

**PENNSYLVANIA TURNPIKE COMMISSION
STRATEGIC PLAN 2025-2029**

BOARD OF COMMISSIONERS



Our Strategic Plan for 2025-2029 reflects a bold vision for the Pennsylvania Turnpike Commission's future while honoring over 85 years of innovation and service. Safety and supporting national mobility remain at the core of our mission, guiding our daily operations and ensuring we deliver reliable service to our customers and communities. This plan also underscores our commitment to continuously improving and adapting in an ever-changing landscape. As Commissioners, we stand united in our dedication to these goals, knowing that through your hard work and collaboration, we will achieve the success this plan envisions. Together, we will continue to set the standard in tolling.

A handwritten signature in black ink, appearing to read 'Michael Carroll'.

Michael Carroll
Secretary of Transportation and Commission Chair

SECRETARY MICHAEL CARROLL
Commission Chair

PASQUALE T. DEON, SR.
Commission Vice Chair

DR. KEITH LEAPHART
Secretary - Treasurer

SEAN LOGAN
Commissioner

DOUGLAS FARNHAM
Commissioner

MESSAGE FROM OUR CEO



If you thought the first 85 years of the Pennsylvania Turnpike were something else, well, in the words of Bachman-Turner Overdrive: “You ain’t seen nothing yet.” An exciting journey toward greatness lies ahead of us, and to help us get there, I am proud to present our roadmap – the Pennsylvania Turnpike Commission’s Strategic Plan for 2025 to 2029.

Sometimes in our business, we get distracted by events that are beyond our control – detours and unexpected twists and turns. Following this Strategic Plan will always guide us back to the right path, leading to our continued growth, our investment in our workforce, our commitment to sustainable practices and financial responsibility, customer service and enhancing safety on our roadway.

This new Strategic Plan will lead us through some crucial years as we launch Open Road Tolling systemwide and take our next steps toward becoming America’s First Sustainable Superhighway in time for our 100th anniversary in 2040.

In the following pages, you will find detailed information about our five goals: Connection, Culture, Growth, Safety and Stewardship. We can’t achieve any of these goals without our team. What I love about my Turnpike colleagues is the way they work together to achieve these goals by embracing our true values – Safety Always, Communicate Openly, Customer Driven, Responsibility Matters, Teamwork Delivers, and the new value, Advancing Excellence. I’ve watched over the past five years as our colleagues have not only embraced – but truly lived – our values, and I see them exemplified in your work, your relationships, and your own vision for the Commission.

When I think about why we need a Strategic Plan in the first place, I can’t help but be reminded of my favorite quote. It’s from Andy Grove, CEO of Intel, who once said, “Bad companies are destroyed by crisis. Good companies survive them. Great companies are improved by them.”

I stand here today to tell you that because we followed our last plan through the good times and the bad, we are much better off now than we were five years ago, and I have no doubt that, if we follow this new Strategic Plan, we will be able to say the same thing five years from now.

Sincerely,

Mark P. Compton, Chief Executive Officer
The Pennsylvania Turnpike Commission

VISION

To be a leader in mobility services at the forefront of innovation in transportation, safety and customer experience.

MISSION

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

VALUES



**SAFETY
ALWAYS**



**COMMUNICATE
OPENLY**



**CUSTOMER
DRIVEN**



**RESPONSIBILITY
MATTERS**



**TEAMWORK
DELIVERS**



**ADVANCING
EXCELLENCE**

GOALS

CONNECTION

CULTURE

GROWTH

SAFETY

STEWARDSHIP

OUR VALUES



SAFETY ALWAYS

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



RESPONSIBILITY MATTERS

We embody inclusivity, integrity, and sustainability in all our practices.



COMMUNICATE OPENLY

We listen and collaborate to connect people with one another.



TEAMWORK DELIVERS

We value all members of our team and achieve the most when we work together.



