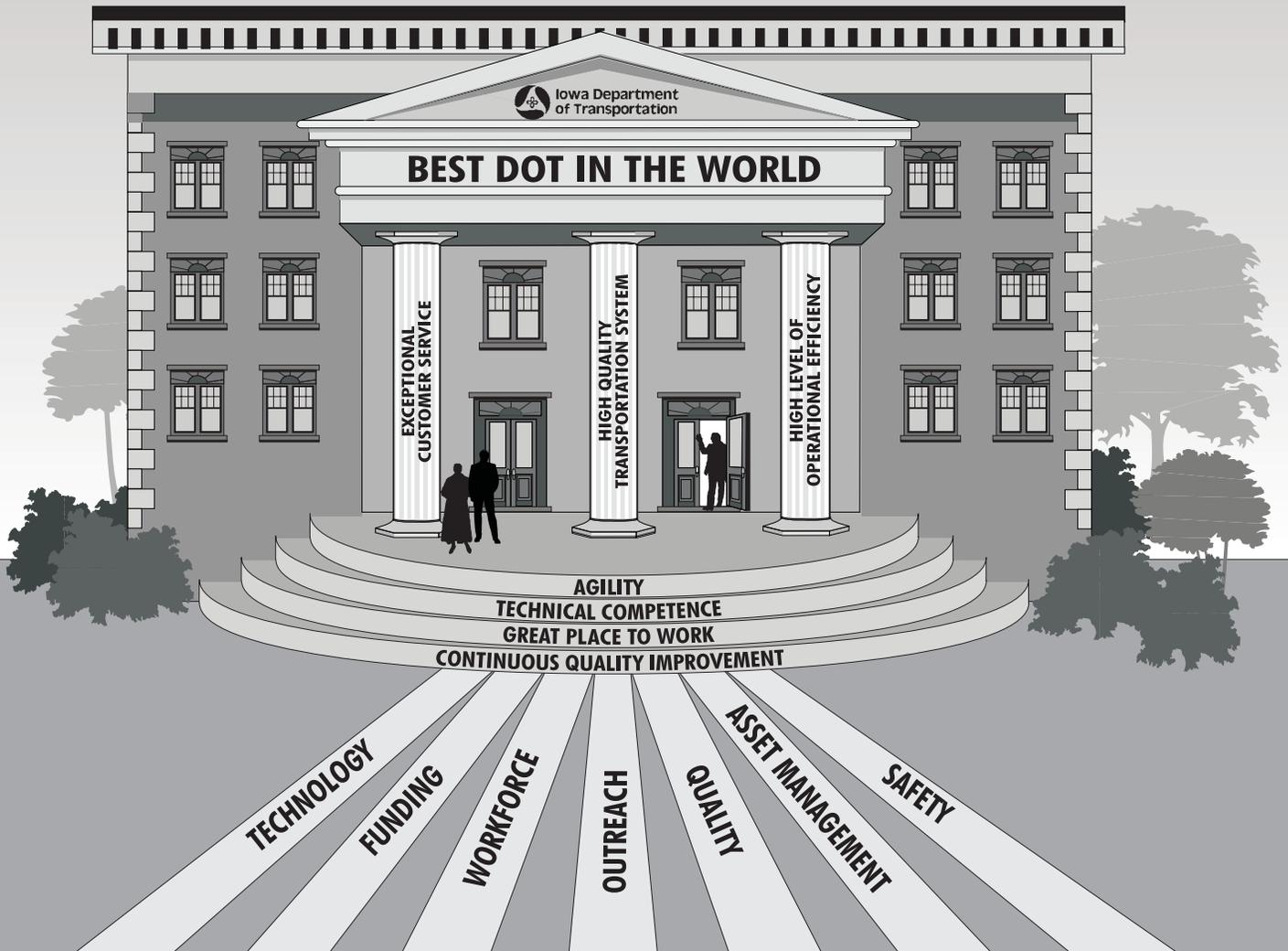


Iowa Department of Transportation

# STRATEGIC PLAN

August 1999



# I. INTRODUCTION

This report presents the Iowa Department of Transportation's updated strategic plan - an action guide for today's decisions that will help us carry out our objectives in the future and serve our customers with cost effectiveness and quality. The department's Management Team (director and division directors) worked together to develop this plan.

We have also included, as an appendix, an accomplishment summary of the 1995 Strategic Plan. This appendix describes the accomplishments resulting from the action plans of the three strategies documented in the 1995 plan. We can all be extremely proud of those accomplishments and the base that has been established for our updated plan.

