adapt**, align, and continuously improve over time.

WE ARE: People moving people forward.



INTRODUCTION AND STRATEGIC CONTEXT

The West Virginia Department of Transportation (WVDOT) is at a pivotal moment. Expectations for safety, reliability, transparency, and performance are rising, while the Department faces constraints related to workforce capacity, funding, and the complexity of maintaining infrastructure and delivering services across a large, rural state.

This Strategic Plan advances the work of WVDOT's Efficiency Plan, which identified "New Strategic Plan for WVDOT" as its final strategic initiative/action. It establishes a clear direction, building on WVDOT's strengths while addressing key challenges. Developed through plan reviews, trend analysis, and engagement with leadership, it is designed to guide decision-making, align priorities, and improve performance.

WVDOT manages one of the largest state-maintained transportation systems in the country, spanning highways, multimodal transportation, and customer-facing services such as the Division of Motor Vehicles (DMV). This requires disciplined choices about how to allocate limited resources to achieve the greatest impact.

Purpose of this Plan

This plan is intended to be practical, actionable, and measurable, focusing on a limited number of priorities supported by clear actions and outcomes.

Key themes of the plan included:

- ▲ **GREATER ALIGNMENT** across divisions
- ▲ **CLEAR EXPECTATIONS** and accountability
- ▲ **IMPROVED COMMUNICATION** and coordination
- ▲ A focus on **MEASURABLE RESULTS**

Its goal is to improve performance: delivering projects efficiently, maintaining infrastructure effectively, and providing responsive service.

Why Now?

As WVDOT navigates shifting workforce dynamics—including retirements and hiring difficulties—the WVDOT must adapt to preserve institutional knowledge and maintain delivery. To maximize our available resources, we are leaning into strategic prioritization and enhanced transparency. Additionally, technology is changing rapidly and the WVDOT requires a clear pathway for digital modernization. Finally, this period of organizational evolution provides a timely opportunity to strengthen our internal alignment. WVDOT leadership engaged in this process emphasized the need to turn these insights into unified, meaningful action that moves the agency forward.

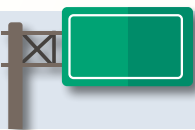
The plan serves:

- ▲ **LEADERSHIP**
Decision-making and accountability
- ▲ **EMPLOYEES**
Shared priorities and expectations
- ▲ **PARTNERS**
Coordination and transparency
- ▲ **PUBLIC**
Reliable infrastructure and customer service

Operating Context

WVDOT owns, operates, maintains, and manages one of the largest state transportation networks in the United States. The Department is responsible for nearly 90 percent of all public roads in West Virginia—a significantly higher proportion than most peer states.

WVDOT BY THE NUMBERS



PUBLIC ROADS

39,129 MILES*



STATE-OWNED ROADS

34,959 MILES*



FEDERALLY OWNED ROADS

914 MILES*



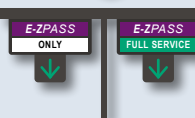
MUNICIPALLY OWNED ROADS

3,256 MILES*



STATE-OWNED INTERSTATE HIGHWAY

555 MILES*



WEST VIRGINIA TURNPIKE

88 MILES*



BRIDGES

7,276 MILES*

(35% are more than 100 feet in length)



EMPLOYEES

6,000+*



TRANSPORTATION PROJECTS

2,000+*

(338 active construction projects as of 2026)



DMV REGIONAL OFFICES

26**



CUSTOMERS SERVED BY DMV

981,901**

**As of December 31, 2025.*

***In Federal Fiscal Year 2025.*

National Context Snapshot

The statistics below provide a brief overview of West Virginia's position among all 50 states in key indicators of agency performance and responsibility.

#1 in state-owned roadway share (U.S.)

TOP 5 in roadway miles per capita, reflecting a large system relative to population

6th LOWEST state for population density

TOP 5 most rural states (by population share)

#8 highest poverty rates in the U.S.

#50 in labor force participation (~55% vs ~63%)

TOP 10 in share of bridges in poor condition (~19% vs ~6.8% U.S.)