CUSTOMER DRIVEN

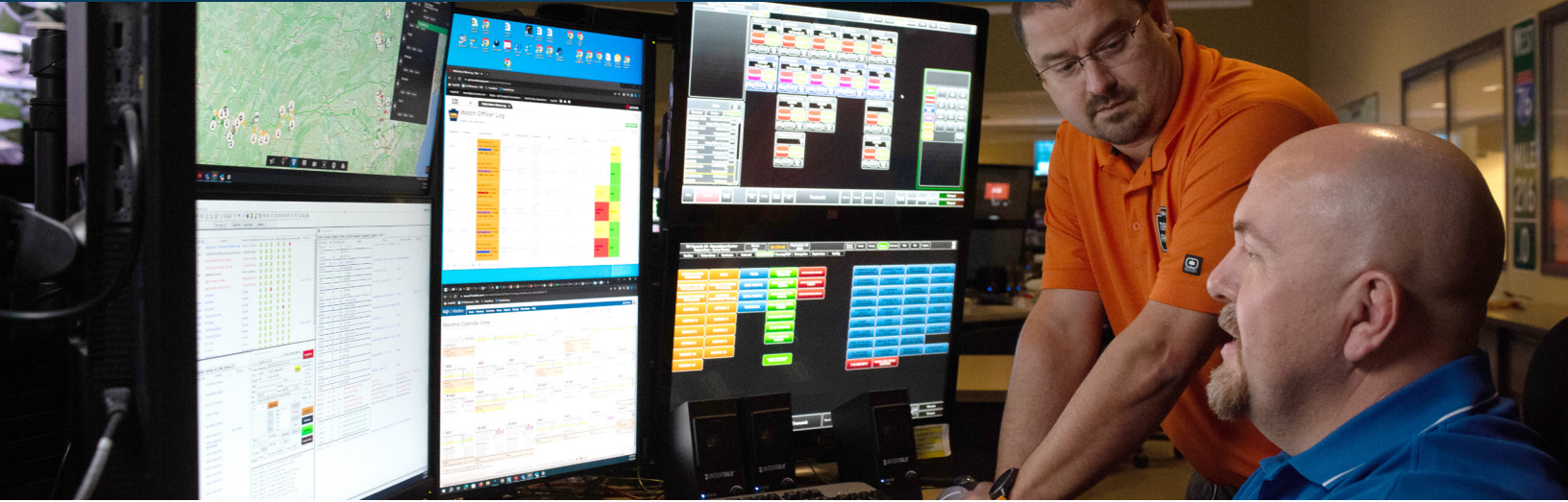
We provide our customers with premium service.



ADVANCING EXCELLENCE

We strive for improvement in everything we do and innovate to meet new challenges and opportunities.

OUR GOALS



CONNECTION

Enhance the customer experience and strengthen our partnerships.

CULTURE

Invest in and empower our people.

GROWTH

Become best in class through innovation and modernization.

SAFETY

Advance safety in all aspects of our business and operations.

STEWARDSHIP

Responsibly manage our finances, assets and social and environmental obligations.

CONNECTION

Enhance the customer experience and strengthen our partnerships.



None of us would make it very far in this world without being connected to others. That's why the Pennsylvania Turnpike Commission must strive in the next five years to be better connected with our customers and our partners in the industry.

We will achieve this goal by creating an exceptional experience when customers deal with us. Our customer service system will be greatly enhanced and more interactive in the coming years. Taking breaks on the highway will be even more pleasant with efficient service plazas.

We will renew and strengthen our relationships with the public, the press, local and state governments and businesses as we show we are a good neighbor, and we are open, transparent and proactive with our communications and outreach. And, of course, when we talk about making connections and providing best in class customer service, that applies to our internal operations as well. Delivering top-quality service to each other as colleagues and internal customers is critical to our success as a team.

Connection isn't just about being a good neighbor; but, it embodies everything we strive to do at the Commission. Showing how culture, growth, safety and stewardship go hand-in-hand charts our course to continue being the best at what we do.