The department's vision, mission, goals, and values provide the guidance from which specific strategies and action plans were developed. In selecting the major strategies, the Management Team examined external and internal trends affecting the department which will confront us in the near future and in the coming years. These are briefly summarized in Section VII to show the thinking that led to the selection of the seven strategies:

- Technology (see page 4)
- Funding (see page 5)
- Workforce (see page 7)
- Outreach (see page 9)
- Quality (see page 10)
- Asset Management (see page 12)
- Safety (see page 13)

A departmental strategic plan with defined strategies is the foundation of the organization. Strategies developed and implemented within operating divisions need to build on that foundation. The development and updating of this plan with seven strategies provides that opportunity to experience our vision, meet our mission and reach our goals.

To implement these strategies, the Management Team identified several action plans. Some are short-term efforts, while others are long-term initiatives that will take years to be fully implemented. Many of the action plans include continuing efforts that will become part of our daily operations.

Strategic planning is a continuous process, not a one-time event or a document. This report summarizes the second round of the continuous process of examining where we are and where we are going, what we want to do to be the best department of transportation in the world, and how we can successfully respond to the challenges and changes confronting us in the coming years. The report is only a written description of what is best captured in action -- in the performance of department employees serving Iowa and our customers.



## **II. OUR VISION**

To be the best DOT in the world.

## **III. OUR MISSION**

The mission of the Iowa Department of Transportation is to advocate and deliver transportation services that support the economic, environmental, and social vitality of Iowa.

## **IV. OUR GOALS**

- Exceptional customer service
- High quality transportation system
- High level of operational efficiency

## **V. OUR VALUES**

- Agility
- Technical competence
- Great place to work
- Continuous quality improvement

## **VI. BUSINESSES OF DOT**

We develop, maintain and operate transportation systems and services.

## **VII. TRENDS IDENTIFICATION**

### **Technology**

The department faces tremendous pressure, from both inside and outside the organization, to expand its use of technology in the way it transacts business and provides services. The public, our business partners and our employees all expect the widespread use of automation and communication technologies at the DOT. Changing technology and migration to an electronic business environment offer many exciting opportunities to do more, to do it faster and to do it better.

This trend also brings new challenges that must be addressed. A fundamental challenge is making sound prioritization decisions. Because not everything can be done at once, it is imperative to carefully determine which technological solution is most advantageous, and how best to keep abreast of changing technology. Finding the dollars to invest in and maintain technological solutions is also a challenge. Even more challenging is being able to invest in the technical staff needed to support technology. Training in the use of technology, both for technical support staff and program staff, is essential. In addition, managing the effect of new technologies on legacy systems, concerns about technology dependence and reliability, and data and systems security issues can be daunting challenges. Finally, all of these challenges mean we need to carefully manage the expectations of our customers, partners and employees because we simply cannot do everything everyone wishes when they wish.

Technology is like any powerful thing . . . wisely managed, harnessed and carefully used it can provide amazing benefits. Left to uncontrolled, haphazard, unplanned use, it can do more harm than good.



## Funding

Recent actions of the Iowa Legislature and the passage of the Transportation Efficiency Act for the 21st Century (TEA-21—federal funding reauthorization) resulted in increased revenues for the highway mode. These revenues create increased customer expectations that will challenge the department's staff and operations budget to meet these expectations in a timely way. The current positive highway revenue picture could be impacted by the use of alternative fuels in the future. Transit also received additional revenues via TEA-21 and state transit funds continue to grow annually. However, there has been little growth in funds available to the department to address air and rail needs, and no funds have been identified to address intermodal needs. Asset management is emerging as a potential decision-making tool that will assist in making investment determinations, but the earmarked funding received by the department for each mode continues to limit the ability to make flexible modal investment decisions.

## Workforce

Significant challenges face the department. Change appears to be the only constant these days. The department will be challenged to establish long-range program and operational goals which provide stability in an environment of changing leadership. Expectations for customer responsiveness and accountability are increasing at a time when experienced staff are being lost to retirement.

This is placing and will continue to place stress on the department to recruit and retain skilled employees. Retaining and developing skilled employees will require improved internal communications and a willingness and ability to be flexible in departmental practices that support locating skilled people in difficult to fill jobs. Recruiting and retaining skilled employees will require establishing programs which are competitive in today's healthy economy with low employment.