TOP 5 highest median age (aging population)

BOTTOM 10 in household income (U.S.)

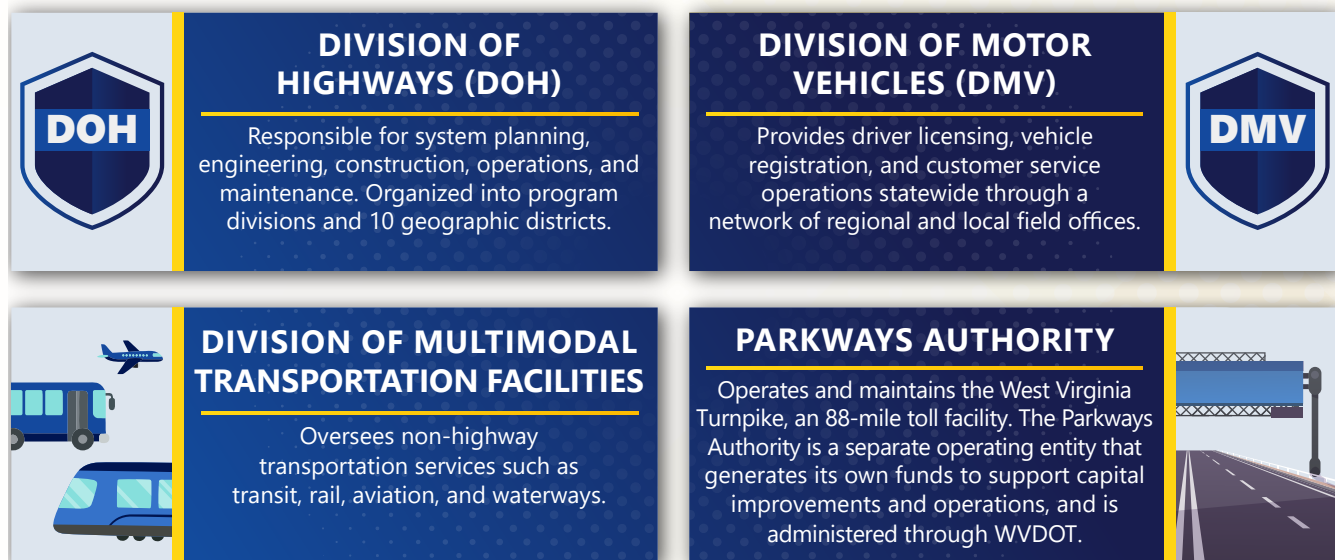
~\$4B transportation funding gap by 2050***

***Source: WVDOT Transportation Needs & Revenues, 2021.

Organizational Structure

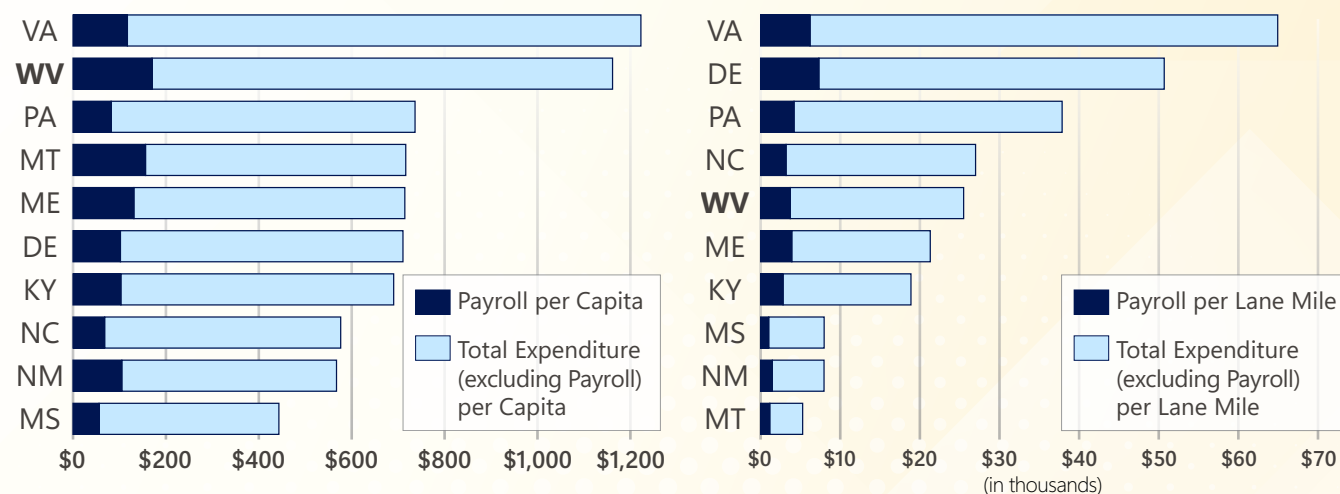
WVDOT is organized as an umbrella agency that oversees multiple modal and support functions responsible for planning, building, operating, and maintaining the State's transportation system. WVDOT underwent a reorganization in 2022 to create the Division of Multimodal Transportation Facilities consolidating several previously separate agencies (the State Rail Authority, Division of Public Transit, Aeronautics Commission, and Port Authority) under a single division within WVDOT.