Create exceptional passenger vehicle customer value and experience.

METRIC

Improve Attitude, Awareness and Usage (AAU) Survey results

SPR Metric: Quarterly average of the overall rating for customer satisfaction.

TARGET

Improve over the 3-year rolling average

Improve Comprehensive Customer Feedback Survey score

SPR Metric: Metric to be based on the Phase 1.1 Customer Feedback Collection Surveys proposed scope of work. (Note: not trucker focused)

Improve over the 3-year rolling average

Create exceptional commercial customer value and experience.

METRIC

Improve commercial AAU annual survey results

SPR Metric: Quarterly average of the overall rating for customer satisfaction.

TARGET

Improve over the 3-year rolling average

Enhance commercial customer engagement

BIP Strategy: Plan for and organize commercial customer engagement across the commission.

No metric – To be reported out as part of BIPs

Improve the customer experience in our service plazas.

METRIC

Improve service plaza customer satisfaction index

SPR Metric: Index comprised of: 1) Applegreen customer survey score;; 2) customer count (per annual average daily traffic [AADT]); 3) hours open for restaurants; 4) convenience store sales (per AADT); 5) food sales (per AADT); and 6) truck parking capacity.

TARGET

Improve over the 3-year rolling average

Strengthen the Commission's public reputation.

METRIC

Improve public perception

SPR Metric: Improve perceptions that the Commission "is actively working to improve travel throughout PA," as measured by the Quarterly AAU Survey. Quarterly rating average for public reputation.

TARGET

Maintain greater than or equal to 72% agreement through Q3 2025

Grow agreement to greater than or equal to 75% by Q2 2026

Improve positive sentiment on social media

SPR Metric: Positive sentiment on social media.

10% improvement by Q3 2025.

Improve positive sentiment on earned media

SPR Metric: Positive sentiment by the four sentiment coverage types.

Improve over first-year baseline

Improve project public involvement

BIP Strategy: Implement recommendations from the Commission's public involvement plan study.

No metric – To be reported out as part of BIPs

Improve the internal customer experience and satisfaction for our employees.

METRIC

Maintain Service Desk satisfaction rating

SPR Metric: Service Desk satisfaction rating

TARGET

Meet or exceed 4.5 rating annually

Improve the overall internal customer experience for employees

SPR Metric: Percentage of PTC workforce indicating very satisfied on an all-employee survey. Metric to be further defined based on survey questions and segmentation data.

Improve over first-year baseline

Improve internal communication channels

BIP Strategy: Provide consistent and reliable flow of communications. Update communication mediums to adapt to employee preferences.

No metric – To be reported out as part of BIPs



CULTURE

*Invest in and empower
our people.*

At the Commission, we are the best in class because we have a secret weapon – our people. Achieving any of our goals takes an engaged workforce, comprised of employees who love to work together, who care about each other and who understand they are a valued part of the Commission.

To attract and retain the best and brightest in our ever-changing workplace, we will continue to foster a positive environment that builds team relationships while empowering individuals to navigate their own career path to success and professional fulfillment.

As an employer, we are committed to supporting the professional and leadership development of our workforce. We will continue to provide and improve those resources to meet evolving needs.

Over the next five years, we will strive to be more inclusive and accepting. The Commission is a place where every idea matters, and each employee needs to feel free to share their ideas to make the Commission a better place for all.

Attract, retain and cultivate the best and brightest talent.

METRIC

Optimize the process cycle time for external employee hiring

SPR Metric: Number of business days from the final closing date of a position posting until qualified candidates are received by the hiring manager (currently, 22-day average). Number of days for hiring managers to move selected candidates back to HR (currently, 42-day average.)

TARGET

10% reduction year over year

Recruit and retain a workforce with diverse demographics and professional perspectives

SPR Metric: Increase the diversity of our workforce.

Increase year over year

Ensure the PTC is an employer of choice

BIP Strategy: Evaluate and refine total rewards to meet changing workforce desires and expectations.

