



**MAKING LIVES
BETTER THROUGH
TRANSPORTATION**

January 2021

**2021-2025
IOWA DOT
BUSINESS PLAN**



This Business Plan guides actions of the Iowa Department of Transportation over the five-year period of 2021-2025 to achieve our preferred future. The plan was developed by Iowa DOT's Executive Leadership Team (ELT) to emphasize internal improvements and align with other long-range and modal plans.

The Business Plan outlines activities to position the Iowa DOT to meet the demands of today and challenges of tomorrow. It specifically assesses where we are, where we are going, and how we are going to get there. Our people, culture, and safety-focused core values position us to continuously improve our organization as we serve Iowa.

Where are we?

Iowa DOT has a rich history dating back to its start as the Iowa State Highway Commission in 1904. Over more than a century, Iowa DOT has evolved to be a national leader in many areas including safety, long-range planning, and asset management. Yet the crossroads we're at challenges us with traffic fatalities, maintaining mobility for our economy, technology disruption, outdated systems and processes, changing workforce, and so much more. We must continually improve our way of doing business and evolve as an organization.

Where are we going?

The future is bright and we have many opportunities ahead of us. Whether it's adapting to rapidly changing technologies, maintaining top-notch customer service, or sustaining a highly capable workforce, we must adapt to changing customer needs.

Five priority goals have been established to drive our organization:

- 1 Improve Transportation System Safety & Performance
- 2 Improve Customer Service
- 3 Advance Workforce for Future Challenges & Opportunities
- 4 Secure Stable & Sustainable Funding
- 5 Grow Innovation

How are we going to get there?

As we start on this journey of evolving our organization to more effectively meet customer needs, we will introduce staff at all levels to new tools and terminology to help us better connect our long-range plan with the services we provide to our customers. We are aligning our strategic direction, this Business Plan, and the efforts of every unit and individual throughout our organization.

As we meet our challenges through agility and innovation, I am confident Iowa DOT will provide the most customer-focused, safe, reliable, and efficient transportation system and services in the nation.

As Stewards of Iowa's Transportation System, we are in a unique and privileged position to connect communities, people, services, and goods to advance our state. We have the opportunity to truly make people's lives better through transportation... I can't imagine a better outcome than that. I look forward to taking the next steps with you together, to evolving as an organization, and to creating that preferred future that we all seek.



Sincerely,

A handwritten signature in black ink that reads "Scott Marler". The signature is written in a cursive, slightly slanted style.

Scott Marler
Director, Iowa DOT



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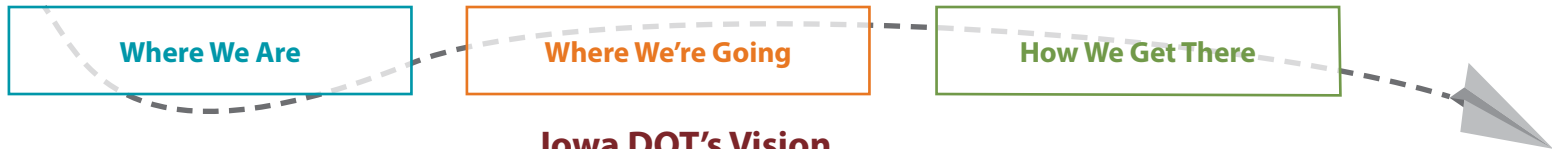
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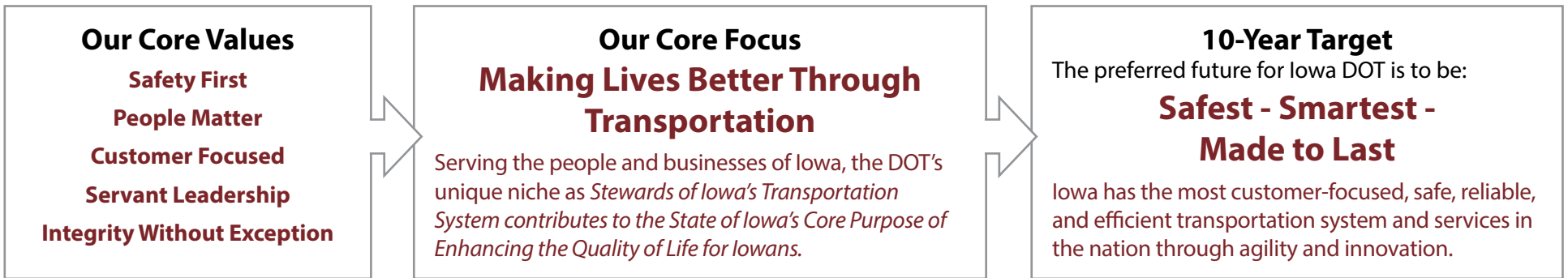
2021-2025 Iowa DOT Business Plan

Iowa DOT’s Business Plan represents a new way of doing business and was developed to effect change and improvement toward DOT’s vision for a better future. With strategic direction guided by the State Long-Range Transportation Plan, the Business Plan outlines nearer term focus with tools to bring the DOT’s vision from ten years all the way down to the highest priority quarterly actions known as 90-Day Rocks.

The Business Plan Comprises Three Sections



Iowa DOT’s Vision



Our 5-Year Priority Goals

Iowa DOT leadership has prioritized five Priority Goals as the overarching direction for the Business Plan:

- 
Improve Transportation System Safety & Performance
Outcomes include: zero fatalities in work zones, total traffic fatalities significantly reduced, increased efficiency, reliability, resiliency, and condition of our transportation system
- 
Improve Customer Service
Outcomes include: greater levels of customer satisfaction across all programs and services
- 
Advance Workforce for Future Challenges & Opportunities
Outcomes include: engaged and empowered employees, increased diversity, equity, and inclusion, and steady reductions in turnover rate (non-retirement)
- 
Secure Stable & Sustainable Funding
Outcomes include: implemented funding strategies, ensured diversified funding mechanisms, and reduced technical debt (e.g., legacy systems)
- 
Grow Innovation
Outcomes include: adopted smart technologies, culture of innovation, and modernized systems

“Innovation is real work, and it can and should be managed like any other corporate function.”
Peter Drucker

Where We're Going as an organization is centered on the Priority Goals over the next five years. **How We Get There** involves an action-oriented implementation approach and set of tools for identifying 1-Year Objectives each calendar year, assigning ownership for 90-Day Rocks, and adhering to a cadence of efficient meetings and accountability for Rocks and key business metrics.

Implementation & Traction

5-Year Picture

By December 31, 2025, transportation throughout Iowa will be safer and performing better, with fatalities significantly reduced and a more resilient, reliable, and efficient system. Our internal and external customers will be better served, employees will be more engaged, and customer satisfaction across all programs and services will be increasing. Empowered employees will be well-equipped to meet both the challenges and opportunities of the future, and a culture of innovation and modernization will be integrated throughout the DOT. As stewards of Iowa's transportation system we will have addressed our greatest resource needs and identified new, stable, and sustainable funding to ensure our transportation system is well-maintained.

1-Year Objectives for 2021

DOT leadership has set five Objectives for calendar 2021, and every year hereafter new or refined 1-Year Objectives will be set.

1. Reduce Fatalities to Under 300
2. Update Organizational Structure & HR Business Practices to Align with Organizational Strategies
3. Implement New Customer Feedback Programs
4. Reimagine How We Invest in Technology
5. Implement Business Measures that Move Us Forward

A vision is not just a picture of what could be; it is an appeal to our better selves, a call to become something more.

Rosabeth Moss Kanter

While the Business Plan is reviewed and updated every other year, implementation is achieved through specific quarterly and biweekly efforts among all Divisions. The Business Plan adapts several tools from the Entrepreneurial Operating System (EOS), such as:

Meeting Pulse

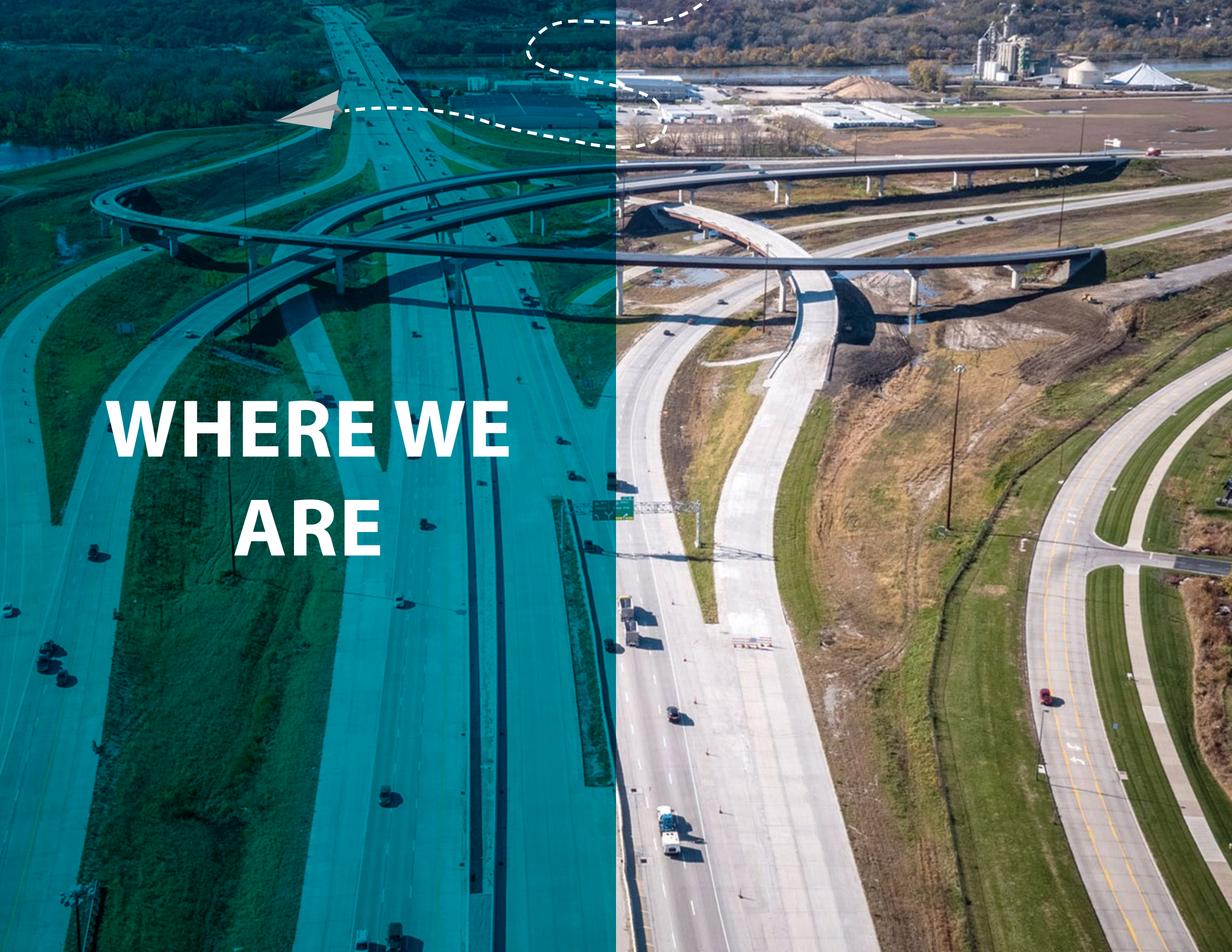
Annually, reaffirm Priority Goals and prioritize objectives for the year ahead; quarterly, review the Vision / Traction Organizer (V/TO) and prior Rocks, set new Rocks, resolve issues; and biweekly, Level 10 meetings

Level 10 Meetings

Structured, high-value, 90-minute meetings that review Rocks and Scorecard, and resolve issues

90-Day Rocks

Prioritize 3-7 items to accomplish in next 90 days, every Rock has an owner, and every Division and most Bureaus have Rocks



**WHERE WE
ARE**

Business Plan Overview

This Business Plan guides actions of the Iowa Department of Transportation over the 2021-2025 five-year period to achieve our highest priority goals. The Department-focused plan was developed by Iowa DOT 's Executive Leadership Team (ELT) to emphasize internal improvements and align with other long-range and modal plans. The Business Plan positions the Iowa DOT to meet the demands of today and challenges of tomorrow.

At a Crossroads

Large organizations like the Iowa DOT operate in an increasingly dynamic external and internal environment, making adaptation and business planning essential. Currently, the Department is at a crossroads and has both challenges and opportunities.

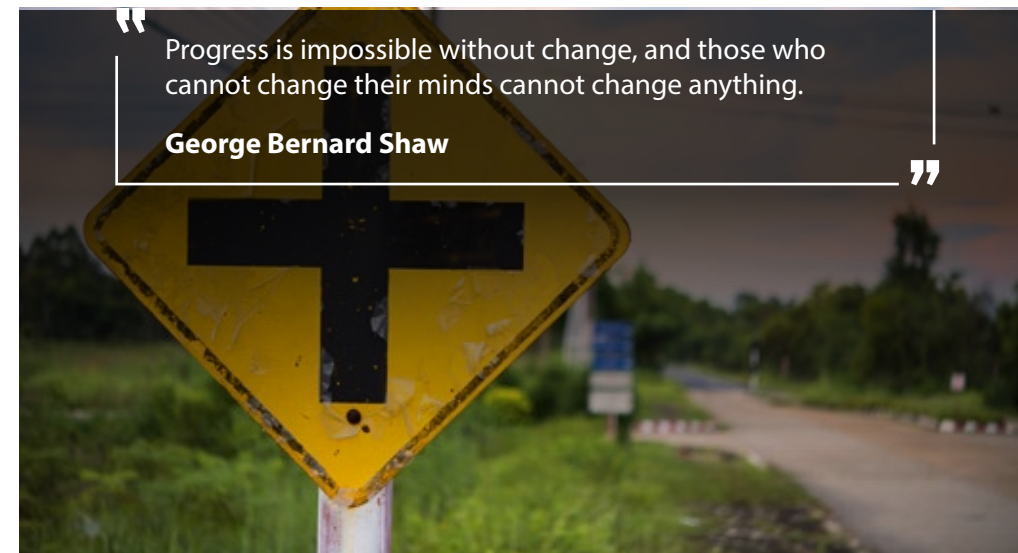
Some of our key opportunities include:

- Supporting economic growth
- Leveraging and adapting to rapid technological change
- Managing our transportation assets as well as we possibly can, with increasing emphasis on stewardship and operations
- Continuously preparing and equipping our workforce

Likewise, we have some intersecting challenges that demand our attention:

- Reducing traffic fatalities across our state
- Moving beyond organizational silos to be as seamlessly effective as possible
- Improving our performance and how we communicate for continuous improvement
- Effectively managing and making the best use of data in a data saturated world
- Addressing the transportation system needs with funding limitations
- Modernizing our systems and processes for the 21st century
- Recruiting and retaining a workforce to meet the challenges of the future

Recognizing that we've made great strides in many areas as an agency to date, we find ourselves at a crossroads, and now is the time to open ourselves to change and choose to become a better version of ourselves for the future. We can envision a future that is brighter, where there are fewer traffic fatalities, all people arrive at their destinations safely and efficiently, and our workforce is agile and empowered, working together to evolve and improve our organization. We will look back at this crossroads and take great satisfaction in the changes we brought about, the new thinking and ideas put into motion, and the goals that we achieved.



Progress is impossible without change, and those who cannot change their minds cannot change anything.

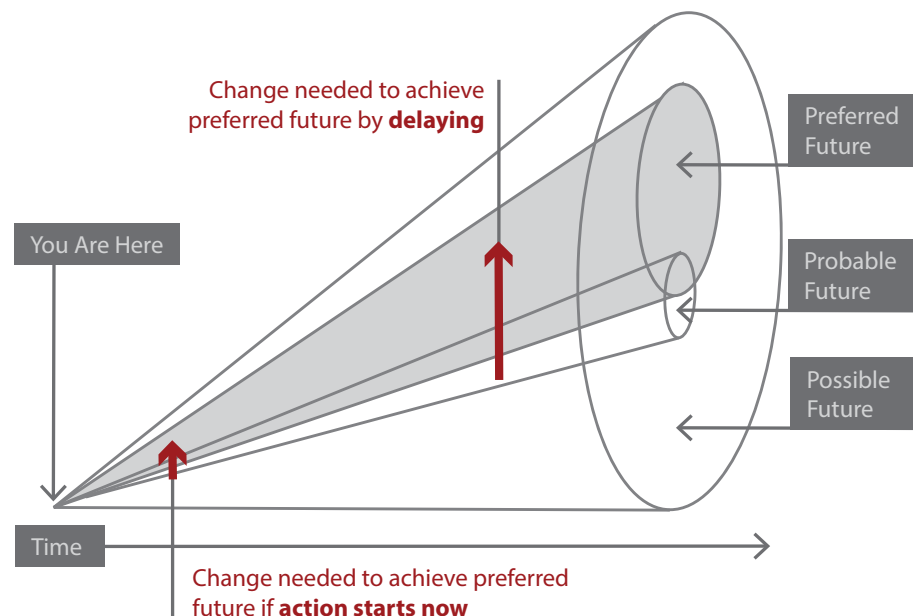
George Bernard Shaw

THE BUSINESS PLAN COMPRISES THREE SECTIONS



The purpose of this Business Plan is to guide positive change now to achieve Iowa DOT’s preferred future. Iowa DOT’s Business Plan has been designed to achieve these principles:

• **Provide Leadership on Emerging Statewide Transportation Issues** – At a crossroads in America’s heartland, Iowa faces transportation responsibilities, challenges, and opportunities related to moving people and goods. These are linked to myriad issues: safety, stewardship, resilience, equity, climate change, land use, economic development, and others. Change takes time and must be acted on in the present.



- **Position the Iowa DOT for Change** – The Business Plan helps guide positive change at every level. Its structure ensures a balance of effort between customer service delivery, operations, and resources.
- **Develop and Align the Organization** – The Business Plan supports the need to continuously communicate strategic direction and improve internal operations of the organization to meet the DOT’s purpose.
- **Manage Proactively** – Effective management is built on enhanced systems, processes, and controls within the organization to ensure strategic, future-looking actions are integrated with day-to-day activities. Problems and opportunities are anticipated and the DOT is prepared to address each.
- **Execute Long-Range Strategic Planning** – The Business Plan supports implementation of Iowa’s Long-Range Transportation Plan by laying out the execution process in achievable and actionable annual and quarterly steps.
- **Foster Innovation** – Objectives in the Business Plan encourage innovative approaches and serve as a guide for the organization. Importantly, the execution of many of the plan’s actions will grow our culture of innovation.
- **Strengthen the Iowa DOT as a Regional Asset** – We have an opportunity to be strategic and intentional to make a greater impact on the larger Midwest region, and in so doing strengthen Iowa and its economy in times of change and opportunity.


Previous Direction

In September 2020 the ELT embarked on a new strategic direction-setting initiative but had a stepping off point from previous efforts. Early Business Plan development included a reimagining of DOT's strategy, bringing it into sharper focus, and providing a framework for more actionable implementation.

