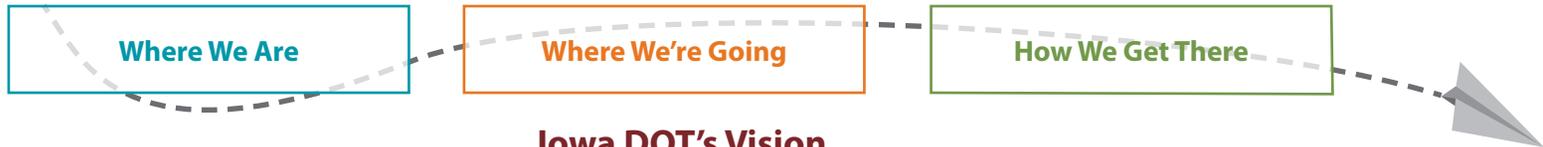


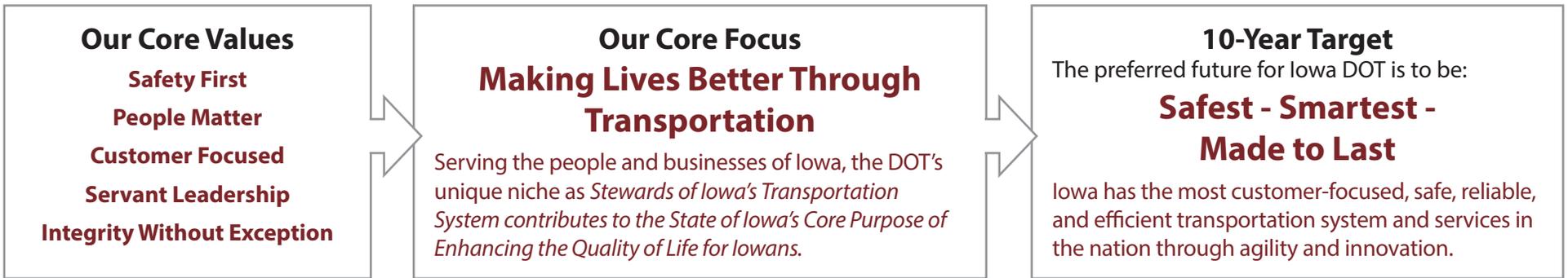
## 2021-2025 Iowa DOT Business Plan

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:

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**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 2022

DOT leadership has set five Objectives for calendar 2022, and every year hereafter new or refined 1-Year Objectives will be set.

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

“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