No metric – To be reported out as part of BIPs

Develop leaders and enhance our thought leadership.

METRIC

Enhance employee professional development and career pathway planning

SPR Metric: Percentage of PTC employees indicating “very satisfied” with access to and quality of professional development, leadership training and advancement pathways on an all-employee survey. Metric to be further defined based on survey questions and data segmentation.

TARGET

Improve over first-year baseline

Align organizational staff structure and succession planning to support the Commission's Strategic Plan

BIP Strategy: Evaluate and consider the changing needs for workforce skills as the Commission evolves its way of doing business. Align employee professional development and recruiting accordingly.

No metric – To be reported out as part of BIPs

Prioritize employee satisfaction and engagement.

METRIC

Increase employee engagement and satisfaction ratings

SPR Metric: Percentage of PTC workforce indicating “very satisfied” or “very engaged” on an all-employee survey. Metric to be further defined based on survey questions and segmentation data.

TARGET

Improve over first-year baseline

Prioritize employee relationship-building and collaboration

BIP Strategy: Create opportunities for meaningful relationship building, new staff integration and team collaboration in a hybrid work environment.

No metric – To be reported out as part of BIPs

Foster a culture of inclusion for all identities

BIP Strategy: Foster a workplace environment that encourages open communication and innovation where all employees contribute to the success of the organization.

No metric – To be reported out as part of BIPs

Develop a Commission-wide employee feedback strategy

BIP Strategy: Develop and implement an approach to: obtain employee feedback; report and assess employee engagement and job satisfaction; learning and development opportunities; senior leadership and supervisor support; diversity and inclusion; communication; and work-life quality, among other topics.

No metric – To be reported out as part of BIPs

GROWTH

Become best in class through innovation and modernization.



Since the very beginning, the Commission has embraced innovation. We know being at the forefront of innovation will help us grow, modernize and continue to be leaders in the tolling industry. As early adopters of new technology on the highway and in our offices, we reimagine ways we can improve mobility through these advancements to make our customers' experiences more pleasant.

Over the next five years, we will rededicate ourselves to continuous improvement. This means evolving our practices to let the latest technology handle the day-to-day tasks, allowing our people to be creative and achieve the monumental.

Our customers value the PA Turnpike for its reliable convenience. It remains our responsibility to deliver on that expectation, continuing to make strides in service levels, and recognizing that we must consider expanding the services we provide to meet the evolving needs of future customers.

We are where we are today because we do not accept the status quo; we will grow by blazing a new trail and setting trends in the tolling industry. Even though we're almost a 90-year-old roadway, we recognize we are still in growth mode, opening us up to endless possibilities for our future and for our customers.

Grow our capabilities.

METRIC

Deliver non-traditional investments

BIP Strategy: Successfully and responsibly deliver non-traditional investments that are critical to the Commission's long-term relevance and viability.

TARGET

No metric – To be reported out as part of BIPs

Increase non-toll revenue

SPR Metric: Fiscal year gross non-toll revenue (excluding interest income.)

Increase from prior rolling 3-year average

Maintain and enhance our system reliability.

METRIC

Improve travel time reliability

SPR Metric: Level of Travel Time Reliability (LOTTR.)

TARGET

Greater than average of peer agencies

Level of Service (LOS)

SPR Metric: Volume to Capacity (V/C) ratio.

Maintain a majority of the system with a "good" or "fair" LOS rating.

Implement TSMO strategies

BIP Strategy: Use Transportation System Management and Operations (TSMO) strategies to provide efficient traffic flow.

No metric – To be reported out as part of BIPs

Prepare for and adopt emerging technologies.

METRIC

Adopt emerging toll technologies

BIP Strategy: Invest in nationally interoperable technology, such as RFID 6C tags and other available technology.

TARGET

No metric – To be reported out as part of BIPs

Evaluate and deploy emerging technologies that enhance our mission and business operations

BIP Strategy: Accelerate technology evaluation and adoption.