## Public/Customer Expectation

In public service, it is our responsibility to provide the highest quality service to our customers within the confines of the business rules and available resources, and to develop a culture of continuous innovation and service improvement.

Citizens, businesses and elected officials expect an increasing level of quality, efficiency and responsiveness from their public agencies. We must be able to EXCEED, not just meet, our customers' expectations and we must understand that each time we do so, the bar is raised.

## Changing Transportation Services and Regulatory Climate

The ability of the department to address infrastructure and service priorities is increasingly challenged by the dynamics of Iowa's market place, demographics and social issues. Iowa businesses and citizens are concerned about the costs of commercial air service and many see a need for a state government role in air service issues. There is a state emphasis on value added agriculture and local economic initiatives. This emphasis, coupled with the consolidation of rail and trucking companies and the concentration of Iowa's professional services in urban areas, will make Iowans more reliant upon our highway systems for the movement of people and goods. This will result in increased traffic volumes, increased truck volumes, increased transport of hazardous materials, and likely interest in increased truck size and weight. At the same time, the state and federal government's increasing focus on local issues and needs will make it more difficult to maintain a network or corridor focus on highway development. Issues such as environmental concerns (air, noise, water, etc.), land use planning and farmland protection could make it increasingly difficult to respond to the increased highway demands.



## VIII. OUR STRATEGIES AND ACTION PLANS

### **Strategy: Technology**

To implement solutions that maximize technology's value to the DOT in serving its customers.

#### **Action Plan:**

1. To develop an agency information technology (IT) strategic plan that addresses needs' prioritization, funding, support staffing, training and integration.

#### **Implementation Steps:**

- a. Conduct an IT strategic planning retreat.  
Responsibility: Information Processing (IP) Steering Committee  
with other agency representatives as appropriate.  
Target: January 1999.
  - b. Finalize agency IT strategic plan.  
Responsibility: IP Steering Committee with  
other agency participation as appropriate.  
Target: September 1999.
  - c. Obtain approval of IT strategic plan and incorporate its action plans into agency strategic plan.  
Responsibility: IP Steering Committee and DOT Management Team.  
Target: December 1999.
  - d. Begin IT strategic plan implementation.  
Responsibility: IP Steering Committee, DOT Management Team  
and others as identified in the IT strategic plan.  
Target: January 2000.
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## **Strategy: Funding**

To seek and/or allocate funding to address identified transportation system and service needs.

### **Action Plan:**

1. Seek modal funding to meet the needs identified in *Iowa in Motion*.

### **Implementation Steps:**

- a. Obtain Transportation Commission approval of modal systems plans.  
Responsibility: Planning & Programming Division.  
Target: Summer/Fall 1999.
- b. Develop for Transportation Commission, Governor and 2000 Legislative session funding necessary to implement the approved plans. The Planning & Programming Division will assess addressing intermodal funding needs with a transportation fund concept that targets fund use for investments that facilitate the exchange of people and/or goods between modal systems.  
Responsibility: Planning & Programming and Operations & Finance divisions.  
Target: Fall 1999.
- c. Present funding proposals to the Governor and Legislature.  
Responsibility: DOT Director and the Operations & Finance Division.  
Target: Winter/Spring 2000.
- d. FY 2001 - Funds available for modal programs.

### **Action Plan:**

2. Assess the impact and timing of alternative fuels usage and develop recommended legislative actions.

### **Implementation Steps:**

- a. Assemble a departmental task force made up of the Planning & Programming and Director's Staff divisions and others as determined appropriate, or contract for external services, to assess the projected impact and timing of increased alternative fuels use.  
Responsibility: Management Team.  
Target: October 1999.
- b. Develop recommended legislative actions to address the projected impacts.  
Responsibility: Management Team.  
Target: April 2000.
- c. Review legislative proposals with the Governor's office and legislative leadership.  
Responsibility: DOT Director.  
Target: June 2000.
- d. Present legislative recommendations for consideration of 2001 Legislature.  
Responsibility: DOT Director.  
Target: January 2001.
- e. Effective date of legislation.  
Target: July 2001.