Under the leadership of the Governor, WVDOT includes four divisions:



Peer Department of Transportation Comparison

Relative to the nine states selected for a peer comparison, **West Virginia generally falls near the middle in terms of both total annual expenditures (capital and operating) payroll expenditures.** The State also ranks near the middle on measures of efficiency, as reflected by its "payroll multiplier" which captures the relationship between total agency expenditures and payroll spending. Despite being 7th in total population and 8th in total lane mileage, West Virginia ranks 5th in annual agency total expenditures and payroll expenditures, 6th in payroll multiplier, 2nd in spending per person, and 5th in spending per lane mile.



How We Developed the Plan

The approach was organized around **four complementary perspectives**: a look backward, a look forward, a look inward, and a look outward. Together, these perspectives provide a comprehensive understanding of where WVDOT has been, where it is today, and what will be required to succeed in the future.

A LOOK BACKWARD

A review of WVDOT's prior strategic planning efforts, performance materials, and long-range or modal plans identified recurring strategic themes as well as lessons learned and priority

elements to carry forward. Looking backwards ensures that this plan builds on established foundations, reinforces successful approaches, and avoids duplicating or replacing work that is already underway.

Reviewed more than

10+

existing
WVDOT
Strategic Plans



A summary of key trends, risks, and uncertainties likely to shape WVDOT over the next decade. These trends highlight the growing complexity of WVDOT's role and reinforce the need for adaptability, innovation, and disciplined decision-making.

A LOOK FORWARD



**Population and
Demographic Change**



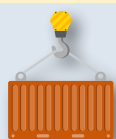
Adaptability



**Economic and
Funding Conditions**



**Asset Condition
Pressures**



**Freight, Supply Chain,
and Connectivity**



**DOT Workforce and
Organizational Capacity**



Safety

A LOOK INWARD

Interviews with WVDOT leadership and staff across divisions and districts to understand perspectives on WVDOT's purpose and mission, major organizational changes, current barriers to performance, and priorities for the next strategic plan. These discussions also informed how internal stakeholders define "success" and where greater alignment, capacity, and accountability are needed.

Interviewed

28

WVDOT leaders
virtually



Conducted one in-person
Leadership Retreat with

30

WVDOT staff



***“We do more than maintain roads.
We connect lives,
protect communities,
and build pathways that
keep West Virginia moving forward.”***



External interviews with key partners (e.g., West Virginia metropolitan planning organizations, the Governor's Office, and the American Council of Engineering Companies), with questions framed to build an understanding of expectations related to communication, coordination, project delivery, and data-driven planning. This was complemented by a focused scan of peer DOT strategic plans (e.g., Virginia, North Carolina, Pennsylvania, and Arkansas) to identify practical approaches to defining mission/values, structuring goals and measures, and translating priorities into implementable initiatives and action items.