No metric – To be reported out as part of BIPs

Prepare for new and emerging vehicle technologies

BIP Strategy: Prepare the system for connected, automated, shared and electric (CASE) vehicles.

No metric – To be reported out as part of BIPs

Operationalize innovation delivery across the organization.

METRIC

Optimize the process cycle time for Innovation Council idea processing

SPR Metric: Average number of weeks for idea submissions to be classified as a go or no-go (per Stage Gate model.)

TARGET

10% cycle time reduction year over year

Progress the Commission's capability levels

SPR Metric: Improve capability levels for all departments above the FY23 baseline, in alignment with the Capabilities Maturity Model.

Capability level scores of at least 3.0 by FY29 (overall and segmented by department)

Deliver value through process improvements

SPR Metric: Deliver 2,000 employee hours of time savings annually through identified and implemented process improvements.

2,000 employee hours of time savings annually

Support employee learning and innovation

BIP Strategy: Empower employees to create a fulfilling work environment by pursuing purpose-driven learning, innovation and continuous process improvement.

No metric – To be reported on as part of BIPs annually

SAFETY

Advance safety in all aspects of our business and operations.



One highway death is one too many. That's why safety has always been, and will always be, a key part of our culture, stemming from caring about our employees and our customers.

We are passionate about safety, and will continue to prioritize safe speeds, work zone design and clearing traffic incidents. We will also invest in new technology and equipment to remain on the cutting edge of roadway safety.

More than half of our employees work in the field, and the safety of our team is paramount. In the next five years, we will continue to prioritize new initiatives to bolster a culture of safety. To that end, we also need to reduce our injury rate through new, interactive programs and deploy the latest personal-protection equipment and safety methods. We will also ensure everyone feels safe to be themselves when they come through our doors.

When we're talking about safety in the 21st Century, we're also talking about keeping our data secure. It's unbelievable what our staff have done over the last five years to protect us from cybercriminals. In the next five years, we must strive to continue ensuring our data and our customers' information is protected.

Maintain a safe roadway.

METRIC

Progress towards zero roadway fatalities, reduced reportable crashes and serious injuries

SPR Metric: Number of Fatalities and Rate of Fatalities per 100 million vehicle miles traveled (VMT.) Number of Serious Injuries and Rate of Serious Injuries per 100 million VMT. Fatal, Serious Injury and Reportable Incident Crash Rates.

TARGET

5-year rolling average less than 60% of the statewide average for interstates

Reduce roadway clearance time

SPR Metric: Average amount of time it takes for incidents to be cleared from travel lanes.

Less than 1.5 hours

Reduce the number and rate of work zone crashes

SPR Metric: Work zone crashes per \$1 million dollars in capital spending

BIP Strategy: Develop a method to track work zone crash rates by VMT

Reduced over the 5-year rolling average

No metric – To be reported out as part of BIPs

Ensure a safe and secure working environment for employees.

METRIC

Reduce the employee Total Recordable Injury Rate

SPR Metric: Total number of any work-related injury or illness that requires treatment above First Aid level.

TARGET

Reduced over the 3-year rolling average

Prioritize safety in field operations

BIP Strategy: Improve employee safety by identifying new and enhanced personal protective equipment (PPE), methods, and procedures for field operations.

No metric – To be reported out as part of BIPs

Implement an enhanced Employee Safety Recognition Program

BIP Strategy: Encourage strong participation in the Employee Safety Recognition Program.

No metric – To be reported out as part of BIPs

Secure and enhance the integrity of our data and information.

METRIC	TARGET
<p>Improve the Security Risk Score</p> <p>SPR Metric: Phish-prone percentage measured using the KnowBe4 software formula to count failure points for all users</p>	<p>Maintain at 50% of transportation industry average</p>
<p>Resolve security vulnerabilities</p> <p>BIP Strategy: Resolve security vulnerabilities in a timely manner.</p>	<p>No metric – To be reported out as part of BIPs</p>

STEWARDSHIP

Responsibly manage our finances, assets, and social and environmental obligations.