**Action Plan:**

3. Assess programming alternatives to address maintenance needs identified in *Iowa in Motion*.

**Implementation Steps:**

- a. Assemble a working group of Planning & Programming and Maintenance staff to:
  - review and update the long-range plan estimates for highway maintenance;
  - determine projected financial needs on an annual and five-year basis;
  - develop recommendations for five-year program actions and funds to meet projected needs; and
  - recommend flexibility to be allowed in combining Resurfacing, Restoration and Rehabilitation (3R), Maintenance Projects (MP) and later, narrow road funding.  
Responsibility: Planning & Programming and Maintenance Division Directors.  
Target: August 1999.
- b. Present recommendations to Management Team for review and action in coordination with the FY 2001 budget request.  
Responsibility: Planning & Programming and Maintenance divisions.  
Target: September 1999.
- c. Present program recommendations to the Transportation Commission during Fall '99 programming workshops.  
Responsibility: Planning & Programming Division.  
Target: October 1999.
- d. Implement recommendations in the 2000-2005 Program.  
Responsibility: Planning & Programming and Maintenance divisions.  
Target: January 2000.

**Action Plan:**

4. Develop operating budget recommendations to address the seven strategies and accompanying action plans.

**Implementation Steps:**

- a. Present Transportation Efficiency Act for the 21st Century (TEA-21) budget requests for years 2 and 3 to the Transportation Commission, Governor and Legislature for consideration in fiscal years 2001 and 2002.  
Responsibility: Operations & Finance Division.  
Target: Summer/Fall 1999 and 2000
  - b. Assess operating budget needs and develop recommendations related to additional modal program staff and support for the consideration of the Transportation Commission, Governor and Legislature.  
Responsibility: Management Team.  
Target: Annually
  - c. Assess the action plans for the other six strategies and develop operations budget recommendations that support their implementation.  
Responsibility: Management Team.  
Target: Annually
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## **Strategy: Workforce**

Retain, recruit and develop a workforce that supports becoming the best DOT in the world.

### **Action Plan:**

1. Facilitate the hiring of new employees through a proactive and coordinated recruitment effort led by the Office of Employee Services.

### **Implementation Steps:**

- a. Identify a group of employees (consider class liaison group plus someone from the Iowa Department of Personnel - IDOP) and develop charter to review and identify recruitment issues and options for addressing these issues which include:
  - resources needed to implement (employees and dollars);
  - classes which need recruitment;
  - methodologies which need to be used;
  - coordination of recruitment and hiring among divisions.Responsibility: Management Team.  
Target: September 1999.
- b. Recommendations to Management Team.  
Responsibility: Employee group.  
Target: February 2000.

### **Action Plan:**

2. Provide skills training to employees through diverse approaches to reduce time required to maintain and develop needed proficiencies.

### **Implementation Steps:**

- a. Form an interdivisional team chaired by the department's training officer and develop a charter to address these issues. Review information and make recommendations on how to most effectively deliver the training.  
Responsibility: Management Team.  
Target: September 1999.
- c. Furnish a report to Management Team on activities.  
Responsibility: Interdivisional team.  
Target: February 2000.

### **Action Plan:**

3. Advocate, to IDOP, for the streamlining and improvement of hiring and promotional process.

### **Implementation Steps:**

- a. Participate in IDOP focus groups and evaluate opportunities for further partnering.  
Responsibility: Selected employees.  
Target: July 1999.
- b. Review IDOP report on focus groups and determine any further action(s).  
Responsibility: Management Team.  
Target: October 1999.



**Action Plan:**

4. Develop a strategic staffing plan to align resources within the department to meet critical needs and maintain business competencies.

**Implementation Steps:**

- a. Identify participants to attend the American Association of State Highway and Transportation Officials (AASHTO) strategic staffing planning conference in October 1999.  
Responsibility: DOT Director and Management Team.  
Target: September 1999.
  - b. Report what they learned to Management Team.  
Responsibility: Attendees.  
Target: November 1999.
- 



## **Strategy: Outreach**

To help the public and the department understand each other.

### **Action Plan:**

1. Develop a process to obtain external customer input.

### **Implementation Steps:**

- a. Create a team representing each division, chaired by a member of the Quality Team, and develop a charter to recommend processes for obtaining external customer feedback regarding the public's expectations and perception of what we do, why we do it and how well we do it.  
Responsibility: Management Team.  
Target: September 1999.
  - b. Recommendations to Management Team.  
Responsibility: Employee Team.  
Target: January 2000.
- 



## **Strategy: Quality**

To employ the principles and practices of continuous quality improvement to provide service and products which meet or exceed customer expectations.

### **Action Plan:**

1. Assemble a group of employees representing each division to gather input regarding internal communication and provide recommendations for improvement.

