

**IOWA DEPARTMENT
OF TRANSPORTATION**

STRATEGIC PLAN

2008 THROUGH 2012



DECEMBER 17, 2007

TABLE OF CONTENTS

Contents	Page
Vision	2
Mission	2
Guiding Principles	2
Core Functions	3
Internal Assessment	4
External Assessment	5
Goals, Measures & Strategies.....	6

VISION

Making a difference in the lives of Iowans through stewardship, service and innovation.

MISSION

The Department of Transportation advocates and delivers transportation services that support the economic, environmental and social vitality of Iowa.

GUIDING PRINCIPLES

The Department of Transportation holds the following principles as critical to successfully fulfilling our mission and achieving our vision:

- **Integrity** - Our dealings with each other, our partners, and our customers are conducted to the highest ethical standard.
- **Transparency** - Our decisions, actions and processes are open, accessible and understandable – both internally and externally.
- **Outstanding Service** - We provide excellent service by 1) continually developing our skills, tools and expertise; 2) forming internal and external partnerships; 3) finding innovative methods of doing things better; and 4) adapting rapidly to opportunities and challenges.
- **Quality Work Culture** – Our employees are safe, respected and treated equitably; diversity is promoted to enrich and strengthen the workforce; and employees are given opportunities for personal and professional growth.

CORE FUNCTIONS

- **Enforcement and Investigation**

Enhance the safety and well being of the public through the enforcement of state and federal laws and to investigate those incidences where laws have been violated. Activities may include patrolling highways; investigating major crimes, alleged fraud, or other incidents of law violations; enforcement of gaming laws; laws involving wildlife harvest; and motor carrier enforcement.

- **Physical Assets Management**

Manages state government assets including but not limited to state government buildings, monuments & vehicles. Activities may include property surplus; parking and grounds maintenance; design, construction and maintenance of facilities; space utilization; and the upkeep of state vehicles.

- **Regulation and Compliance**

Enhance the safety, health and economic well being of the public through consultation and enforcement of state regulations. Activities may include: examining; accreditation; inspections and compliance; and various licensing, permit and registration activities.

- **Resource Management**

Provides all vital infrastructure needs necessary to administer and support agency operations. Key activities may include financial and human resources management services such as payroll, accounting and budget; purchasing of goods and services; media management; information technology enhancement, management and support; staff development; leadership; planning; policy development; maintenance of physical infrastructure and governance system development to achieve results for Iowans.

- **Transportation Systems**

Build and maintain Iowa's transportation to ensure public safety and meet the various needs of Iowans. Transportation includes the following key activities: highway maintenance, construction, planning, design and research; rail; water; transit; and air transportation systems.

INTERNAL ASSESSMENT

(within the department)

Strengths

- Highly skilled and motivated employees.
- Dedicated funding stream.
- Heightened technical skills within workforce.
- Versatility; our employees possess the knowledge, skills, and abilities to perform a wide variety of assignments.
- Commitment to being fair and doing the right things.
- Desire to do good work and take pride in providing quality products and services.
- Responsive to needs of customers.
- Increased cross-unit understanding, respect and collaboration.
- Investment in technological advances.

Weaknesses

- Do not adequately integrate and utilize available information for decision-making and monitoring progress toward our vision and mission.
- Tempered funding growth and eroded buying power.
- Limited measurement of those things which will tell us how well we are meeting our mission and vision.
- Not all policies and procedures are contemporary and employees lack the education needed for increased awareness and appropriate use.
- Hampered ability to hire and retain employees with certain specialized skill sets.
- Inadequacy of current screening process to produce qualified candidates.
- Lack of a formal workforce planning process to assist in succession planning and ensure the future workforce is well trained.
- Current process for conflict resolution of employee discipline yields inconsistent results.
- Lack of information and measurements that describe the impact of transportation on the state's economy and lives of Iowans.

EXTERNAL ASSESSMENT

(outside the department)

Opportunities

- An established history of high levels of performance as a state agency.
- Well established formal and informal communication structures to reach and update our customers, partners and the public.
- Good working relationships with local, regional and other state agencies.
- Strong state-level bi-partisan support for transportation.
- Available new scientific and technological advances to help improve goods and services.
- Partnerships with businesses, industry, local and regional jurisdictions, educational institutions, professional associations, and other governmental bodies to impact national policy, align state transportation goals and enhance systems and services.
- Changing demographics within the state's population may help diversify our workforce.

Challenges

- A continually increasing expectation of the public regarding use and modernization of transportation systems.
- An increasing demand by citizens and businesses, fueled by advancements in technology, for faster response to ideas, suggestions and concerns.
- An ongoing expectation of citizens, businesses and elected officials for increasing levels of quality, efficiency and responsiveness from public agencies.
- A current approach to federal transportation funding that dilutes and fragments funds, unnecessarily regulates and imposes restrictions, and negatively impacts the department's ability to make timely and meaningful program decisions.
- Concerns about the future of state and federal levels of funding for transportation.
- A lack of public understanding of the importance of a multi-modal and integrated transportation system on the availability of food, goods and services within the state of Iowa.
- The ability to recruit and retain skilled employees.
- Unnecessary regulations that create layers of laws, rules, and regulations that often provide little to no value.

Goals, Measures & Strategies

GOAL 1 - Improve the safety of Iowa's transportation systems.

Measures GOAL 1

- Measure – Number of highway fatalities
- Measure – Number of highway major injuries
- Measure – Highway fatality rate
- Measure – Highway major injury rate
- Measure – Grade crossing fatalities
- Measure – Grade crossing injuries

Strategies for GOAL 1

- Strategy – Implement the Comprehensive Highway Safety Plan
- Strategy – Prioritize and address actionable issues & locations in the Federal "5%" report

GOAL 2 - Improve the quality of Iowa's transportation systems and what they provide.

Measures for GOAL 2

- Measure – Sufficiency rating
- Measure – Pavement Condition Index (PCI) value for various classes
- Measure – Functionally obsolete and structurally deficient bridges
- Measure – Centerline miles of 'key corridors' programmed
- Measure – Miles of highway at established service levels
- Measure – Percent of Revitalize Iowa's Sound Economy (RISE) projects supporting wages that meet or exceed 120% of the average county wage rate.
- Measure – Total business capital investment associated with RISE projects (leveraged).

Strategies for GOAL 2

- Strategy – Secure sufficient funding
- Strategy – Develop a passenger rail program
- Strategy – Maximize processes for efficiency and prudent decision making
- Strategy – Develop a transportation system and services performance management program.

GOAL 3 – Improve internal and external customer service.

Measures for GOAL 3

- Measure – Average number of days to issue access permits
- Measure – Average number of days to issue utility permits
- Measure – Average time to near normal for A & B roads.
- Measure – Time from application deadline to achieving Commission approval.
- Measure – Time from Commission approval to project construction/completion

Strategies for GOAL 3

- Strategy – Improve communication with customers
- Strategy – Maximize process efficiency and effectiveness
- Strategy – Develop a performance-based customer service program
- Strategy – Develop a survey for grant recipients to assess effectiveness in managing grant programs

GOAL 4 – Improve the effectiveness of our workplaces

Measures for GOAL 4

- Measure – Proportion of protected classes in DOT workforce.
- Measure – Number of worker comp injuries
- Measure – Number of vehicle accidents
- Measure – Number of hours lost
- Measure – Employee rating of workplace satisfaction
- Measure – Employee rating of openness and trust

Strategies for GOAL 4

- Strategy – Develop a comprehensive employee safety program
- Strategy – Gather and share organizational information
- Strategy – Develop a workforce management plan