Responsibility Matters. We learned it at an early age, and it is one of our core values at the Commission. We see ourselves as stewards of this iconic landmark, and we take seriously our responsibilities to our customers and to the future generations of customers.

Part of our stewardship is responsibly managing our assets and our finances to ensure we are fiscally sound and have the best roadway around. It's about maintaining our highway to the highest standards, managing lifecycle costs and ensuring our customers receive the greatest value for their toll dollars. We will continue our commitment to working with diverse partners in our contracts, bringing new ideas to the Commission and providing open and transparent processes.

With a 30-year commitment to sustainable best practices, our goal is to become America's First Sustainable Superhighway by 2040. Sustainability drives every aspect of our work, from road projects to business operations. With each new initiative, we carefully assess the economic, environmental and social impacts. By prioritizing sustainability, we are paving the way for a greener, more resilient future.

Safeguard our financial structure and grow revenue streams.

METRIC

Maximize revenue collections

SPR Metric: Percentage of transactions paid/expected paid, as defined in the Revenue Assurance Plan.

TARGET

Increase from prior rolling 3-year average

Maximize toll revenue

SPR Metric: Toll revenue

Meet or exceed third-party traffic and revenue forecast on an annual basis

Maintain a positive operating margin

SPR Metric: Fiscal year operating margin

Actual greater than budget

Maintain our assets in a state of good repair.

METRIC

Maintain asset index

SPR Metric: Weighted index to be defined – 30: pavement; 30: bridges; 15: facilities; 10: fiber up time; 5: maintenance fleet vehicles and equipment; 5: IT assets; 5: ancillary structures.

TARGET

Improve over first-year baseline.

Minimize Capital Plan variance

SPR Metric: Achieve a variance of the approved current Capital Plan budget vs. actual of 7%.

Variance less than +/-7%

Enhance cost-effectiveness of Capital Plan

BIP Strategy: Find opportunities to advance Capital Plan projects in a more cost-effective manner, in response to inflation and funding constraints.

No metric – To be reported out as part of BIPs

Maximize lifecycle costs for highways, bridges and other assets

BIP Strategy: Enhance current asset management technologies. Evaluate comprehensive asset management solutions to realize lowest lifecycle costs for highways, bridges and other assets.

No metric – To be reported out as part of BIPs

Reinforce our commitment to and partnerships with diverse businesses.

METRIC

Meet Diverse Business (DB) Minimum Participation Level (MPL) commitments

SPR Metric: For construction contracts, professional services contracts and Job Order Contracts (JOC):

- 1) Percent of contracts meeting individual DB MPL commitments
- 2) Aggregate MPL commitment vs. actual

Identify and prioritize improvements to DB policies, practices, metrics and outreach; review Good Faith Effort documentation

BIP Strategy: Identify and prioritize improvements to DB policies, practices, metrics and outreach; review Good Faith Effort documentation to provide consistency with the approval process.

TARGET

- 1) 100% of contracts
- 2) Meet or exceed MPL commitment

No metric – To be reported out as part of BIPs

Advance sustainability projects and initiatives.

METRIC

Maintain GreenGov Score

SPR Metric: GreenGov Score based on the Pennsylvania Agency Certification Checklist.

Define sustainability goals

BIP Strategy: Define 2040 sustainability goals and document the PTC's phased approach to be fully sustainable by 2040.

Implement the Sustainable 2040 Plan

SPR Metric: Clean energy generation and EV charging station installation.

Reduce the Commission's greenhouse gas (GHG) footprint

SPR Metric: Commission's GHG footprint.

TARGET

100% or first-place rating among PA state agencies

No metric – To be reported out as part of BIPs

30 megawatts of clean energy annually;
EV chargers at 100% of PA Turnpike-occupied facilities (20 or more employees) by FY29.

Year-over-year reduction in GHG emissions