A LOOK OUTWARD

Interviewed

5

external
stakeholders



***“Communication is going to
be the biggest driver of change.”***

***“There are incredibly smart people
working there...a lot of talented people.”***

MISSION, VISION, AND VALUES

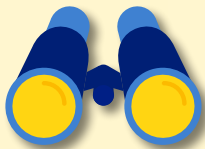


MISSION | Our shared purpose

We provide a safe, efficient, and reliable multimodal transportation system to keep West Virginia moving.

WVDOT's mission reflects the Department's fundamental responsibility: to ensure that people and goods can move safely and reliably throughout the State. This includes not only building and maintaining infrastructure, but also delivering essential services that support daily life, economic activity, and community connections.

Every role within WVDOT contributes to this mission—whether maintaining roadways, managing projects, supporting multimodal systems, or providing direct services through the DMV. Together, these efforts ensure that the transportation system functions safely, effectively, and meets the needs of West Virginians.



VISION | We aspire to...

We aspire to continuously improve West Virginia's transportation system by building connections, driving economic growth, and adapting to a changing world.

WVDOT's vision reflects a commitment to progress, performance, and adaptability. As the demands on the transportation system evolve, the Department must continue to improve how it delivers services, manages resources, and responds to emerging challenges.

Achieving this vision requires:

- ▲ Building connections between communities, regions, and modes of transportation.
- ▲ Supporting economic growth by ensuring reliable access for people, goods, and industries.
- ▲ Adapting to change, including new technologies, workforce needs, and environmental conditions.

This vision reinforces that WVDOT is not only maintaining the system as it exists today, but also actively working to strengthen and modernize it for the future.



VALUES | Who we are

WVDOT's values define how the Department operates and how employees approach their work. These values reflect both the Department's longstanding commitment to public service and the expectations identified through the strategic planning process. Together, these values form the foundation of WVDOT's culture and guide interactions with colleagues, partners, and the public.



SAFETY is the foundation of everything we do to protect our employees, partners, and the public by remaining vigilant, proactive, and improving safety by reducing fatalities and serious injuries across our system.

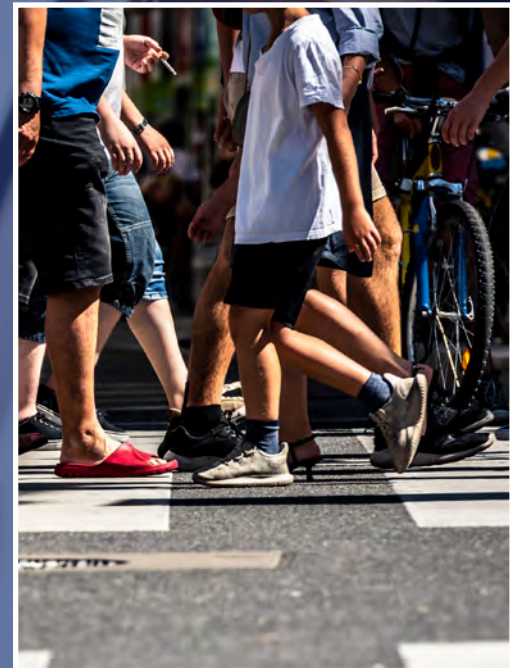


SERVICE is how we meet the needs of West Virginians by delivering reliable transportation, staying responsive to our communities, and working together to get the job done right.



STEWARDSHIP is how we take care of what we've been entrusted with by using resources wisely, being accountable to the public, and building a stronger system for the future.

WE ARE: People moving people forward.



STRATEGIC PRIORITIES AND STRATEGIES

Overview

WVDOT's Strategic Priorities define where the Department will focus its efforts over the coming years to improve performance, strengthen alignment, and deliver measurable results. These priorities reflect the most pressing challenges facing the organization today, as well as the opportunities to improve how WVDOT delivers infrastructure, services, and outcomes for the people of West Virginia. The actions listed for each Strategic Priority will be addressed in sequence to avoid capacity overload.