DOT's Strategic Plans

Both the 2012 and 2014 strategic plans were short summaries of the expected vision, mission, principles or values, and selected focus areas or initiatives.

2014 STRATEGIC PLAN



HOW THE IOWA DOT OPERATES DAY-TO-DAY

OUR MISSION
Getting you there safely, efficiently, and conveniently.

OUR CORE VALUES
Iowa DOT employees will demonstrate:

Safety – put safety first in everything we do.

Respect – treat everyone with honor, dignity, and courtesy.

Integrity – earn and demonstrate trust through transparent and ethical actions.

Teamwork – work together through effective communication, collaboration, and accountability.

Leadership – create vision, inspire others, and set an innovative pace for our customers and the transportation industry.

WHERE THE IOWA DOT IS GOING

OUR VISION
Smarter, Simpler, Customer Driven

ONE IOWA DOT TEAM KEY INITIATIVES FOR CHANGE
Initiatives will be worked on one at a time and led by a key initiative team.
Team members will be made up of Iowa DOT staff members who have a unique relationship to the initiative being worked on at that time.

Performance management	↻
Data integration	↻
Portfolio and project management	↻
Organizational communication	↻
Workforce and knowledge management	↻

The stated desired culture was to be safe and engaged. Neither strategic plan provided a timeline nor framework for implementation, so follow-through has been challenging, as expected without the necessary supporting systems for plan implementation.

This Business Plan is intended to remedy that by explicitly aligning the DOT with the strategic direction in the State Long-Range Transportation Plan (see the next page), reimagining our Core Values and Focus, and providing an implementation approach and timeline divided into a regular cadence.

Strategic and business planning at Iowa DOT also must align with the State of Iowa direction. Importantly, the Governor's 2021 priorities include the following six initiatives:

- Ensuring Iowa's Economic Prosperity
- Putting Students First
- Creating Universal Broadband Access for Iowans
- Ensuring Strong, Safe Communities
- Improving Access to Quality Health Care
- Reinvigorating the Iowa Agriculture Economy

Iowa continues to pursue modernizing state government, improving workforce preparedness, and cultivating a nimble, customer-driven focus.



Strategic Alignment

This Business Plan plays an essential role connecting long-term strategy to short-term tactics. Long-range strategic direction for transportation in Iowa is guided by the State Long-Range Transportation Plan (SLRTP). The current version is *Iowa in Motion 2045*, and the next version is expected in 2022. The vision is:

A safe and efficient multimodal transportation system that enables the social and economic wellbeing of all Iowans, provides enhanced access and mobility for people and freight, and accommodates the unique needs of urban and rural areas in an environmentally conscious manner.

The SLRTP strategies are aligned with four principal investment areas:

- **Stewardship** through maintaining a state of good repair
- **Modification** through right-sizing the system
- **Optimization** through improving operational efficiency and resiliency
- **Transformation** through increasing mobility and travel choices

The Business Plan helps the Department organize to achieve the SLRTP, including redefining DOT's values, vision, and mission into new terms of Core Values, Core Focus, and 10-Year Target. The Plan guides nearer-term implementation by clearly defining the 10-Year Target, Priority Goals, and 5-Year Picture. These are outlined in the following sections.

Continuing its bridge between the strategic and tactical, the Business Plan implementation includes annual definition of the highest priority 1-Year Objectives that move DOT toward its preferred future. The tactics and actions are further specified in the 90-Day Rocks, reestablished quarterly, that each Division and most Bureaus will own.



“ Leadership is the capacity to translate vision into reality.

Warren Bennis

”

WHERE WE'RE GOING



Values & Focus

The following values and descriptive statements form the nucleus of the Business Plan. The DOT redefined Core Values, shown on the left, which together with the Core Focus and 10-Year Target form the redefined vision. The Priority Goals and Objectives that follow are specifically designed to align with these Core items.

Iowa DOT's Core Values

▶ Safety First

The safety, security, and wellbeing of staff, travelers, and customers is of utmost importance. We are committed to continuous feedback and learning to be safer, proactive, more resilient, and highly prepared.

▶ People Matter

We are committed to diversity, respect, listening well, and engaging all in meaningful ways. Our culture emphasizes civility, continuous improvement, innovation, and reasonable risk taking.

▶ Customer Focused

We are committed to consistently providing high quality service for our external and internal customers. We promote a positive customer focus by understanding customer needs and empowering staff to be responsive.

▶ Servant Leadership

We are intentional to never be complacent and to always follow through with serving the public and each other. Leading by serving embraces a positive commitment to personal growth, being helpful, and aligning our efforts.

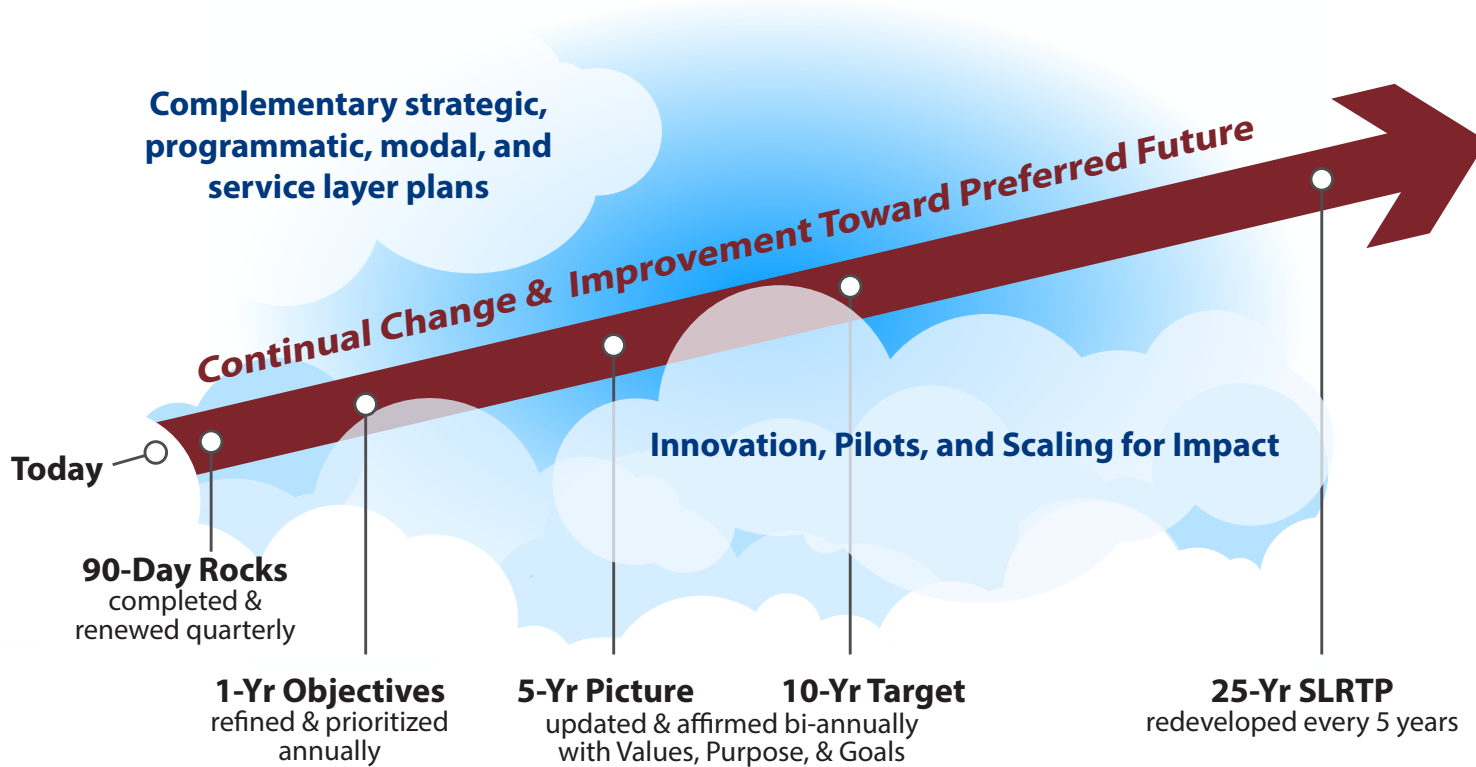
“ I learned to always take on things I'd never done before. Growth and comfort do not coexist. ”
Virginia Rometty

▶ Integrity Without Exception

We foster a culture of respect, honesty, and commitment. Transparency, accountability, and ethical behavior undergird all we do as stewards of Iowa's transportation resources.



Positioning any organization to achieve its preferred future involves continual change and improvement. The Iowa DOT is a large and complex organization with substantial responsibilities – and it has never had a business plan before – so altering course will take time, commitment, and a specific and implementable plan. The Business Plan implements the SLRTP and organizes the DOT with Core Values, Core Focus, and a 10-Year Target that move us closer to that longer range vision. Following that direction, the ELT has defined five Priority Goals.



The 5-Year Priority Goals are revisited every other year with the Business Plan updates. The SLRTP is the strategic direction for transportation in Iowa, and this Business Plan further enables implementation of other specific plans the DOT is responsible for such as the Strategic Highway Safety Plan and State Freight Plan.

The last part of this section on Where We're Going contains the 1-Year Objectives. These 1-Year Objectives are the bridge to How We Get There, which includes the near-term implementation tools and processes that will be used to execute this plan.

5-Year Priority Goals

From a wide range of possibilities, the ELT defined and prioritized five Priority Goals for the next five years. The intent of the Business Plan is to achieve each Priority Goal. These are the building blocks for Iowa DOT's preferred future and form an essential connection between the broader direction in the previous section and the increasingly detailed 5-Year Picture, 1-Year Objectives, and 90-Day Rocks (the highest priority actions for divisions and bureaus) that drive change and improvement.