### **Implementation Steps:**

- a. Identify employees and develop charter.  
Responsibility: Management Team.  
Target: January 2000.
- b. Recommendations for improvement to Management Team.  
Responsibility: Employee team.  
Target: June 2000.

### **Action Plan:**

2. Develop a process to obtain internal customer input.

### **Implementation Steps:**

- a. Create a team representing each division, chaired by a member of the Quality Team, and develop a charter to identify a process for obtaining (coordinating, identifying appropriate method, analyzing results) internal customer feedback.  
Responsibility: Management Team.  
Target: January 2000.
- b. Recommendations to Management Team on progress.  
Responsibility: Employee Team.  
Target: June 2000.

### **Action Plan:**

3. Train employees in the principles of continuous quality improvement (CQI).

### **Implementation Steps:**

- a. Develop a plan to provide currently required CQI training for new employees and supervisors and present that plan to Management Team for their consideration.  
Responsibility: Quality Team.  
Target: September 1999.



**Action Plan:**

4. Develop measures to monitor the performance of major processes.

**Implementation Steps:**

- a. Identify and recommend critical processes which should be measured and monitored by the Management Team.  
Responsibility: Each division.  
Target: December 1999.
- b. Review processes identified and select processes to be monitored.  
Responsibility: Management Team.  
Target: February 2000.
- c. Develop a measurement and monitoring process and make recommendation to the Management Team.  
Responsibility: Process managers in conjunction with the Quality Team.  
Target: June 2000.

**Action Plan:**

5. Develop a process to assure that departmental quality expectations are incorporated into each Employee Development and Performance Dialogue (EDPD).

**Implementation Steps:**

- a. Review EDPD language and make changes as appropriate.  
Responsibility: Management Team and Quality Team.  
Target: September 1999.
  - b. Implement and monitor compliance.  
Responsibility: DOT Director to direct implementation; Division Directors to monitor.  
Target: Ongoing.
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## **Strategy: Asset Management**

Identify and evaluate existing assets and potential investments to arrive at decisions that provide the best value and return on investment.

### **Action Plan:**

1. Establish a multi-unit/multi-discipline Asset Management Task Force, made up of representatives of the Planning & Programming, Project Development, Maintenance, Operations & Finance, and Engineering divisions, along with a guidance team and Management Team liaison, to develop an operational plan and procedures for adoption/implementation by DOT and the Transportation Commission, as appropriate.

### **Implementation Steps:**

- a. Establish a multi-division task force and a guidance team, and provide guidance team briefing/charge to task force through the development of a charter.  
Responsibility: Management Team.  
Target: October 1999.
  - b. Develop a proposed work program.  
Responsibility: Asset Management Task Force.  
Target: December 1999.
  - c. Study/evaluate current available information relative to Asset Management.  
Responsibility: Asset Management Task Force.  
Target: April 2000.
  - d. Develop a conceptual asset management system, including delineation of:
    - portions currently in place, operating as needed;
    - portions currently in place, enhancements needed;
    - processes that need to be developed.Responsibility: Asset Management Task Force.  
Target: June 2000.
  - e. Present recommendations to Management Team to set directions, priorities, and schedules for system implementation.  
Responsibility: Asset Management Task Force.  
Target: December 2000.
  - f. Adoption/implementation by DOT.  
Responsibility: Management Team/Transportation Commission.  
Target: May 2001.
- 



## **Strategy: Safety**

Develop projects, make investments and manage our operations in order to reduce fatalities and injuries to the traveling public and our workforce.

### **Action Plan:**

1. Develop an Iowa Strategic Highway Safety Plan that:
  - addresses management of expectations;
  - prioritizes internal and external issues;
  - provides a process for determining funding of projects;
  - identifies key stakeholders/responsibilities;
  - provides a mechanism for determining costs/benefits;
  - disseminates “Lessons Learned” to interest groups.