WVDOT has identified

5 CORE STRATEGIC PRIORITIES:

- ✓ Workforce
- ✓ Safety
- ✓ Efficiency
- ✓ Technology
- ✓ Adaptability

Strategic Priority #1 WORKFORCE

Across the review of existing conditions, leadership interviews, and retreat discussions, workforce emerged as one of WVDOT's greatest strengths and its greatest challenge. This challenge is driven by accelerated retirements, difficulty recruiting and retaining technical staff, and increasing competition with the private sector, alongside evolving skill needs in data and technology. Within WVDOT, these pressures are amplified by state-specific conditions, including lower labor force participation, an uneven spread of workers across urban and rural areas, and constraints related to job classifications, pay structures, and benefits. As a result, the agency is experiencing a cycle of attrition, limited recruitment pipelines, and loss of institutional knowledge ("brain drain"), creating risk to both near-term project delivery and long-term continuity.

At the same time, **WVDOT's workforce remains a core strength, with deep knowledge and commitment to public service.** Some development opportunities, such as a rotational training program that allows employees to learn about different departments and career paths, exist today. However, without targeted intervention, this strength is at risk. Retreat participants emphasized the need to better understand why employees leave and expand recruitment pipelines. Priorities include strengthening onboarding, establishing clear expectations for managers and staff, centralizing training, and advancing mentorship and rotational programs.

A consistent theme during the planning process was the need to build internal capacity and reduce reliance on external consultants for core functions, reinforcing long-term sustainability. Taken together, these findings underscore the need for a coordinated approach to stabilizing, growing, and modernizing the workforce to support WVDOT's mission over time.

ACTION	DESCRIPTION	MEASURE	TIMELINE
Create Mentorship Opportunities	Consider a formalized, annual cohort for the mentorship program or making it part of onboarding. Pair early-career employees with senior staff and pilot a cross-division mentorship program.	▪ 100 mentoring pairs established ▪ 50 employees per year enrolled in mentorship program ▪ Post-mentorship evaluations completed with measurable skill development and retention impact	April 2027
Conduct a Comprehensive Retention and Exit Analysis	Analyze exit interview data, turnover trends, and employee satisfaction surveys to identify the top drivers of remaining/ departure. Implement workforce retention strategies with targeted interventions for leadership approval.	▪ Top 3 departure drivers identified ▪ Workforce Retention Strategy published and approved by leadership	July 2028
Define a Strategic Approach to Consultant Partnerships	Establish a clear framework for when and how WVDOT uses consultants to complement internal capacity, focusing on high-value, specialized work. Align consultant use with workforce development goals by incorporating knowledge transfer, training, and co-delivery (consultant and WVDOT working together) expectations into contracts.	▪ Consultant strategy developed and adopted ▪ 85% of contracts include knowledge transfer requirements ▪ Improved internal capacity in targeted functional areas over time	June 2029

Strategic Priority #2

SAFETY

Safety is the core mission and foundational responsibility of WVDOT, consistently emphasized across plans and stakeholder input. At a system level, West Virginia continues to experience significant roadway fatalities, reinforcing the need for a systemic, data-driven, and multidisciplinary approach to safety.

While safety is already a central focus, the planning process highlighted opportunities to better integrate safety across all phases of work and across all divisions. Rather than functioning as a standalone program, safety must be embedded in planning, design, construction, operations, and maintenance, as well as in investment decision-making.

This approach was strongly reinforced during the retreat, with participants emphasizing the need to **“weave safety into every part of WVDOT.”** Achieving this requires both technical interventions, such as engineering and enforcement coordination, and behavioral strategies, including education, communication, and public outreach.

Importantly, safety also extends to WVDOT employees. Staff highlighted the need to protect team members and address both physical and psychological safety, particularly for field personnel working in hazardous environments and interacting with the public.

Partnerships were also identified as critical, including coordination with law enforcement, schools, and community organizations, as well as potential legislative approaches to support safety outcomes. Together, these efforts position WVDOT to advance a comprehensive, agency-wide approach to reducing fatalities and improving safety for both the public and its workforce.