Goal 1.
Improve Transportation System Safety & Performance

Outcomes include: zero fatalities in work zones, total traffic fatalities significantly reduced, increased efficiency, reliability, resiliency, and condition of our transportation system



Goal 2.
Improve Customer Service

Outcomes include: greater levels of customer satisfaction across all programs and services



Goal 3.
Advance Workforce for Future Challenges & Opportunities

Outcomes include: engaged and empowered employees, increased diversity, equity, and inclusion, and steady reductions in turnover rate (non-retirement)



Goal 4.
Secure Stable & Sustainable Funding

Outcomes include: implemented funding strategies, ensured diversified funding mechanisms, and reduced technical debt (e.g., legacy systems)



Goal 5.
Grow Innovation

Outcomes include: adopted smart technologies, culture of innovation, and modernized systems

5-Year Picture

Under each of the five Priority Goals are elements of the 5-Year Picture of the Iowa DOT with the Business Plan horizon. This outlines the direction for focused effort over the next five years. The ELT has further prioritized these into 1-Year Objectives for the first year and will repeat that prioritization every year. The prioritized objectives for the coming year include more detail as well as measurables.

The 5-Year Picture adds clarity of purpose to the Priority Goals. This Picture of the DOT at the end of the Business Plan horizon is both compelling and achievable. These are not actions, but outcomes that will be brought to life through 1-Year Objectives and 90-Day Rocks.



Goal 1. Improve Transportation System Safety & Performance

In five years transportation throughout Iowa will be safer and performing better. Work zones will be free from fatalities, total fatalities will be significantly reduced, and the system will be more resilient, reliable, and efficient.

Key outcomes include:

- Reduced fatalities and serious injuries
- Improved system reliability, reduced non-recurring congestion
- Improved system preservation and maintenance
- Improved system resilience
- Right-sized system
- Legislative barriers addressed
- New technology and innovation improving safety and performance
- More comprehensive traveler information
- Effective corridor management
- Improved freight operations
- Improved quality, reduced costs of change orders

Goal 2. Improve Customer Service

Our internal and external customer service will be improved through the execution of this Business Plan. We will have greater levels of employee engagement and customer satisfaction across all programs and services.

Key outcomes include:

- Customer needs are better understood and better met
- Improved internal service and collaboration across the “white space” of the organizational chart
- Increased customer convenience and service options
- Enhanced customer information and engagement
- Internal / external customer service priorities are better understood and improved

Goal 3. Advance Workforce for Future Challenges & Opportunities

Our engaged and empowered employees will be well-equipped to meet both the challenges and opportunities of the future. Our workforce will continue advancing and adapting, be more diverse, and we will have reduced non-retirement turnover rates.

Key outcomes include:

- Better engaged and empowered workforce
- Increased employee retention
- Implemented human resource (HR) innovations for career paths, vacancies, and training
- The right people in the right seats

- Increased diversity, equity, and inclusion
- Improved capacity building and coaching opportunities for employees

Goal 4. Secure Stable & Sustainable Funding

As stewards of Iowa's transportation system, in five years we will have addressed resource needs and identified new, stable, and sustainable funding to ensure our transportation system is well-maintained.

Key outcomes include:

- Established reliable, stable, and sustainable funding strategies and sources
- Funding needs addressed through required legislative study
- Reduced technical debt and the financial burden imposed by legacy information technology (IT) systems
- Diversified and new funding mechanisms in place
- Additional federal funding available for Iowa's transportation system

Goal 5. Grow Innovation

Innovation is an integral part of improving an organization, and we will have nurtured a stronger culture of innovation, cultivated improved processes, and adopted modern systems and technologies.

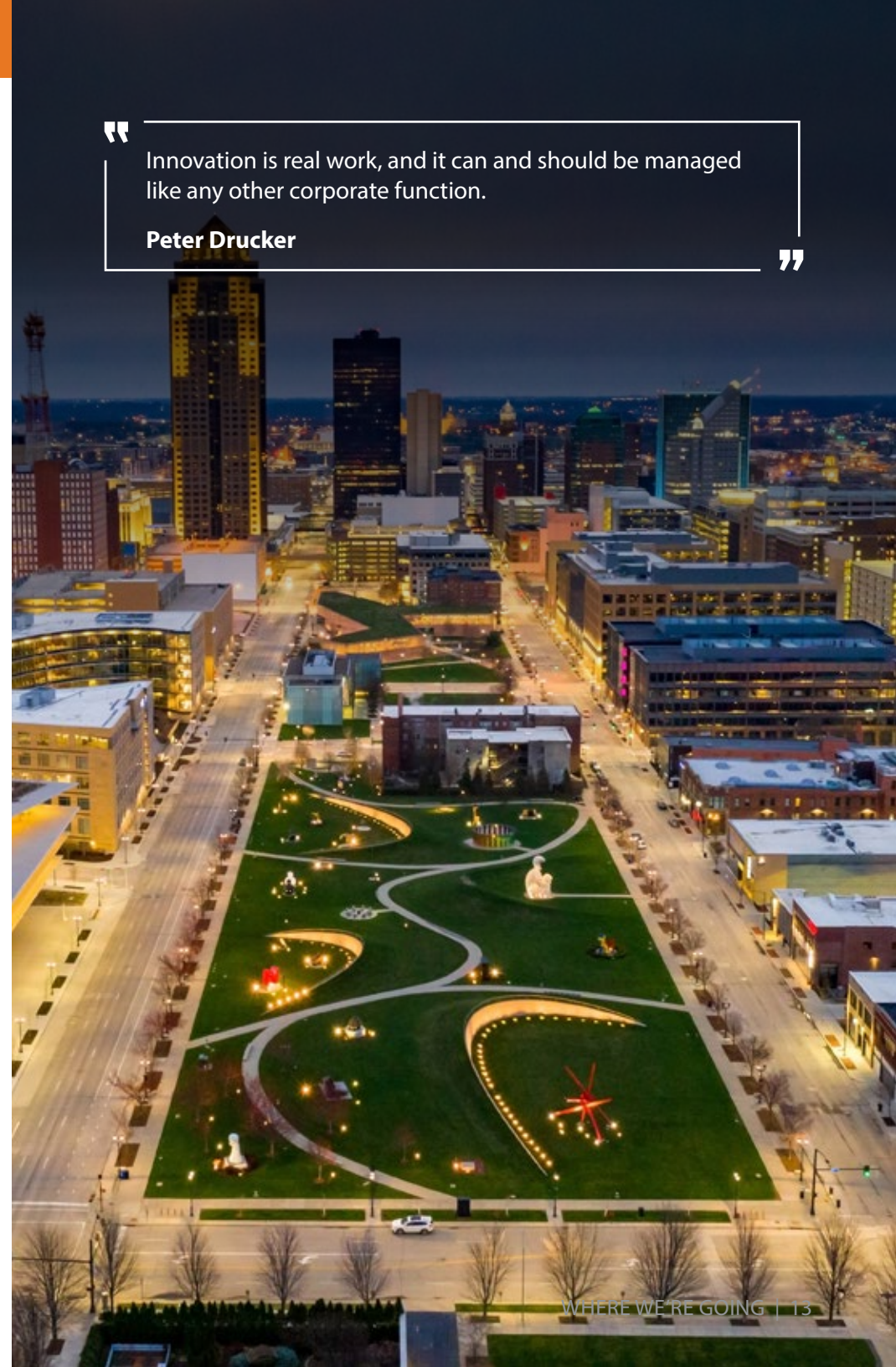
Key outcomes include:

- Adopted and deployed technology solutions
- Integrated business performance throughout the Department
- Implemented new approaches to growing innovation
- Supported programs and initiatives to advance new and emerging technologies
- Improved prioritization process for IT investment portfolio
- Modernized business systems



Innovation is real work, and it can and should be managed like any other corporate function.

Peter Drucker



1-Year Objectives

The last step of Where We're Going is setting the Objectives for each calendar year. These are interwoven with ongoing business and operations needs but must be understood to be working ON the business not just working IN the business. As important as 1-Year Objectives are in the short term, the 5-Year Picture and Priority Goals are equally important over the five-year planning horizon.

2021 Objectives

The ELT has established the following objectives for 2021, the highest priority items to accomplish in year one of the five-year Business Plan horizon. Here is what we are putting extra focus on in 2021, which is essential for achieving the 5-Year Picture and moving toward the 10-Year Target.

Objective 1. Reduce Fatalities to Under 300

- Averaged 342 per year in 2015-2019; it was last under 300 in 1925
- Collaborate with the Iowa Department of Public Safety and the Fatalities Reduction Task Force
- Zero employee fatalities or serious injuries
- Enhance work zone safety for employees and travelers

Objective 2. Update Organizational Structure & HR Business Practices to Align with Organizational Strategies

- Identify core service areas, confirm the Right Seats
- Update structure – DOT-wide and within Divisions – to best support core services and achieve priorities
- Pursue HR innovations, e.g., horizontal career paths, process for vacant positions, and others
- Prioritize and advance Diversity & Inclusion Task Force recommendations
- Increase agency Gallup Engagement to at least 30% overall percentile ranking

Objective 3. Implement New Customer Feedback Programs

- Create programs (e.g., initiatives, processes, systems, and other mechanisms) to garner feedback representing Iowans
- Develop a customer satisfaction index and report
- Prioritize customer needs
- Implement improved information and service options in response to feedback from customers

Objective 4. Reimagine How We Invest in Technology

- Overhaul information processing (IP) planning and revamp IT prioritization and decision-making processes
- Identify and prioritize 5-year technology needs by Divisions
- Develop a 5-year DOT (internal) technology strategy
- Modernize or retire outdated systems

Objective 5. Implement Business Measures that Move Us Forward

- Develop internal organizational performance frameworks
- Identify, evaluate, and define priority measures that drive business decisions
- Implement ELT Scorecard (the 5-15 most important numbers), updated biweekly, both DOT-wide and for Divisions

Each year hereafter, these objectives will be assessed and new or refined objectives will be set for the next year that drive the DOT toward the 5-Year Picture and Priority Goals. The Business Plan is updated every two years, so the next iteration of 1-Year Objectives for 2022 will be formulated in summer 2021. These should be drawn from the 5-Year Picture outlined above, but circumstances change, and regardless the new 1-Year Objectives must be the highest priority three to seven items to accomplish that year.