### **Implementation Steps:**

- a. Develop a draft plan including local government/Regional Planning Affiliations (RPA)/Metropolitan Planning Organizations (MPO) input.  
Responsibility: Safety Management System Coordination Committee.\*  
Target: Summer/Fall 1999
- b. Present briefing to Transportation Commission.  
Responsibility: Safety Management System Coordination Committee.  
Target: October 1999
- c. Hold statewide safety strategic planning workshops and briefings for other interest groups.  
Responsibility: Safety Management System Coordination Committee.  
Target: Fall/Winter 1999
- d. Finalize plan, develop implementation work program, identify new priority implementation initiatives.  
Responsibility: Safety Management System Coordination Committee.  
Target: June 2000
- e. Obtain necessary stakeholder signoff.  
Responsibility: Safety Management System Coordination Committee.  
Target: September 2000
- f. Begin implementation of priority initiatives.  
Responsibility: Safety Management System Coordination Committee.  
Target: January 2001

*\*The Safety Management System Coordination Committee is a voluntary association of approximately 25 different organizations, governmental units, and Department of Public Safety and DOT divisions. A Management Team liaison will be provided through a guidance team established by the Motor Vehicle, Maintenance, Operations & Finance, and Engineering divisions.*

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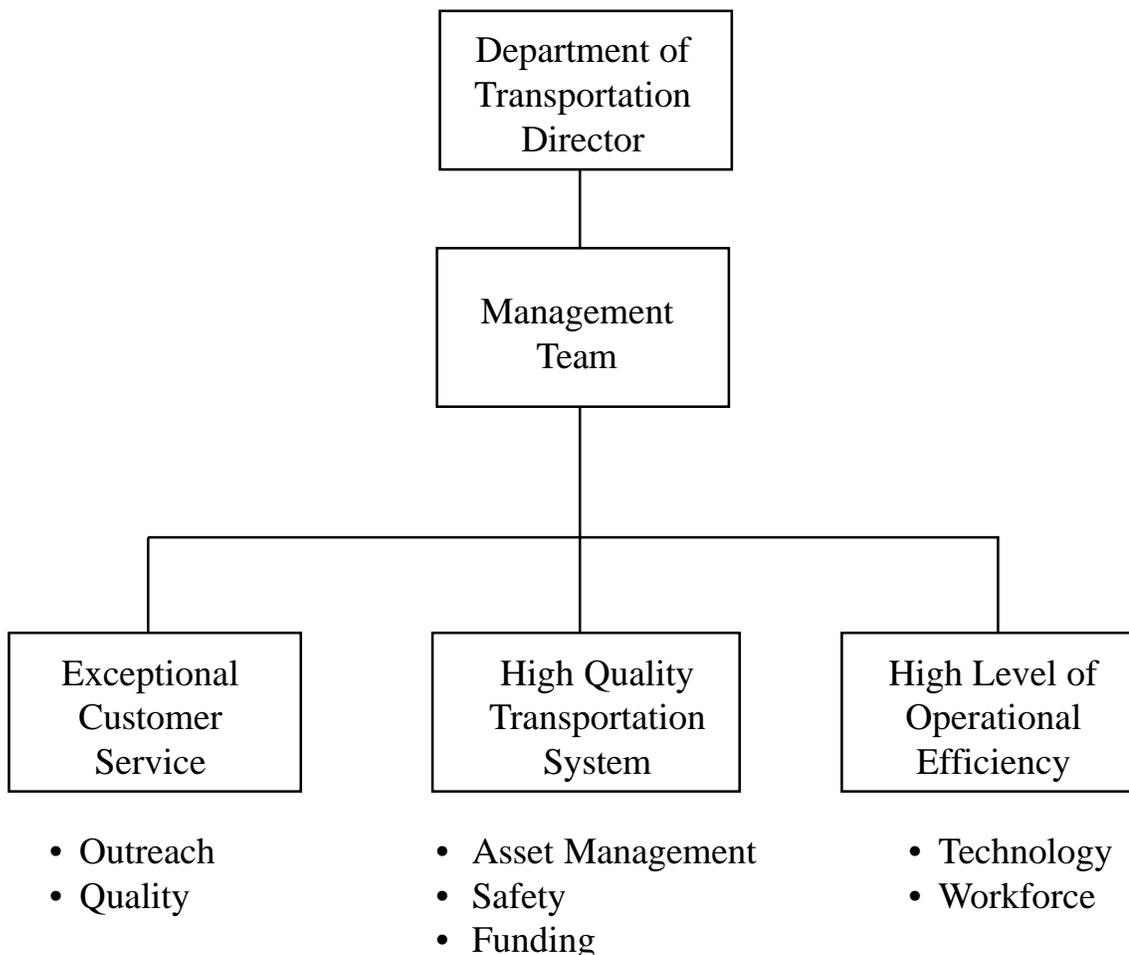
## IX. IMPLEMENTATION PROCESS

To put the strategic plan into action, the department will rely on the Management Team (director and division directors), who will have lead responsibility for implementing and updating the plan, and for guiding the strategic planning process. The department director will be responsible for setting up the implementation process described below.