ACTION	DESCRIPTION	MEASURE	TIMELINE
Launch a Public Safety Communications Campaign	Develop and deploy a multi-channel safety outreach program (press releases, social media, dynamic message signs, driver education partnerships) targeting the top 3 crash contributing factors in West Virginia. This could be integrated into existing communication platforms, such as Facebook, X (Twitter), and WVDOT's YouTube and Podcast "WV on the DOT."	▪ ≥70,000 impressions annually ▪ Annual evaluation of campaign effectiveness completed	December 2027
Establish an Employee Safety and Well-Being Program	Create a structured program addressing both physical and psychological safety for field and office employees, including incident reporting protocols, de-escalation training for public-facing staff, and annual safety pulse-check surveys. This may tie into the existing DOH Commissioner's Annual Safety Awards Program to reward safe behavior throughout WVDOT.	▪ Program launched with annual pulse-check surveys administered ▪ Employee injury rates reduced by 12% within 2 years	December 2028
Embed Safety Review into Every Project Phase	Require documented safety assessments at planning, design, construction, and maintenance stages for all projects, with annual reporting on safety actions implemented and their outcomes across all 10 districts.	▪ Safety assessments documented at every project phase ▪ Annual district-level safety intervention reports published	December 2029

Strategic Priority #3

EFFICIENCY

The situational assessment and retreat discussions consistently identified stewardship—how WVDOT allocates, manages, and communicates the use of its resources—as a central determinant of agency efficiency, performance, and credibility. The Department operates in a constrained environment, with significant asset needs, a projected long-term funding gap, and growing expectations for transparency and accountability.

These conditions require disciplined investment, transparent decision-making, and efficient project delivery. However, current processes are often fragmented, limiting visibility into how projects are prioritized and reducing alignment across programs. This includes both infrastructure delivery and customer-facing services, such as DMV operations, where performance is directly experienced by the public. WVDOT has already initiated much of this work through initiatives like the Agency Efficiency Plan and the agency's ongoing efforts to develop Transportation Investment Decision Support (TIDS) tools to enhance project prioritization, planning, and delivery methods across the Department.

A key priority is the need for consistent, outcome-driven prioritization, supported by clear performance metrics tied to strategic goals. These metrics must be regularly tracked and communicated through accessible tools to strengthen accountability and build public trust.

There is a need to address operational barriers, including procurement complexity, project delivery inefficiencies, and coordination challenges. Improving early integration across project phases and rebalancing delivery approaches will help improve predictability and efficiency. The same need is present for customer-facing business processes, prominent in both the DMV and in the Safety With Action Today (SWAT) process.

Ultimately, this priority is about **maximizing the impact of limited resources to deliver safety, reliability, and economic value**. Strengthening prioritization, performance tracking, and delivery processes will position WVDOT to align investments with outcomes and sustain performance over time.



ACTION	DESCRIPTION	MEASURE	TIMELINE
Establish Strategic Goals, KPIs, and Performance Framework	Define a clear set of agency-wide strategic goals and associated key performance indicators (KPIs) aligned to each priority area. Establish consistent definitions, data sources, and governance for tracking performance and customer-facing service outcomes across divisions, ensuring all programs (highways, DMV, multimodal) are aligned to measurable outcomes.	▪ KPIs defined and approved for all strategic priorities ▪ Customer service KPIs established/ recalibrated for DMV ▪ Reporting framework established and adopted across all divisions	December 2027
Streamline Procurement and Purchasing Processes	Conduct a comprehensive review of current WVDOT purchasing policies and approval chains, identify and eliminate unnecessary steps, and implement process improvements.	▪ 3 to 5 process improvements implemented ▪ Reduce average procurement cycle time by at least 25%	June 2028
Implement End-to-End Project Delivery Process Improvements	Conduct a comprehensive review of project development and delivery processes to identify bottlenecks and redundancies. Implement process improvements that integrate all project phases early, reduce delays, and improve coordination across divisions and districts.	▪ End-to-end project delivery review completed ▪ 10 process improvements implemented ▪ Measurable reduction in average project delivery time	December 2029