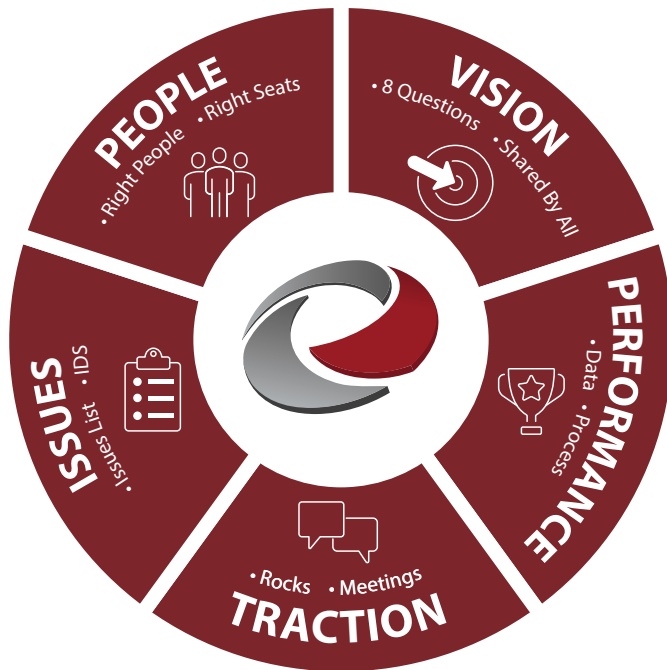
HOW WE GET THERE



Implementation Approach

Planning has great value in nearly every facet of the lives of individuals and organizations. The value of any plan can, however, only be realized with intentional, consistent, and systematic implementation. The Iowa DOT five-year Business Plan will achieve the Priority Goals following a comprehensive and predictable implementation approach.

Throughout implementation, the ELT will ensure that full attention is given to the connections between the Priority Goals, 5-Year Picture, the crucial 1-Year Objectives, and the Rocks established for them. This section outlines the approach to implementation and is followed by a summary of the various tools being used to carry out and reinforce that implementation.



Primary Implementation Areas of Focus

In developing the Business Plan, the ELT considered various aspects of successful plan implementation. Among them, several were identified as being the most important. Each is listed and briefly described below, as related to the Entrepreneurial Operating System (EOS). The EOS framework (eosworldwide.com) is leveraged and adapted throughout this Business Plan, especially for its effective implementation tools. Please refer to the appendix for a glossary of key EOS terms used throughout the execution of the Business Plan.

Linking Business Plan to Budget and Resource Allocation



Various resources are necessary to accomplish the five Business Plan Priority Goals, such as people, money, and partnerships with stakeholders. Our Business Plan will be used as the primary reference point in establishing and updating budget priorities and other resource decision making.

Executing a Communication Strategy Supporting Business Plan Implementation



Every Iowa DOT employee has a role to play in the successful implementation of the Business Plan. To that end a communications strategy is carried out that raises awareness, helps everyone know where they fit, addresses questions, and provides open forums for idea sharing.

Holding Employee Business Plan Meetings



In the first year of Business Plan implementation, meetings will be held to effectively engage employees in the implementation process. The focus will be to ensure that all are aware of the plan and its importance to the Department and our customers.

Defining Lead and Support Roles for Business Plan Objectives



Other keys to successful Business Plan implementation are accountability and teamwork. By identifying lead and support roles for the Business Plan objectives, each is reinforced Department wide.

Linking Business Plan to Unit and Individual Goal Setting and Performance Reviews



Plans too often fail to connect an organization’s vision with goal setting in business units and for individuals. We will follow a positive and impactful approach that links Business Plan Core Values and Priority Goals with the annual Objectives of each unit and for individual goal setting and reviews. All Bureaus will act on 90-Day Rocks to achieve 1-Year Objectives and support the DOT’s vision.

Using an Action Plan Approach with EOS Tools



Finally, action plans are typically the most used approach to ensure that a plan’s implementation is progressing and being regularly reviewed. The action plan philosophy will be followed by leveraging the various tools that bolster implementation. Those are summarized in the following table.

Implementation Tools

The Business Plan proceeds with rollout and communication, managing change, and developing alignment throughout the DOT. The following set of implementation tools bring value and focus from day one, and as small, early gains are accomplished, traction sets in and scaling for greater impact follows. More information on these tools and how to use them is available separately from this Business Plan.

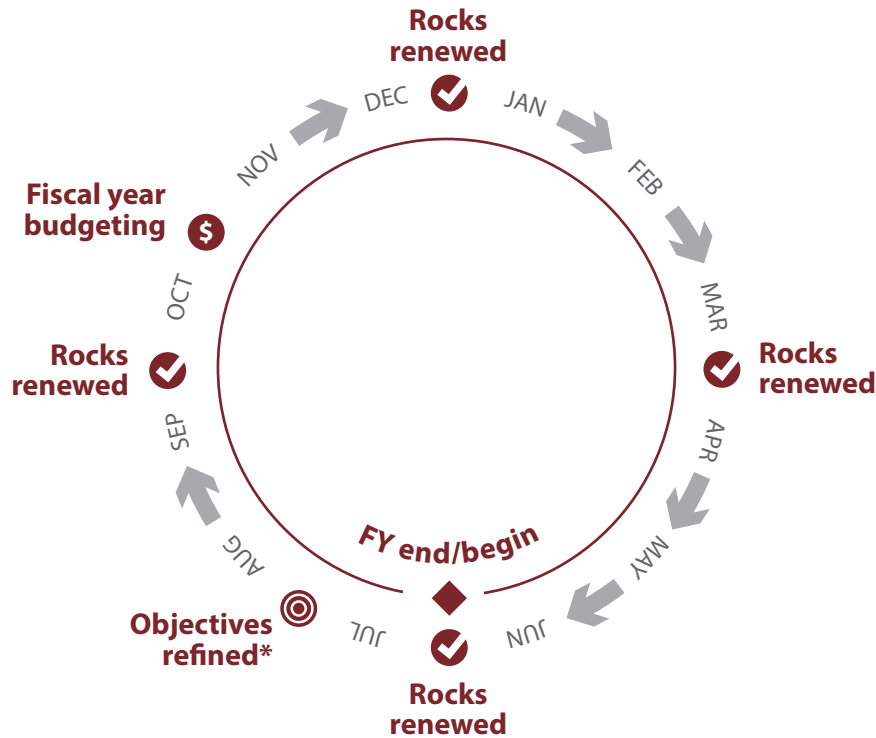
IMPLEMENTATION TOOLS

Tool	Purpose/Value
VISION	
Vision / Traction Organizer (V/TO)	2-page summary, answers eight questions from Core Values and Focus to Priority Goals to initial 90-Day Rocks
PEOPLE	
Accountability Chart	An aid to organizational restructuring, blank slate exercise to define structure needed to deliver essential processes , and establish clear lines of accountability
Performance Evaluations	Supervisor and staff reviews will incorporate engagement, empowerment, and self-evaluation of alignment with Core Values
ISSUES	
Issues Solving Track	Drop issues down, prioritize, then Identify, Discuss, Solve (IDS); part of every Level 10 meeting
TRACTION	
Meeting Pulse	Annually, reaffirm and update Core items and Goals, and prioritize objectives for the year ahead; quarterly, review V/TO and prior Rocks, set new Rocks, resolve issues; and biweekly, L10 meetings
Level 10 (L10) Meetings	Structured, high-value, 90-minute ELT meetings that review Rocks and Scorecard, and resolve issues
90-Day Rocks	Prioritize 3-7 most important items to accomplish in next 90 days, every Rock has an owner, and every Division and most Bureaus have Rocks
PERFORMANCE	
Scorecard	Top level, 5-15 biweekly priority numbers for Iowa DOT; evidence-based leadership

Implementation

The implementation areas of focus weave with the implementation tools in a way that clearly defines an action plan. This section intentionally does not lay out multi-year steps, but the iterative process that repeats with each cycle:

- Every two calendar years – Business Plan updated
- Every calendar year – 1-Year Objectives refined and reprioritized
- Every quarter – 90-Day Rocks completed and renewed
- Recurring L10 meetings



* Every other year the Business Plan update includes Objectives refinement

This cycle aligns with the Meeting Pulse, and in every meeting, attendees are expected to voice their opinion, ask questions of things not understood, and collaborate on efficient L10 Meetings and solving issues with IDS. Revisiting the primary implementation areas of focus introduced in the last section we reinforce how each implementation tool supports longer term improvement:

- The Business Plan and V/TO are linked to budget and resource allocation as they are updated biennially to stay in sync with two-year budgets, and the 1-Year Objectives are updated and reprioritized annually with resource constraints among the evaluation criteria. Throughout the cycles, resource constraints are an expected and recurring issue to be rectified as Objectives and Rocks are undertaken and with the Issues Solving Track in recurring meetings. The 10-Year Target is aspirational, but the 1-Year Objectives and 90-Day Rocks are carefully defined to be achievable with existing resources.
- Defining and executing a communication plan is essential for supporting implementation of the Business Plan. The audience is both internal and external customers. Communications will be planned in the first quarter of calendar 2021, leveraging change management techniques. Recognizing both the foundational challenges and the inspirations, the plan will include Business Plan roll-out, supporting outreach tools (e.g., stories, blogs, videos), and scheduled points in 2021 to communicate progress.
- It is essential that all leadership and management know this Business Plan and clearly communicate the critical importance of aligning workforce activity with DOT's direction contained here, from Core Focus down to 1-Year Objectives and 90-Day Rocks. As the Business Plan is communicated internally, management are expected to build off the Plan and hold in mind each of the five Core Values and five Priority Goals.