The Management Team will serve as the steering committee for the strategic planning effort. Under this steering committee, three committees will be established -- one for each of the three goals. These committees will be responsible for implementation of the action plans that fall under each of the seven strategies. Members of the Management Team will be appointed by the director to chair/co-chair the committees. The committee chairs will have discretion in selecting ad-hoc committee members as necessary.

From time to time, additional sub-committees may be established to carry out specific activities as determined necessary by the Management Team.

The following diagram illustrates the implementation structure.



## **X. GLOSSARY**

Vision:	A view of the preferred future; what we would like the DOT to be.
Mission:	The DOT's reason(s) for existence.
Goals:	The general "ends" to which DOT effort is directed.
Values:	The DOT's core principles for conduct.
Strategies:	Specific statements of direction for the DOT.
Action Plan:	Specific methods that the DOT will use to implement its strategies in order to achieve its goals.
Implementation Step:	Who will do what, and when will they do it, in order to put the DOT action plans "into action."





# **APPENDIX**

## **1995 STRATEGIC PLAN**

### **ACCOMPLISHMENT SUMMARY**

#### **Strategy 1: Foster An Environment For Quality Customer Service**

##### **Action Plan 1.1: Provide Employees Quality Training Opportunities**

- Developed a definition of “training”
- Revised the training and educational assistance policies
- Eliminated the professional leave policy
- Revised New Employee Orientation (NEO)
- Developed new and revised offerings via Personnel Development Seminars (PDS)
- Increased National Highway Institute (NHI) offerings to address new and improved methodologies
- Increased participation in technical training schools
- Increased computer training availability
- Revised Office Procedures Handbook
- Developed New Leadership training for managers and supervisors
- Developing divisional self leadership training
- Developed CoolCareers program
- Implemented new performance evaluation process (EDPD) which includes individual training plan
- Participated in statewide training redesign project with Iowa Department of Personnel (IDOP)
- Implemented annual maintenance training expos
- Created Transportation Research Conference

##### **Action Plan 1.2: Compensation and Career Opportunities**

###### **Motivation/Recognition**

- Surveyed employees and revised the Performance Recognized as Outstanding and Uniquely Dedicated (PROUD) award program policy to decentralize the awards and involve more people
- Revised educational assistance policy to pay for education related to any DOT program area, regardless of whether related to current job
- Assisted IDOP with revision of moving expense policy to pay for more expenses
- Implemented new IDOP rules that have made it easier to award Exceptional Job Performance (EJP) and recruitment and retention bonuses
- Revised policy on service awards
- Fully implemented agency telecommuting policy

###### **Classification and Pay**

- Proposed major classification and pay study to IDOP, and the department is in the process of implementing that study
- Created a classification liaison group to better coordinate agency classification activity



#### Miscellaneous Efforts

- Participated in development of new statewide series for Information Technology staff
- Participated in Engineering classification/pay study
- Participated in Land Surveyor classification/pay review
- Participated in Design Technician classification/pay review
- Participated in Material Fabrication Inspector classification/pay review
- Participated in Transportation Planner job specifications update
- Worked with IDOP to implement overtime pay for Engineering Associates (now called Engineering Interns)
- Participated in study of technical Human Resources classes
- Added selective certifications to several classes to make it easier for supervisors to select candidates with specific experience
- Advocated, to IDOP, for enhancement of insurance benefits for employees injured on the job
- Participated on statewide telecommuting policy development team
- Participated on Operations Committee project that looked at human resource management systems

#### **Action Plan 1.3: Expand Awareness and Understanding of BEST**

- Developed Making Quality Work training session which became part of the DOT training core
- Incorporated TQM 101 and the New Role of the Supervisor in DOT training core
- Trained 48 process improvement team facilitators
- Developed and completed department-wide BEST Measurement Survey and targeted trust and communication as focus areas
- Created an agency partnering steering committee
- Hold monthly facilitator meetings
- Included BEST information in NEO
- Developed many process improvement teams
- Recognized quality efforts via nominations for awards (PROUD, AASHTO, Governor)
- Developed several information pieces about BEST (BEST at a Glance, INSIDE Magazine)
- Expanded partnering efforts
- Developed divisional quality implementation plans
- Transitioned oversight of BEST to agency Management Team as an ongoing function

