



**SAFETY FOCUSED.
CUSTOMER DRIVEN.**

AMERICA'S FIRST SUPERHIGHWAY

PENNSYLVANIA TURNPIKE COMMISSION STRATEGIC PLAN 2019-2024



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SAFETY FOCUSED.
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OUR VISION

Driving the standard for safety,
customer service, and mobility.

OUR MISSION

To operate a safe, reliable, customer-valued toll road
system that supports national mobility and commerce.



MARK COMPTON

Pennsylvania Turnpike CEO

“I am confident that our team will build on our history and continue to transform our agency so that we can achieve our mission”

On behalf of our entire workforce, I am pleased to share the Pennsylvania Turnpike Commission (PTC) Strategic Plan, which will guide our operations for the next five years. This plan reflects our commitment to safety and service. Every decision we make as an organization will be Safety Focused and Customer Driven. This document also captures our team’s vision and ongoing effort to transform the PTC to meet customers’ changing expectations, and to set the bar for excellence for the broader transportation industry.

I am especially proud that we were able to engage virtually our entire workforce across our 552-mile system as we developed this plan. We met with and surveyed 1,737 of our colleagues — more than 90% of our workforce. This level of participation demonstrates the pride and dedication that our colleagues share. Their input was invaluable. We learned that our organization values teamwork and communication. And our colleagues made it clear that, as a team, we have a responsibility to build upon our rich history as America’s First Superhighway.

This plan comes at a critical time for the PTC and the more than 500,000 daily customers we serve. Our transition to a cashless tolling system, which started in 2010-11, will be completed as we implement this plan. This transition is perhaps the most sweeping initiative we have ever undertaken. It is important to note that this plan also reflects

the significant financial challenges we confront as a result of state law that mandates our agency provide annual, supplemental funding to the Pennsylvania Department of Transportation (PennDOT). Acts 44 and 89 will continue to impact our capital plan, our operations, and our customers. We will continue to manage our resources in a sustainable manner to maintain operations, and to make the necessary investments to rebuild our aging system.

In many ways, this plan serves as a bridge for our agency. In addition to cashless tolling, we are embracing new innovative technologies that will help lead our industry as we enter the era of connected, automated, and electric vehicles. Our team is developing new communications tools that are helping us better manage roadway incidents and coordinate responses by Pennsylvania State Police and first responders. At the same time, as we continue to modernize operations, this report comes as the PTC begins its 80th year of operations.

I am confident that our team will build on our history and continue to transform our agency so that we can achieve our mission — which remains unchanged: “To operate a safe, reliable customer-valued toll road system that supports national mobility and commerce.”

Mark Compton
Chief Executive Officer



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AMERICA'S FIRST SUPERHIGHWAY

OUR PLANNING PROCESS

We care deeply about safety and customer service. We recognize that teamwork and communication are essential to operating a highway system that more than 500,000 customers rely upon daily. We take our responsibility seriously and take great pride in our accomplishments on the job.

These are just some of the key findings from the first-ever survey of our entire workforce, which was completed in April 2019. In total, 1,737 PTC employees — approximately 90% of our workforce — were interviewed between January and March 2019 as part of this effort. This is an extraordinary level of participation that reflects our workforce's dedication and the commitment of our department leaders and their teams to drive this effort.

Our goal was to provide every employee the opportunity to help identify our

strengths as an organization and opportunities for improvement as part of our effort to update our Strategic Plan. Our entire leadership team reviewed the results during a day-long planning retreat to ensure that employees' insights would become a critical element of our strategic planning process.

Overall, employees said that customer service, personal accomplishments, teamwork, and the quality of work produced made them most proud of their jobs at the PTC. Employees also indicated that the most important aspects of their jobs were exceptional customer service, providing quality work to keep the road open and running smoothly, and maintaining a safe environment for employees and customers.

The survey challenged employees to select the values that meant the most to

them. The top values identified were safety, communications, customer service and teamwork.

