

**IOWA DEPARTMENT
OF TRANSPORTATION**

STRATEGIC PLAN

2012 THROUGH 2013



Spring 2012

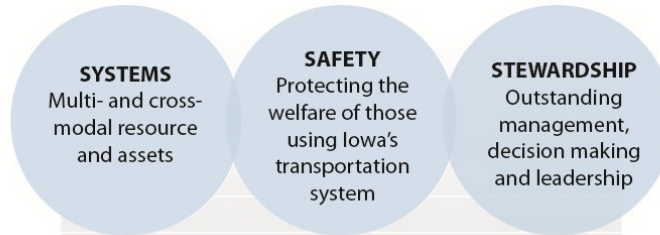
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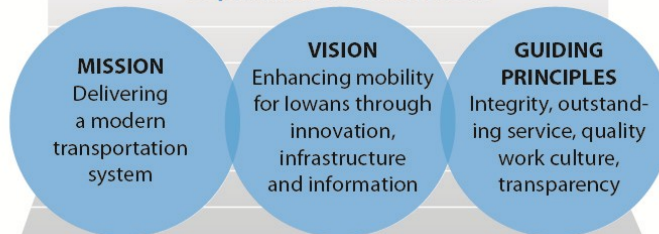
STRATEGIC PLAN MAP

Iowa Department of Transportation 2012-2013 Strategic Plan Framework

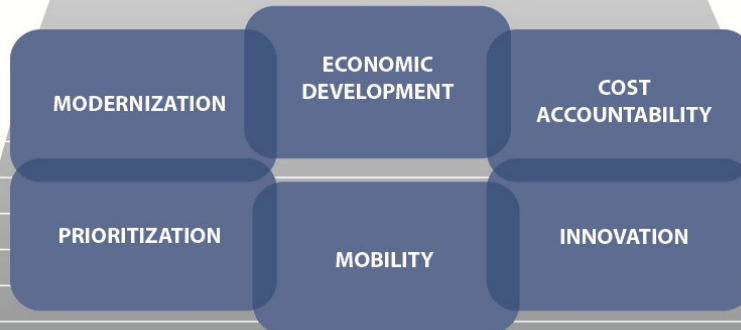
Core business functions



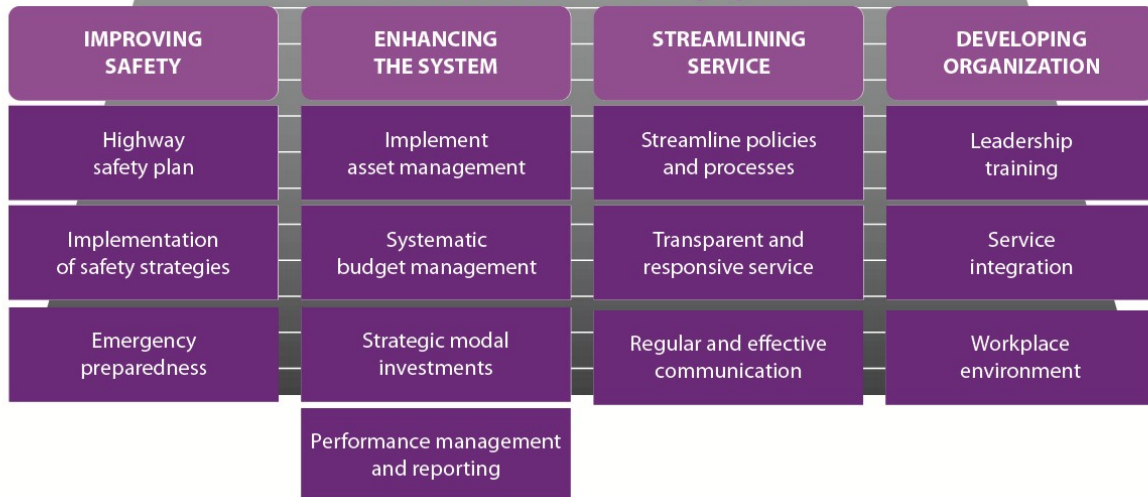
Department fundamentals



Areas of strategic focus



Iowa DOT's 2012-2013 strategic goals



VISION

Enhancing mobility for Iowans through innovation, infrastructure and information.