#### **Action Plan 1.4: Improve the Communication Culture**

##### Sharing

- Share team/committee meeting notes
- Distribute Commission summaries
- INSIDE Magazine and DATELINE DOT focus more on communication issues
- Share Information Processing steering committee minutes
- Share transportation center weekly meeting minutes
- Share field services coordinators monthly reports



## Meetings

- Implemented New Leadership training
- Held brown bag lunches (such as Iowa in Motion)
- Hold Central Office Management Team/Transportation Center Management Team (COMT/TCMT) quarterly meetings
- Conducted employee visits by Management Team members
- Held Director's Information Day
- Increased use of video conferencing
- Experienced more teams and sharing of information across work units

## Electronic Data Sharing

- Created DOTNet
- Implemented/developed the LAN

## Internal Surveying

- Conducted BEST Measurement Survey
- Conducted several individual division survey efforts

## **Action Plan 1.5: Develop and Improve the Process to Communicate with External Customers**

### External Surveying

- Reviewed Minnesota and Wisconsin customer survey tools and partnered with other states to survey customers regarding the transportation system
- Reviewed Nebraska Department of Road's customer satisfaction surveying effort, which includes external customer surveying
- Conducted Blue Ribbon Task Force Information Technology (BRTF IT) Task Force Survey of local jurisdictions

### Outreach

- Participated in development of IOWAccess and continue on advisory committee
- Created DOT/Consulting Engineers Council (CEC)/Federal Highway Administration (FHWA) partnering effort.
- Established Iowa in Motion public outreach effort
- Sponsored round table discussions with freight, passenger and land use representatives
- Increased number of transportation center planners
- Held public meetings to discuss TEA-21
- Continued and enhanced interactions with modal associations
- Created DOT/State Historic Preservation Office (SHPO)/FHWA partnering effort
- Developed Can Do process which includes expanded public contact
- Increased number of chamber of commerce memberships
- Expanded concept of partnering
- Created statewide research focus groups
- Established a Safety Management System (SMS) Coordinating Committee
- Developed a Strategic Plan for Highway Safety
- Conducted a Construction Area Safety Study



#### Information Sharing

- Developed department's Internet web pages
- Established DTN weather and road condition information
- Created Funding Guide

#### **Action Plan 1.6: Increase Ability to Effectively Utilize Communication Tools and Technology**

- IP Steering Committee held a planning retreat to develop a methodology for better prioritizing and allocating funds to the department's automation and communication needs. Implemented new process with FY97 Information Processing (IP) plan; refined each subsequent year
  - Participated in statewide strategic planning effort supported by Information Technology Services (ITS)
  - Created Information Processing Process Improvement Team (IPPIT), developed recommendations for improvement and began implementation
  - Developed DOTNet
  - Expanded use of the Internet
  - Expanded use of technology [ex. Geographic Information System (GIS)/Global Positioning System (GPS), Electronic Records Management System (ERMS), cell phones, Local Area Network (LAN)]
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## **Strategy 2: Implement The Long-range Transportation Plan and Federal Requirements in the Delivery of Transportation Systems and Services**

### **Action Plan 2.1: Develop Public Awareness of Intermodal Planning**

- Developed an Intermodal Facilities and Systems Management System
- Developed an Intermodal Feasibility Study
- Developed Bicycle/Pedestrian and Transit Accommodation Guidance
- Emphasized intermodal planning
- Developed an Intelligent Transportation System (ITS) Plan
- Made presentations to various groups

### **Action Plan 2.2: Assess Existing Intermodal Capabilities and Implement Training and Education to Upgrade these Capabilities**

- Expanded the National Highway System (NHS) to include intermodal connectors
  - Developed an Intermodal Facilities and Systems Management System
  - Developed an Intermodal Feasibility Study
  - Included an intermodal section in the long-range plan
  - Developed a Freight Transportation Planning Report
  - Developed an Intercity Passenger Services Study
  - Developed a Statewide Freight Transportation Planning Model and Methodology Study
  - Sponsored round table discussions with freight, passenger and land use representatives
- 



## **Strategy 3: Manage Resources Wisely**

### **Action Plan 3.1: Develop and Implement a Department Business Plan**

- Management Team worked with consultant to develop a business plan (graphic)
- Shifted Revolving Fund cash flow management to a process that includes all divisions' participation
- Shifted to an IP plan development process that involves identifying department-wide or multi-divisional initiatives as candidates for funding
- Shifted department budget development process to one that involves all division directors and department director collaboratively developing final budget request