The information received as part of the survey formed the foundation for this update of the Strategic Plan.

Through a series of workshops and meetings, the advisory team reviewed the existing plan and identified updates necessary to meet the PTC's vision for the next five years to reflect what the employees said in the survey. Through this process, a new framework for the plan was developed with a focus on five core values, four commitments, and eight supporting goals, including objectives.

The Strategic Plan will serve as the guiding document in the development of the PTC's Long Range Plan and department Business Improvement Plans.



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OUR VISION

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OUR COMMITMENT



Improve safety—zero
fatalities, no work-zone
injuries, reduced incidents



Manage all assets
in a restorative
manner



Achieve accessible, reliable,
and uninterrupted travel



Be the leader in
transportation services

OUR VALUES

SAFETY ALWAYS

We care deeply
about the safety
of our colleagues
and customers.

COMMUNICATE OPENLY

We listen and
collaborate to
connect people
with one another.

CUSTOMER DRIVEN

We provide our
customers with
premium service.

RESPONSIBILITY MATTERS

We embody
diversity, integrity,
and sustainability
in all of our
practices.

TEAMWORK DELIVERS

We are
accountable to
one another and
succeed when we
work together.

MISSION

To operate a safe, reliable, customer-valued toll road
system that supports national mobility and commerce.

OUR VALUES

- SAFETY ALWAYS
- COMMUNICATE OPENLY
- CUSTOMER DRIVEN
- RESPONSIBILITY MATTERS
- TEAMWORK DELIVERS

Survey response highlights are captured under What We Heard.



SAFETY ALWAYS

We care deeply about the safety of our colleagues and customers.



WHAT WE HEARD

The most important part about my job is “doing what I can at my level to ensure employee safety” – *Engineering*

I am most proud of “making a difference in safety along the roadway” – *Information Technology*

The most important part of my job is “getting everyone home safe” – *Maintenance*

I am most proud of the “changes I have made to our work zone standards and the continuous process of improving work zone safety for our workers and customers” – *Traffic Engineering & Operations*

COMMUNICATE OPENLY

We listen and collaborate to connect people with one another.



WHAT WE HEARD

The PTC could better serve employees by “continuing to focus on building a level of trust with open lines of communication and a better understanding at all levels of management of the work being done by the employees” – *ETC Operations*

The PTC can better communicate by “providing more direct communication to each employee vs. letting it trickle down” – *Executive Staff*

“Communicate better, not just electronically” – *Fare Collection*

“Communication has improved considerably in the last couple of years. Continue to promote cross-departmental collaboration and communication to help everyone appreciate the contribution of all departments to the overall goals of the PTC” – *Information Technology*

CUSTOMER DRIVEN

We provide our customers
with premium service.



WHAT WE HEARD

The most important part of my job is to provide “accurate and reliable information to customers” – *Traffic Engineering & Operations*

The most important part of my job is “customer safety” – *Maintenance*

I am most proud of “assisting customers and co-workers, solving a problem for them, and leaving them with a smile” – *P.R. & Marketing*

I am most proud of “working with internal customers to provide innovative solutions to the facilities’ needs” – *Engineering*

RESPONSIBILITY MATTERS

We embody diversity,
integrity, and sustainability
in all of our practices.



WHAT WE HEARD

The most important part of my job is the “ability to build the team in our district with respect, honesty and integrity” – *Maintenance*

“The PTC offers an opportunity to practice professionalism, customer service, and integrity in the workplace” – *Fare Collection*

I am most proud “that my work efforts lead directly to the PTC saving money” – *Finance & Administration*

The most important part of my job is “Ensuring that this organization promotes equality in contracting and hiring and that we are a shining example of a transportation entity doing it right” – *Diversity & Inclusion*

TEAMWORK DELIVERS

We are accountable to one
another and succeed when we
work together.