“ If the big rocks don't go in first, they aren't going to fit in later. ”
Stephen Covey



- Lead and support roles are defined beginning with the ELT, updated structure, and individual ownership of each Rock. These Rocks are specific, not vague, and each lead owner is likely to have support helping them with any given Rock. In turn, individuals down the organization chart will be taking on their own Rocks each quarter. Not all business units are required to hold L10s, but all divisions and most bureaus will have 90-Day Rocks. Throughout a given quarter, updates are made at recurring L10 meetings, and no new priorities should be added until the quarterly renewal.

What Happens in 2021

Both the executive summary and V/TO provide two-page summaries of essential elements of this plan. The V/TO is shown at the front of the appendix and available as a separate two-page document. These two items will be used as quick reference throughout 2021.

The 1-Year Objectives are set for 2021, each tied to one or more Priority Goal and Core Value:

1. Reduce Fatalities to Under 300
2. Update Organizational Structure & HR Business Practices to Align with Organizational Strategies
3. Implement New Customer Feedback Programs
4. Reimagine How We Invest in Technology
5. Implement Business Measures that Move Us Forward

From the 5-Year Picture and these 1-Year Objectives, the ELT has formulated their Quarterly Rocks for 2021 Q1 (FY21 Q3). Examples of top-level Rocks are included on the V/TO. The ELT and each Division maintain a working Rocks sheet on DOT's SharePoint, to be referred to in all L10 meetings, and renewed at the end of each quarter.

- » For instance, early efforts in 2021 may include developing a new process for vacancies, implementing a scorecard, filling the CIO position and completing other Rocks, each owned by a member of the ELT.
- » A key first quarter Rock is setting the plan for roll-out and communication of this Business Plan. This Business Plan contains new ways of doing business, and change won't occur without sustained focus.

90-Day Rocks Sheet

2021 Q1 (FY21 Q3), Future Date: March 31, 2021



DOT ROCKS	SCOTT or TROY
1)	
2)	
3)	
4)	
5)	
6)	
7)	

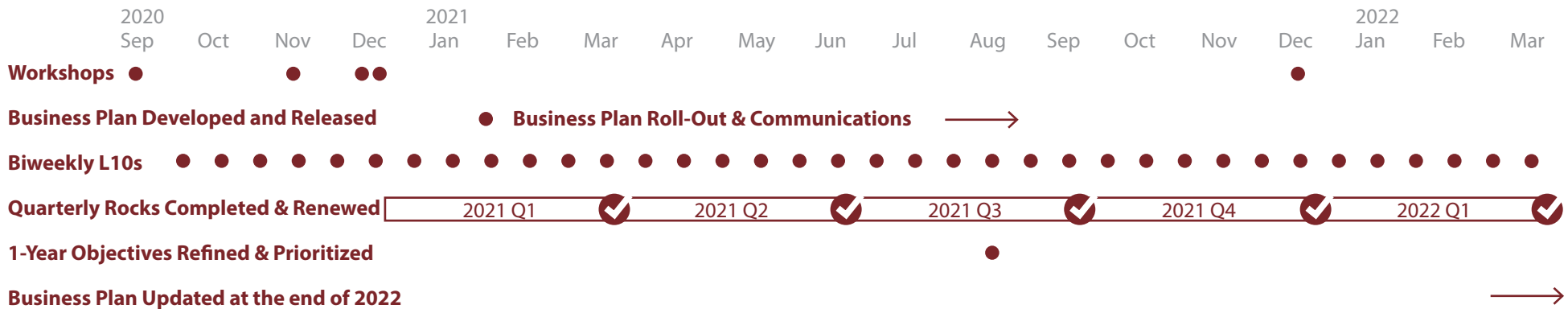
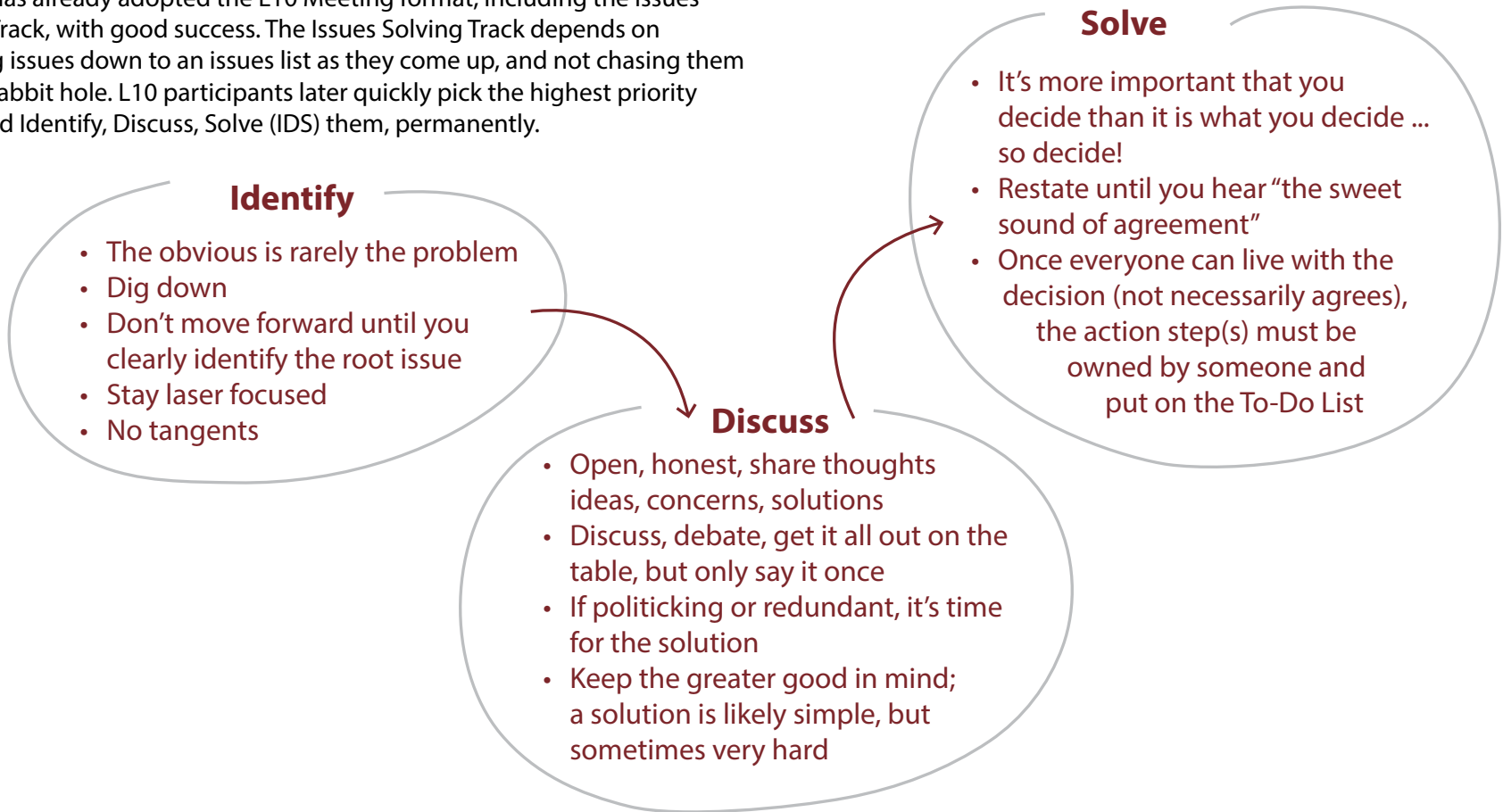
INFORMATION TECHNOLOGY	PROJECT DELIVERY	OPERATIONS	STRATEGIC PERFORMANCE
1)	1)	1)	1)
2)	2)	2)	2)
3)	3)	3)	3)
4)	4)	4)	4)
5)	5)	5)	5)
6)	6)	6)	6)
7)	7)	7)	7)

ADMINISTRATIVE SERVICES	MOTOR VEHICLE	HIGHWAY ADMINISTRATION	PLANNING, PROGRAMMING, & MODAL
1)	1)	1)	1)
2)	2)	2)	2)
3)	3)	3)	3)
4)	4)	4)	4)
5)			
6)			
7)			

Rocks sheets for ELT and Divisions are maintained separately

- The Business Plan also propagates throughout the DOT via unit and individual goal setting and performance reviews. Reviews will adapt to include the five Core Values. The ELT will have a top level Scorecard providing evidence of progress toward goals, and in time multiple business units will be minding their own Scorecards biweekly.
- This actionable approach leverages EOS tools to provide the clear and foundational process to follow through Business Plan execution.