Strategic Priority #4

TECHNOLOGY

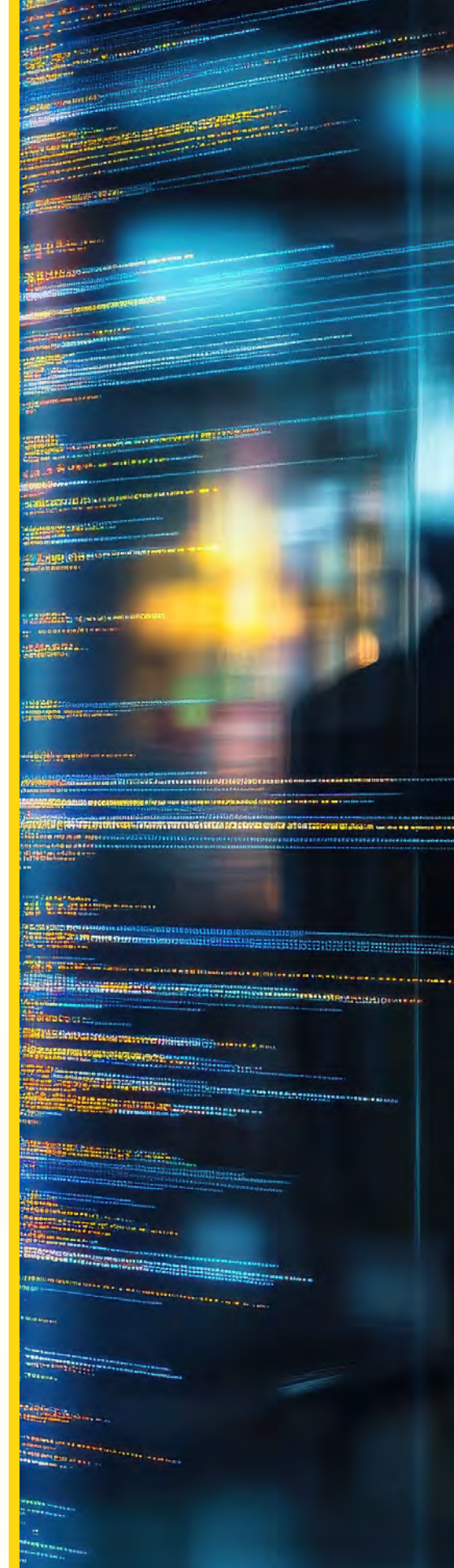
Technology is a critical enabler of improved performance, decision-making, and efficiency at WVDOT, and the Department has made meaningful progress toward becoming a more data-driven organization. Today, WVDOT has extensive digital data resources, strong geographic information systems (GIS) capabilities, and the tools needed in both office and field environments to support operations. Innovations such as internally developed applications (e.g., tools to track roadway conditions like potholes in real time) demonstrate the agency's ability to leverage technology to improve day-to-day decision-making and service delivery.

At the same time, challenges remain. Systems are still constrained by fragmentation, uneven data governance, and inconsistent implementation across divisions, limiting the agency's ability to fully leverage available information. These challenges are particularly visible in customer-facing systems, such as DMV services, where system performance directly affects the public experience.

Ongoing efforts to modernize technology, such as requiring justification for new software to reduce redundancy and advancing an IT Strategic Plan that includes data governance, reflect a shift toward more intentional and coordinated system management. However, legacy processes, non-standardized data (including ongoing geocoding), and gaps in interoperability continue to create barriers to efficiency and coordination.

The **highest priority moving forward is strengthening data governance and system interoperability**, ensuring that systems can communicate and that data is consistent, accessible, and usable across programs. Participants emphasized the need to better utilize and rationalize existing systems before advancing new tools, while also continuing to explore emerging technologies such as artificial intelligence in a thoughtful, governed manner.

Ultimately, the goal is to align technology with business needs, leveraging recent progress while addressing remaining gaps, to enable better decisions, improve efficiency, and support both infrastructure delivery and customer-facing services. This approach positions WVDOT to continue advancing toward a more integrated, resilient, and data-driven enterprise.