MISSION

Delivering a modern transportation system that provides pathways for the social and economic vitality of Iowa, increases safety and maximizes customer satisfaction.

GUIDING PRINCIPLES

The Iowa Department of Transportation (DOT) holds the following principles as critical to successfully fulfilling our mission and achieving our vision.

- **Integrity** – Our dealings with each other and our partners and 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 BUSINESS FUNCTIONS

The Iowa DOT holds the following functions as vital to effectively serving the public.

- **Safety** – Protecting the welfare of those using Iowa's transportation systems.
- **Systems** – Maintaining and developing multi- and cross-modal systems through resource and asset management.
- **Stewardship** - Providing outstanding management, decision-making and leadership.

STRATEGIC AREAS OF FOCUS

The Iowa DOT will use the following strategic areas of focus, or lenses, to coordinate its efforts to set and meet expectations for system reliability, resiliency, predictability and safety.

- **Modernization** – Rejuvenating the state’s transportation systems centered on long-term serviceability and comprehensive asset management.
- **Mobility** – Maximizing opportunities for travel choices through modal development and real-time, accurate information.
- **Innovation** – Applying new techniques and processes throughout the department to maximize efficiency.
- **Prioritization** – Making tactical investments that implement coordinated and well-timed solutions maximizing the capital return across transportation systems.
- **Cost Accountability** – Improving the delivery of projects and programs to accomplish goals ahead of schedule and under budget.
- **Economic Development** – Enhancing opportunities for commerce through strategic investment in transportation infrastructure designed to meet current and future needs of businesses.

KEY PERFORMANCE INDICATORS

The Iowa DOT will maintain the following set of key performance indicators to monitor its core business functions as well as major deliverables.

Core Business Functions

AREA	CATEGORY	MEASURE
Safety	Traffic Fatalities	Number of Fatalities Fatality Rate (fatalities/100M VMT)
	Traffic Injuries	Number of Serious Injuries Serious Injury Rate (injuries/100M VMT)
	Work Zone	Number of Crashes

AREA	CATEGORY	MEASURE
System	Pavement Condition	Percentage of highway pavement in good condition
	Bridge Condition	Number of structurally deficient bridges on primary system Number of functionally obsolete bridges on primary system
	Rail Condition	Percentage of track-miles able to operate at 40 mph or higher
	Airport Pavement Condition	Percentage of airport pavement in good condition

AREA	CATEGORY	MEASURE
Stewardship	Projects On-Time	Percentage of highway projects completed on time
	Projects on-Budget	Percentage of highway projects completed on or below budget
	Property Management	Amount of non-committed right-of-way sold (acres and parcels)
	Actual vs Projected Revenue	Comparison of projected versus actual PRF receipts

Deliverables

AREA	CATEGORY	MEASURE
Mobility	Highway	Passenger vehicle miles traveled (VMT) Commercial truck miles traveled (VMTT)
	Rail	Tons of freight by rail
	Air	Annual enplanements
	Transit	Annual statewide transit ridership

AREA	CATEGORY	MEASURE
Service	Service Time	Percentage of DLs issued in 30 minutes or less
	Service Volumes	Number of DLs issued Number of CDLs issued

Goals, Measures and Strategies

GOAL 1: Improving safety across all transportation systems.

Measures

- Number of rail crossing fatalities, number of rail crossing injuries
- Number of miles of paved shoulders let annually
- Number of table-top preparedness exercises completed
- Percentage of identified individuals trained on Incident Command Structure (ICS) at their appropriate level

Strategies

Highway Safety Plan – A review focused on impact, collaboration and education

- The Office of Traffic and Safety will conduct a review and revision of the Comprehensive Highway Safety Plan. The effort will involve multiple entities focused on law enforcement and public safety. Work will be done to explore enhancing public information and education on issues impacting safety.

Implementation of Safety Strategies – A multi-modal/division approach

- Working to improve the safety of the rail system, the Office of Rail will implement recommendations from the Rail Safety Plan focusing on reducing the number of rail crossing crashes.
- Bureau and office level management will review research and crash data to identify areas of emphasis and allocate highway Safety Improvement Program resources to physical roadway safety feature to address safety priorities.
- The Highway and Motor Vehicle Divisions will collaborate to develop areas for potential safety-related legislation as well as identify possible barriers to implementing proven safety-related initiatives.

