

IOWA DEPARTMENT  
OF TRANSPORTATION  
STRATEGIC PLAN

JANUARY 2003 THROUGH DECEMBER 2006



**JUNE 2004**

# PREFACE

The Department of Transportation strives to provide safe and modern transportation systems and services to individuals who travel in Iowa. In order to provide the very best transportation systems and services to the public, three broad-based and far-reaching strategic goals have been identified. Accessibility, responsiveness and accountability are strategic to DOT's ability to achieve our vision -strategic in the sense the goals are interwoven into all aspects of our operation. A key to serving the public's transportation needs, today and tomorrow, is our ability to be more accessible, responsive and accountable in all aspects of our business operations.

This plan is aligned with the Accountable Government Act. In addition, the plan specifically addresses strategic needs to serve our customers, and to respond to trends of a growing population and the everchanging need to enhance and expand Iowa's transportation systems. This plan is a living document, and therefore, will be updated periodically.

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# VISION

The Department of Transportation will strive to provide safe and efficient multi-modal transportation systems and services for Iowa.

# MISSION

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

# 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 investigating alleged fraud or other incidents of law violations, and motor carrier enforcement.

- **Physical Assets Management**

Manage state government assets including but not limited to state government buildings and 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; inspections and compliance; and various licensing, permit and registration activities.

- **Research, Analysis and Information Management**

Provide relevant information and technical services in a timely manner to customers, stakeholders and policy makers to help make informed decisions. Activities may include collection, analysis, management, interpretation and dissemination of information.

- **Resource Management**

Provide all vital infrastructure needs necessary to administer and support agency operations. Key activities may include financial and personnel 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 systems to ensure public safety and to meet the various needs of Iowans. Transportation systems include highway maintenance, construction, planning, design and research; rail; water; transit; and air.

# INTERNAL ASSESSMENT

(within state government)

The department used several data streams to gather information vital to the development of the strategic plan. Data streams include: employee, department and Executive Branch input. Examples of specific sources include: department's work environment survey, employee input provided on a daily basis, employee suggestions obtained from formal and informal processes, employee focus groups, review of operational performance data and some criteria listed in the Iowa Excellence Assessment. All information was considered in the assessment process.

## **Strengths**

- Highly skilled and motivated employees.
- Willingness to listen to and implement employees' suggestions.
- Quality of work and the desire of all staff to continue to improve.
- Focus on team oriented approach.
- Dedicated funding stream.
- Technological advances.

## **Weaknesses (limitations)**

- Formal use of performance measures is limited.
- Limited ability to recruit employees that possess specific technical skills.
- Decreasing ability to do more with less.

# EXTERNAL ASSESSMENT

(outside state government)

As in the internal assessment, the department used several data streams to gather information vital to the development of the strategic plan. Data streams include: federal directives and mandates, and customer input. Sources of customer input include: multiple written customer surveys, customer service response cards, long-range transportation planning process, and public forums/meetings. All information was considered in the assessment process.

## **Opportunities**

- Implementation of the Accountable Government Act.
- Availability of new technologies.
- Opportunities to partner with businesses and local jurisdictions to obtain the best return on investments in providing transportation systems.

## **Threats**

- Citizens expect to have easy access to transportation staff.
- The traveling public continually increase their expectations of the access to and the modernization of the transportation systems.
- With the advancement in technology, citizens and businesses expect faster and faster responses to their ideas, suggestions and concerns.
- Citizens, businesses and elected officials expect an increasing level of quality, efficiency and responsiveness from their public agencies.
- In these times of decreasing revenues, the public demands government agencies to be better stewards of tax dollars, while providing the same or higher levels of services.
- Recruiting and retaining skilled employees.

GOAL 1:

**Accessibility - Enhance the public's access to the DOT and Iowa's transportation systems.**

**Strategies**

- A. Make doing business with DOT easy.
- B. Make it easy for the traveling public to use the airways, highways, railways, rails, transit and waterways.

**Measures**

- 1. Number of additional forms available to the customer on-line.
- 2. Number of dynamic on-line forms processed.
- 3. Percent of customers satisfied with accessibility to the state's transportation system (will be addressed by mode through the level of utilization).

**Aviation:**

- Passenger - number of annual enplanements
- Freight - number of cargo tons

**Highway:**

- Passenger - automobile vehicle miles of travel
- Freight - large trucks (semi-truck) vehicle miles of travel

**Rail:**

- Passenger - number of annual AMTRAK passengers
- Freight - number of tons (originated and terminated)

**Trails:**

- Number of miles for public use

**Transit:**

- Ridership - number of annual passengers
- Total route mileage

**Water:**

- Number of tons shipped into and out of Iowa by barge.

GOAL 2:

**Responsiveness - Be responsive to the citizens and businesses of Iowa in addressing their needs and ideas.**

**Strategy**

- A. Collect and act on the concerns and suggestions of the public.

**Measures**

- 1. Average number of days taken to respond to citizen/business concerns, projects and/or suggestions (from receipt of request to date of response as coordinated by the Director's Staff Division).
- 2. Average number of days taken to issue access permits (from receipt to date of issuance).

GOAL 3:

**Accountability - Enhance the DOT's management of financial and human resources.**

**Strategy**

A. Manage and use resources wisely.

**Measures**

1. Percent of Road Use Tax Fund revenue to the Primary Road Fund that is spent by Iowa DOT for DOT operations.
2. Percent of annual employee performance evaluations completed by June 30.