ACTION	DESCRIPTION	MEASURE	TIMELINE
Complete a Technology (IT and Geospatial) Strategic Plan	Complete the agency-wide assessment of current IT and geospatial systems, capabilities, gaps, and risks across all divisions (including highways, DMV, and multimodal). Finalize the Strategic Plan that defines governance, priorities, and investment needs to support business objectives, improve service delivery, and strengthen system sustainability.	Technology Strategic Plan published with defined priorities, governance structure, and identified funding needs	June 2027
Prepare a Technology Implementation Roadmap	Translate the Technology (IT and geospatial) Strategic Plan into a prioritized, actionable roadmap that sequences system modernization, integration efforts, and new technology investments.	Technology implementation roadmap developed with prioritized initiatives and implementation timelines	December 2027
Establish Enterprise Data Governance and Interoperability Standards	Create a Data Governance Program with representation from each Agency, publish data standards and metadata requirements, and implement interoperability protocols for at least the 5 highest-priority data systems (e.g., asset management, safety, GIS, financial, project delivery).	Data Governance Program operational	June 2028

Strategic Priority #5

ADAPTABILITY

WVDOT's long-term success depends on its ability to adapt, align, and continuously improve as an organization. The planning process highlighted that the Department is operating in an environment of ongoing change, including leadership transitions, evolving expectations, and increasing system complexity.

Participants described this moment as both challenging and opportunistic. While change has introduced disruption, it has also created opportunities for greater accountability, improved collaboration, and a shift toward more performance-oriented practices. Realizing this opportunity requires institutionalizing continuous improvement and aligning efforts across the organization.

A central priority is to formalize and sustain the strategic planning process, ensuring it functions as a living framework supported by regular review, measurable metrics, and alignment between agency goals and division-level activities. Governance structures, clear roles, and accountability will be essential to implementation.

Leadership and culture play a critical role in this effort. Participants emphasized that change must be led from the top, with a strong role for the Secretary and leadership team in reinforcing expectations and guiding performance.

Finally, building organizational capacity is key, including strengthening business management skills, continuous improvement practices, and risk-informed decision-making. These capabilities will enable WVDOT to navigate uncertainty and sustain progress over time, ensuring the organization can evolve alongside its challenges and opportunities.



ACTION	DESCRIPTION	MEASURE	TIMELINE
Institutionalize Strategic Plan Governance and Implementation	Establish a formal Strategic Plan governance structure, including an implementation (steering) committee with cross-divisional representation. Require each division/office to review the Strategic Plan and identify specific actions and contributions aligned to agency goals. Implement a regular cadence for monitoring progress, updating priorities, and refining strategies over time.	- Steering Committee established and operational 100% of divisions submit aligned action plans - Quarterly review meetings held with documented updates and adjustments	December 2027
Reinforce Leadership Alignment and Performance Culture	Build on the existing leadership role of the Secretary and executive team by reinforcing consistent expectations, accountability, and a performance-driven, customer-focused culture across the organization, while aligning management practices, decision-making, and communication to support strategic priorities.	- Executive Leadership review of strategic priority progress monthly to ensure 90% of strategic milestones are met on time, with any delayed items assigned a corrective action plan within 48 hours - Annual staff survey indicates improved alignment and clarity of direction	June 2028
Strengthen Organizational Resilience and Risk-Informed Decision-Making	Develop and implement risk management and organizational resilience activities, including scenario planning, identification of key operational and strategic risks (e.g., funding, workforce, system disruptions), and incorporation of risk considerations into planning and decision-making processes.	- Risk management framework established - Key risks identified and regularly reviewed - Integration of risk considerations into major decisions	December 2028

NEXT STEPS

With the Strategic Plan established, the focus shifts to implementation. WVDOT will advance the actions outlined in this plan through clear ownership, defined timelines, and regular progress monitoring. Divisions will align their workplans to these priorities, ensuring day to day activities support agency-wide goals. Leadership will establish a consistent cadence for reviewing progress, addressing challenges, and refining actions as needed. This plan is intended to be a living framework supported by ongoing communication, performance tracking, and accountability, ensuring WVDOT continues to improve, adapt, and deliver meaningful results for the people of West Virginia.



WEST VIRGINIA DEPARTMENT OF TRANSPORTATION

STRATEGIC PLAN

For more information on the Strategic Plan:

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