Emergency Preparedness – Improving effectiveness through coordination and training

- Building on recent departmental responses to disaster and recovery efforts, the Highway Division will develop methods to improve planning, training and response for emergency situations.
 - Development of after-action procedures to obtain maximum benefit from emergency preparedness deployments.
 - Establishment of an incident command system to enhance coordination and integration of federal, state and local resources responding to emergency situations.
- To improve response to emergency situations directly impacting the DOT, the COOP/COG administrator will review past performance and implement methods for improving implementation and effectiveness of the DOT's response plan.

GOAL 2: Enhancing the transportation system.

Measures

- Percentage of interstate highway system operating at level of service 'C' or better
- Number of individuals receiving training in asset management principles and practices

Strategies

Implement Asset Management – Improving transportation and information systems

- The DOT will develop and implement asset management principles across the department allowing for the prioritization of strategic investments that enhance mobility, economic development, and modernization of the state's transportation systems.

Comprehensive Budget Management – Cross-department focus on delivering programs and projects

- The DOT will implement systematic budget management methodology across all divisions with a focus on bringing programs and projects under budget and ahead of schedule.

Strategic Modal Investments – Maximizing efforts to improve mobility

- The DOT will improve connectivity and mobility through strategic modal system investments identified utilizing asset management principles to enhance the ability of the state's transportation systems to meet business and public needs.

Performance Management and Reporting – Enhancing decision making through improved information management

- The DOT will enhance data systems to provide the information, analysis and reporting functionality needed to drive innovation, enhance product and service quality and support on-going process improvement initiatives.

Goals, Measures & Strategies

GOAL 3: Streamlining customer service.

Measures

- Number of process improvement events held annually
- Number of employees trained in the use of improvement tools and methods
- Number of overhead and side-mount dynamic message signs (DMS) deployed on the Iowa primary road system
- Number of unique visits to 511 site

Strategies

Streamline policies and processes – A focus on efficiency and effectiveness

- The DOT will develop a culture of continuous process improvement.
 - The department will evaluate and implement staff and resources needed to facilitate successful LEAN events.
 - Each division will annually identify candidates for improvement events.
 - The department will continually investigate and evaluate tools for process improvement.

Transparent and responsive service – A focus on partnerships and communication

- The DOT will take the lead in establishing a freight council in Iowa, developing a network of private and public partners focused on issues impacting the movement of freight in the state. The council will provide a forum for conversations on the movement of freight, work to identify means of enhancing DOT customer and business services, and act as a center of information and communication related to freight management.

Regular and effective communication – A focus on accessibility and clarity

- The newly created Office of Public Affairs will focus on coordinating efforts to provide officials, partners and the public with accessible, clear and concise information. The office will lead efforts to better define the “what, when and how” information is needed by our partners and the public.

GOAL 4: Developing a responsive and adaptive organization.

Measures

- Percentage of managers/supervisors having completed leadership training
- Proportion of protected classes in DOT workforce compared to state workforce (*employee and supervisory*)
- Number of worker compensation injuries
- Number of days away from work

Strategies

Leadership Training – Investing in improved decision making and outcomes

- The DOT's workforce administrator will develop and oversee the implementation of a training program designed to provide the skills, tools and support needed by the department's managers and supervisors to be successful.

Service Integration – A focus on improving service delivery

- The DOT will work with partner organizations to integrate services with a focus on consolidation, efficiency and effectiveness.

Workplace Environment – Supporting a productive and innovative workforce

- The department's managers and supervisors will nurture workplace environments that foster creativity and team-based performance.
- To improve the reintegration of employees into the workplace and maximize productivity, the Office of Employee Services will develop a return-to-work program designed to address employees turning to work following workplace injuries.
- The department's survey and measurement administrator will develop a new organizational survey designed to deliver clear and actionable information to improve understanding of the department and its workforce.
- The Office of Employee Services will lead efforts to develop process and tools that support the hiring and retaining of highly diverse and skilled employees.
 - Develop approaches to raise awareness of opportunities and knowledge of the application process for individuals in protected classes.
 - Research and develop tools and programs to support recently hired employees.
 - Develop means to improve monitoring and verification of equitable practices within the department.
 - Provide education to selecting authorities on best practices for hiring, which are consistent with the goal of improving the diversity of the department's workforce.