WHAT WE HEARD

The most important part of my job is “being part of a team that has a common goal to deliver a safe highway to our customers” – *Engineering*

The most important part of my job is “being part of a team that works together to achieve an overall objective to continually improve the Turnpike” – *Information Technology*

I am most proud of “helping departments improve and perform their duties” – *Compliance*

I am proud of “the culture here at the PTC. I always come to work feeling like I belong here. Everyone is helpful and welcoming” – *Human Resources*

OUR COMMITMENT



Improve safety—zero fatalities, no work-zone injuries, reduced incidents



Achieve accessible, reliable, and uninterrupted travel



Manage all assets in a restorative manner



Be the leader in transportation services

We are committed to achieving these four commitments that will allow our organization to best serve our customers, colleagues, and the Commonwealth. These four commitments are supported by eight operational goals that our organization will aim to achieve over the next five years. Objectives were identified for each goal. The eight goals and corresponding objectives are outlined on the following pages.





GOALS

- Objectives

CONSISTENTLY PROVIDE THE BEST CUSTOMER SERVICE
ACROSS ALL INDUSTRIES.

- Gain a thorough understanding of our customers and their satisfaction level to capitalize on new opportunities and add customer value.

ENHANCE OUR RELATIONSHIPS AS A VALUED PARTNER.

- Efficiently deliver key initiatives.
- Meet Diverse Business commitments.
- Implement collaborative solutions.

GOALS

• Objectives

ENSURE THE SAFETY AND SECURITY OF CUSTOMERS, COLLEAGUES, AND INFORMATION.

- Improve Safety Performance Factors.
- Mitigate security risks.

TRANSFORM, MODERNIZE AND INNOVATE OPERATIONS AND PROCESSES.

- Increase mobility and reliability.
- Improve business efficiencies and drive innovative solutions.

DESIGN, CONSTRUCT, OPERATE, AND MAINTAIN A SUSTAINABLE TRANSPORTATION SYSTEM FOR THE FUTURE.

- Deliver the Capital Plan and Annual Work Plan to maintain and improve assets consistent with the Long Range Plan.
- Integrate restorative practices to protect resources.



GOALS

• Objectives

MAINTAIN OUR SOUND FINANCIAL POSITION.

- Educate stakeholders, colleagues, and customers on our financial position.
- Maximize revenue opportunities in support of the mission.
- Effectively manage debt service.

STRENGTHEN OUR CULTURE OF INTERNAL CUSTOMER SERVICE AND ACCOUNTABILITY.

- Develop and achieve internal customer service standards.
- Enhance interdepartmental engagement on critical initiatives and activities.
- Ensure behavior consistent with the established code of conduct.

DEVELOP AND EMPOWER AN INCLUSIVE AND INNOVATIVE WORKFORCE.

- Recruit and retain a workforce with diverse demographics and professional perspectives.
- Foster an environment of innovation.



ACKNOWLEDGEMENTS

COMMISSIONERS AND ADVISORY TEAM

We want to thank our Commissioners for their guidance and support throughout the planning process.



Leslie S. Richards
Commission Chair,
State Transportation Secretary



William K. Lieberman
Commission Vice-Chair



Barry T. Drew (Dec.)
Secretary-Treasurer



Pasquale T. (Pat) Deon Sr.
Commissioner



John N. Wozniak
Commissioner

CEO Mark Compton established an advisory team comprising key leaders from each department to lead the planning process. This team worked through a collaborative planning process using input from their departments to develop the 2019-2024 Strategic Plan.



Not Pictured: Kathryn Hartzell

Mark P. Compton
Chief Executive Officer

Craig R. Shuey
Chief Operating Officer

Nikolaus Grieshaber
Chief Financial Officer

Bradley J. Heigel, PE
Chief Engineer

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Chief Counsel

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Larry Bankert, PE, PTOE
V.P., Toll Services, Michael Baker Intl.

We would also like to thank the team of "Strategic Thinkers" for their input into the Strategic Planning process and thank all of our colleagues who participated in the outreach survey.



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