The ELT has already adopted the L10 Meeting format, including the Issues Solving Track, with good success. The Issues Solving Track depends on dropping issues down to an issues list as they come up, and not chasing them down a rabbit hole. L10 participants later quickly pick the highest priority issues and Identify, Discuss, Solve (IDS) them, permanently.



The Meeting Pulse is key for generating the cadence for Traction with this Business Plan. The Pulse follows the cycle outlined above, and the timeline graphic that follows depicts this cadence for 2021.

In summer 2021, the ELT will take the 5-Year Picture and the current 1-Year Objectives, and they will create a new set of 1-Year Objectives for 2022, followed by 2022 Q1 Rocks.

Calendar year 2022 follows the same cycle as 2021, but at the end of 2022 the ELT will update the Business Plan. The Core elements of the V/TO are up for renewal or refinement, as is the 10-Year Target. Because the DOT will be two years into the 5-Year Picture, a careful review of the 5-Year picture is essential.

With the updated Business Plan, the 1-Year Objectives are set once again, this time for 2023, followed by 2023 Q1 Rocks!

“

If you're running a race, and you're looking at the lane to your right or your left, you're gonna trip instead of... focusing forward

Dylan Lauren

”

Thank You

Scott Marler, Iowa DOT Director

Troy Jerman, Chief Operating Officer

Mitch Dillavou, Chief Engineer, Highway Administration

Stu Anderson, Director, Planning, Programming, and Modal Division

Bill George, Interim Director, Information Technology Division

Melissa Gillett, Director, Motor Vehicle Division

Dave Lorenzen, Director, Operations Division

Charlie Purcell, Director, Project Delivery Division

John Selmer, Director, Strategic Performance Division

Lee Wilkinson, Director, Administrative Services Division

Andrea Henry, Director, Strategic Communications

Mikel Derby, Federal Relations Liaison

Susan Fenton, State Legislative Liaison

VISION / TRACTION ORGANIZER (V/TO)



STRATEGY & DIRECTION (VISION)

OUR CORE VALUES	<ol style="list-style-type: none"> 1. Safety First 2. People Matter 3. Customer Focused 4. Servant Leadership 5. Integrity Without Exception
OUR CORE FOCUS	<p>Our Core Focus: Making Lives Better through Transportation</p> <p>Our Niche: Stewards of Iowa's Transportation System</p>
OUR 10-YEAR TARGET	<p>Preferred Future: Safest / Smartest / Made to Last</p> <p>Iowa has the most customer-focused, safe, reliable, and efficient transportation services in the nation through agility and innovation</p>
OUR 5-YEAR GOALS	<p>5-Year Priority Goals:</p> <ol style="list-style-type: none"> 1. Improve Transportation System Safety and Performance 2. Improve Customer Service 3. Advance Workforce for Future Challenges and Opportunities 4. Secure Stable and Sustainable Funding 5. Grow Innovation
COMMUNICATIONS STRATEGY	<p>Customers: External: motorists, non-motorists (passengers, VRUs), goods movers, resident taxpayers, visitors; Internal: colleagues, other Divisions and Bureaus, Transportation Commission</p> <p>Unique Services:</p> <ol style="list-style-type: none"> 1. Operations, Management, and Maintenance 2. Capacity, Infrastructure, and Modal Services 3. Regulation and Enforcement <p>Proven Process: Delivering safe mobility</p> <p>Guarantee: Cost-effective, equitable mobility across Iowa's right-sized transportation system</p>

IMPLEMENTATION (TRACTION)

OUR 5-YEAR PICTURE	OUR 1-YEAR OBJECTIVES										
<p>Future Date: 12/31/2025</p> <p>What does it look like?</p> <p>Transportation throughout Iowa will be safer and performing better, with fatalities significantly reduced and a more resilient, reliable, and efficient system. Our internal and external customers will be better served, employees will be more engaged, and customer satisfaction across all programs and services will be increasing. Empowered employees will be well-equipped to meet both the challenges and opportunities of the future, and a culture of innovation and modernization will be integrated throughout the DOT. As stewards of Iowa's transportation system we will have addressed our greatest resource needs and identified new, stable, and sustainable funding to ensure our transportation system is well-maintained.</p>	<p>Future Date: 12/31/2021</p> <p>Objectives for the Year: 2021</p> <table border="1"> <tr> <td>1.</td> <td>Reduce Fatalities to Under 300</td> </tr> <tr> <td>2.</td> <td>Update Organizational Structure & HR Business Practices to Align with Organizational Strategies</td> </tr> <tr> <td>3.</td> <td>Implement New Customer Feedback Programs</td> </tr> <tr> <td>4.</td> <td>Reimagine How We Invest in Technology</td> </tr> <tr> <td>5.</td> <td>Implement Business Measures that Move Us Forward</td> </tr> </table>	1.	Reduce Fatalities to Under 300	2.	Update Organizational Structure & HR Business Practices to Align with Organizational Strategies	3.	Implement New Customer Feedback Programs	4.	Reimagine How We Invest in Technology	5.	Implement Business Measures that Move Us Forward
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5.	Implement Business Measures that Move Us Forward										

QUARTERLY ROCKS	ISSUES LIST																																		
<p>Future Date: 3/31/2021</p> <p>Rocks for the Quarter:</p> <table border="1"> <thead> <tr> <th>#</th> <th>DOT Rocks</th> <th>Who</th> </tr> </thead> <tbody> <tr> <td>1.</td> <td>(forthcoming)</td> <td></td> </tr> <tr> <td>2.</td> <td></td> <td></td> </tr> <tr> <td>3.</td> <td></td> <td></td> </tr> <tr> <td>4.</td> <td></td> <td></td> </tr> <tr> <td>5.</td> <td></td> <td></td> </tr> <tr> <td>6.</td> <td></td> <td></td> </tr> <tr> <td>7.</td> <td></td> <td></td> </tr> </tbody> </table> <p><i>(refer to separate Rocks sheet for more detail, updated quarterly)</i></p>	#	DOT Rocks	Who	1.	(forthcoming)		2.			3.			4.			5.			6.			7.			<table border="1"> <tbody> <tr><td>1.</td></tr> <tr><td>2.</td></tr> <tr><td>3.</td></tr> <tr><td>4.</td></tr> <tr><td>5.</td></tr> <tr><td>6.</td></tr> <tr><td>7.</td></tr> <tr><td>8.</td></tr> <tr><td>9.</td></tr> <tr><td>10.</td></tr> </tbody> </table>	1.	2.	3.	4.	5.	6.	7.	8.	9.	10.
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EOS Terms

Adapted from www.eosworldwide.com

1-Year Objectives: Defines your objectives for the year by identifying and crystallizing your priorities, and measurables, along with your top three to seven goals for the year.

5-Year Picture: A definition of what your organization will look like, feel like, and be like in five years. The 5-Year Picture creates a powerful image of the future and helps everyone work towards the same vision.

10-Year Target: A long range, energizing goal for the organization, ranging from five years to twenty years out.

Accountability Chart: Different from an organizational chart, an accountability chart defines the right structure and clearly identifies who is accountable for what.

Core Focus: Your Core Focus defines what you are as an organization to help you avoid “shiny stuff” and keep you focused on the areas where your business excels. It comes from the intersection of knowing “Why” your organization exists and “What” you do in the world.

Core Values: A timeless set of guiding principles that define your culture and the behaviors you expect from each other. They help you determine who fits your culture and who doesn't, and they help you attract like-minded people to your team.

Data Component: Using a handful of numbers that give everyone an exact pulse on where things are, and when they are off track.

Entrepreneurial Operating System (EOS): A proven set of simple, practical tools that synchronizes how people in an organization meet, solve problems, plan, prioritize, follow processes, communicate, measure, structure, clarify roles, lead, and manage.

The EOS Model: Every organization comprises Key Components as depicted by the EOS Model. Those components are: Vision, People, Data, Issues, Process, Traction. These must be managed and strengthened to create a healthy, well-run business.

IDS: Also known as the Issues Solving Track, IDS is the process your team uses to Identify, Discuss, and Solve issues on an ongoing basis.

Issues Component: Strengthening your organization's ability to identify issues, address them, and make them go away forever.

Level 10 (L10) Meetings: A biweekly meeting with a specific agenda designed to help you stay focused on what's important, solve issues effectively, and keep your team connected.

Communications Strategy: The definition of your ideal customer and the most appealing message to attract them to your business. It should provide a laser-like focus for your engagement efforts.

Measurables: When companies use EOS, everyone “has a number” that is considered their measurable - something they do to contribute value to the organization that is measured on a consistent basis.

People Analyzer: A simple tool that pulls your Core Values and Accountability Chart together to help your organization identify if they have the Right People in the Right Seats.

People Component: Getting the Right People in the Right Seats.

Process Component: “Systemizing” your business by identifying and documenting the core processes that define the way to run your business.

Rocks: The 3 to 7 most important things you must get done in the next 90 days. Employees will typically have 1-3 individual Rocks each quarter while leadership team members will typically have 3-7 individual rocks.

Scorecard: An EOS Tool used to track a handful of numbers that give you a pulse on your organization.

SMART: Stands for Specific, Measurable, Attainable, Realistic, and Timely. Making goals and Rocks SMART is essential for creating crystal clear communication and for setting the right expectations between you and your team so everyone knows what “done” looks like.

Traction Component: Bringing discipline and accountability into the organization.

Vision Component: Getting everyone in the organization 100% on the same page with where you're going, and how you're going to get there.

V/TO (Vision/Traction Organizer): A two-page document that helps your leadership team define, document, agree on and share the organization's vision.

Iowa DOT Operating Handbook

Coming Soon



IOWA DOT BUSINESS PLAN SUPPLEMENTAL INFORMATION

Iowa DOT Vision: The preferred future for the Iowa DOT is to be: Safest – Smartest – Made to Last

Iowa DOT Mission: Making lives better through transportation.

FY 2025 OPERATIONAL GOALS AND PERFORMANCE MEASURES

FY 2025 OBJECTIVES

Below are the FY 2025 operational goals for the Iowa Department of Transportation. These goals align to the department’s 5-year priority goals identified in the Iowa DOT Business Plan and are in alignment with the Governor’s vision and enterprise-wide efforts.

1. Amplify our commitment to safety	
FY 2025 PERFORMANCE MEASURES:	
<ul style="list-style-type: none"> • Maintain an average safety rating of 80 points or above on a 100 point scale for the operation of DOT light fleet vehicles • The percentage of centerline rumble strips completed on eligible 2 lane primary highways will reach 95%* 	
AGENCY 5 YEAR PRIORITY GOAL:	ENTERPRISE ALIGNMENT:
Improve Transportation System Safety & Performance	Supporting the health & well-being of Iowans

2. Press further with customer service across the agency	
FY 2025 PERFORMANCE MEASURES:	
<ul style="list-style-type: none"> • Percentage of employees completed CARE Core Principles online training will be 95% • The percentage of customers happy with service they received at DOT Service Centers will be at least 90% based on customer rating at exit* • Information center phone number hold time less than 12 minutes* 	
AGENCY 5 YEAR PRIORITY GOAL:	ENTERPRISE ALIGNMENT:
Improve Customer Service	Holding government accountable to Iowans

3. Improve internal communication across the agency	
FY 2025 PERFORMANCE MEASURES:	
<ul style="list-style-type: none"> • Percentage of employees who click through to the DOT’s Transportation Matters blog for full content will be 15% 	
AGENCY 5 YEAR PRIORITY GOAL:	ENTERPRISE ALIGNMENT:
Advance workforce for future challenges & opportunities	Effort in response to results identified in Executive Branch Qualtrics engagement survey

4. Implement advanced resource management and business prioritization	
FY 2025 PERFORMANCE MEASURES:	
<ul style="list-style-type: none"> • Percentage of FY26 budget requests going through the newly developed business case process will be 100% 	
AGENCY 5 YEAR PRIORITY GOAL:	ENTERPRISE ALIGNMENT:
Secure stable & Sustainable funding	Holding government accountable to Iowans

*Governor KPI

RECENT 5-YEAR DOT BUSINESS PLAN ACHIEVEMENTS

PREVIOUS ANNUAL OBJECTIVES

CY 2023

1. Implement Transportation 4.0
2. Implement advanced customer service across the agency
3. Improve recruitment, hiring, onboarding, and retention processes at the agency
4. Develop new approaches to resource management and prioritization
5. Support innovation in our culture

CY 2022

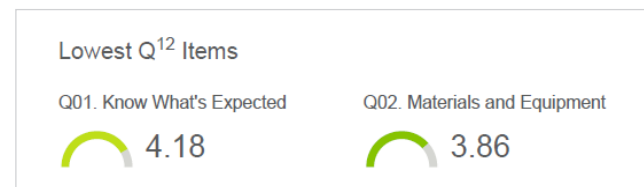
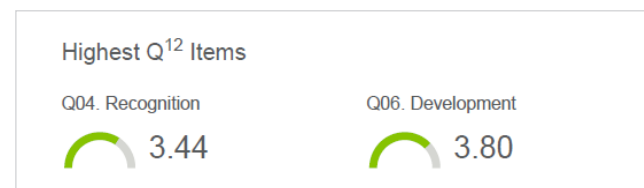
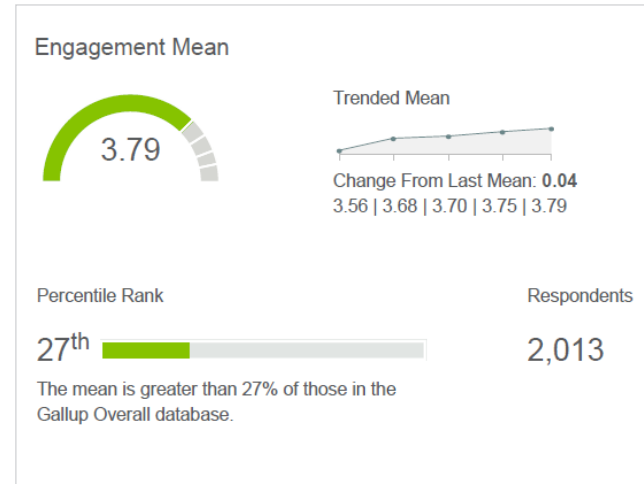
1. Deploy Proactive Traffic Management
2. Improve Work Zone Safety
3. Improve the Project Delivery Cycle
4. All Employees Trained in Customer Service Principles
5. Remodel the External DOT Website
6. Create a more Diverse/Equitable/Inclusive Culture

CY 2021

1. Reduce Fatalities to Under 300
2. Update Organizational Structure & HR Business Practices to Align with Organizational Strategies
3. Implement New Customer Feedback Programs
4. Reimagine How We Invest in Technology
5. Implement Business Measures that Move Us Forward

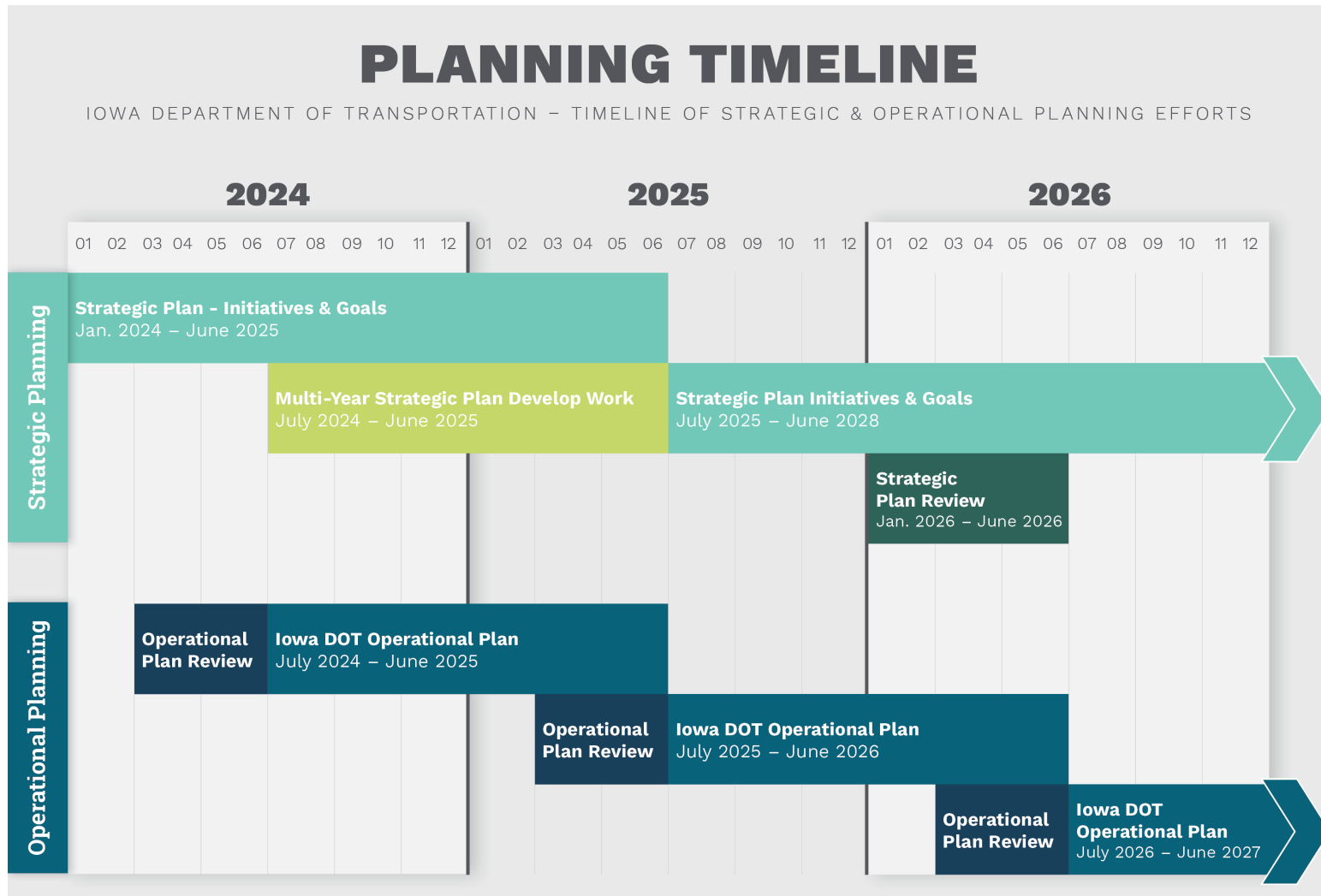
EMPLOYEE ENGAGEMENT

The Department of Transportation has utilized Gallup Q12 employee engagement surveys from 2018-2023. Gallup utilizes a survey of 12 questions ranked on a 5 point scale. The engagement mean for the agency showed consistent improvement from an average of 3.39 in 2018 to 3.79 in 2023.



PLANNING CYCLE ADJUSTMENT

To accomplish the shift from a calendar year to fiscal year timeframe, the existing calendar year annual objectives will be extended to June 2025. Efforts will begin on a multi-year, fiscal year timeframe, strategic plan during fiscal year 2025.





IOWA DEPARTMENT OF TRANSPORTATION