

IOWA DOT BUSINESS PLAN



FY2026-2030

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Message from the Director and Chief Operating Officer

We are excited to share the Fiscal Year (FY) 2026-2030 Iowa Department of Transportation (Iowa DOT) Business Plan. This plan was developed by the Iowa DOT's Executive Leadership Team (ELT) with thoughtful consideration of the results and feedback from implementing our last Business Plan, as well as input from many of you.

Transportation is more than infrastructure; it is the vital thread connecting communities, empowering economic opportunity, and enabling personal freedom. We, the employees of the Iowa DOT, work tirelessly to deliver the best value for all Iowans while challenging ourselves to remember the essential role our services play in every aspect of life in Iowa. This shared purpose inspires a culture of service, innovation, and resilience across the Department, fostering a commitment to continuous improvement and strategic stewardship of the transportation system.

Where are WE?

Our previous plan implemented business decisions and actions based on the five-year priority goals we set for ourselves. That business plan was crafted in the fall of 2020, when we, like many, were uncertain about what would lie ahead as we emerged from the global pandemic. However, staying true to our heritage, we set a path to embrace change that improves lives, protects the future, and motivates us to achieve. Our five-year priority goals were to:

- **Improve Transportation System Safety & Performance**
- **Improve Customer Service**
- **Advance Workforce for Future Challenges & Opportunities**
- **Secure Stable & Sustainable Funding**
- **Grow Innovation**

As a team, we have made great strides over the last five years to reach our goals. We developed new employee recognition tools, created award-winning customer service programs, amplified our commitment to safety, created a new process to submit and review business cases, initiated new ways of sharing our innovations, and so much more.

And we are not stopping there. Because we are committed to continuous improvement, we know that now is the time to take things to the next level. We are steadfast in our commitment to making lives better through transportation, while leading with a vision to inspire progress.

Where are WE going?

We are excited to announce the two priority goals that shape our next Business Plan: ***Transportation Safety and Business Excellence***. Over the past five years, we've accomplished a great deal together. Along the way, we've learned that focusing our efforts leads to greater clarity, stronger alignment, and more impactful results. That's why we're streamlining our goals from five to two, ensuring we channel our energy and resources into the areas that will make the greatest difference.

We believe that value is found in the concept of simple clarity, which brings disparate ideas together into a cohesive, unifying force and focuses our efforts moving forward.

By intensifying our commitment to safety, we protect lives and make travel more dependable across the state. By emphasizing business excellence, we ensure that our operational tactics are continuously updated to match best practices, maintain relevance, and produce the greatest outcomes for our customers. Together, these goals reflect our firm commitment to the people of Iowa and the trust placed in us to manage the transportation system with care and leadership.

How are WE going to get there?

We believe the Iowa DOT is well-positioned for success with this new business plan. By focusing on just two priority goals we have created a straightforward, robust method for our Divisions, Districts, Bureaus, and Business Units to align their work with our most important outcomes. Reducing the number of goals from five to two makes our efforts sharper, more coordinated, and more impactful. It allows us to move faster, adapt more easily, and concentrate our resources where they will make the most significant difference. We are confident that this focus, combined with the talent and commitment of our team, will help us deliver even greater service to the people of Iowa and strengthen our leadership in transportation innovation and safety.

We will also get there using three key elements to guide our actions: our mission statement that focuses and drives the things we do, our vision statement that inspires what is possible, and our core values that reflect who we are as employees and teams.

OUR Mission: Making Lives Better Through Transportation

From designing, constructing, maintaining, or operating thousands of miles of highways and bridges, from supporting all modes of Iowa's transportation network, to enhancing safety, or helping people experience the freedom of getting a driver's license, we all take pride in knowing our work directly impacts the safety, mobility, and quality of life for every Iowan.

Our mission is to enhance the quality of life by providing safe, reliable, and innovative transportation solutions that connect people, businesses, communities, and opportunities. We are committed to improving accessibility, convenience, and sustainability in transportation, enabling people and goods to reach their destinations more easily.

OUR Vision: Safe, Innovative, Service Driven.

Our vision is to lead with safety as our foundation, drive innovation that anticipates future needs, and consistently serve with the intention to connect communities and people with opportunities.

OUR Core Values

This business plan was crafted with our organization's core values at its center, reflecting who we are and what we do.

The Core Values of the Iowa Department of Transportation

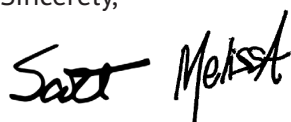
Safety First	WE PRIORITIZE the well-being of our employees, customers, and communities in every aspect of our operations. We are committed to maintaining the highest standards of safety, continuously assessing risks, and fostering a culture where safety is integral to every decision and action we make in the completion of our work.
People Matter	WE BELIEVE every individual deserves to be treated with respect and civility. Our culture places an emphasis on the value of every individual, considering a range of perspectives, and fostering open, direct, and considerate communication—even when there are disagreements.
Customer Focused	WE WORK to place the needs and satisfaction of our customers at the heart of everything we do. We are committed to understanding their challenges, delivering exceptional service, and continuously improving Iowa's transportation systems to create lasting value and positive experiences for every customer.
Servant Leadership	WE LEAD by serving, continuously striving for excellence, and never becoming complacent. Through personal growth, collaboration, and fostering support for team members, we align our efforts to serve everyone with integrity and commitment.
Integrity Without Exception	WE CARE to foster a culture of honesty, respect, and unwavering commitment, guided by transparency, accountability, and ethical principles in our role as stewards of Iowa's transportation resources.

Throughout this business plan, we hope you take time to read about our Iowa DOT **CoreValuesinMotion** and that they inspire you to develop your own success stories. We were intentional about the language we chose in this document and our use of capitalization to emphasize our core values at work, which align with our mission and vision. We hope these resonate with you every time you see them. If you do, please share your experience with us by sending photos and stories to DOT.CoreValuesinMotion@iowadot.us. You can read more about **CoreValuesinMotion** in the implementation section of this plan.

Our Leadership Philosophy

- **WE BELIEVE** the answers are in the room.
- **WE BELIEVE** in allowing the best ideas to win, no matter where they come from.
- **WE COMMIT** to constantly moving forward; if we rest on our successes, the world passes us by.
- **WE COMMIT** to taking our roles as public servants seriously; we serve with a high level of conscientiousness that the public's interest (not our own) is at the forefront.
- **WE CARE** about providing the best customer service possible.
- **WE EXPECT** a high level of communication and coordination across our Divisions, Districts, Bureaus, and Business Units, which is supported and facilitated by our Executive Leadership Team.

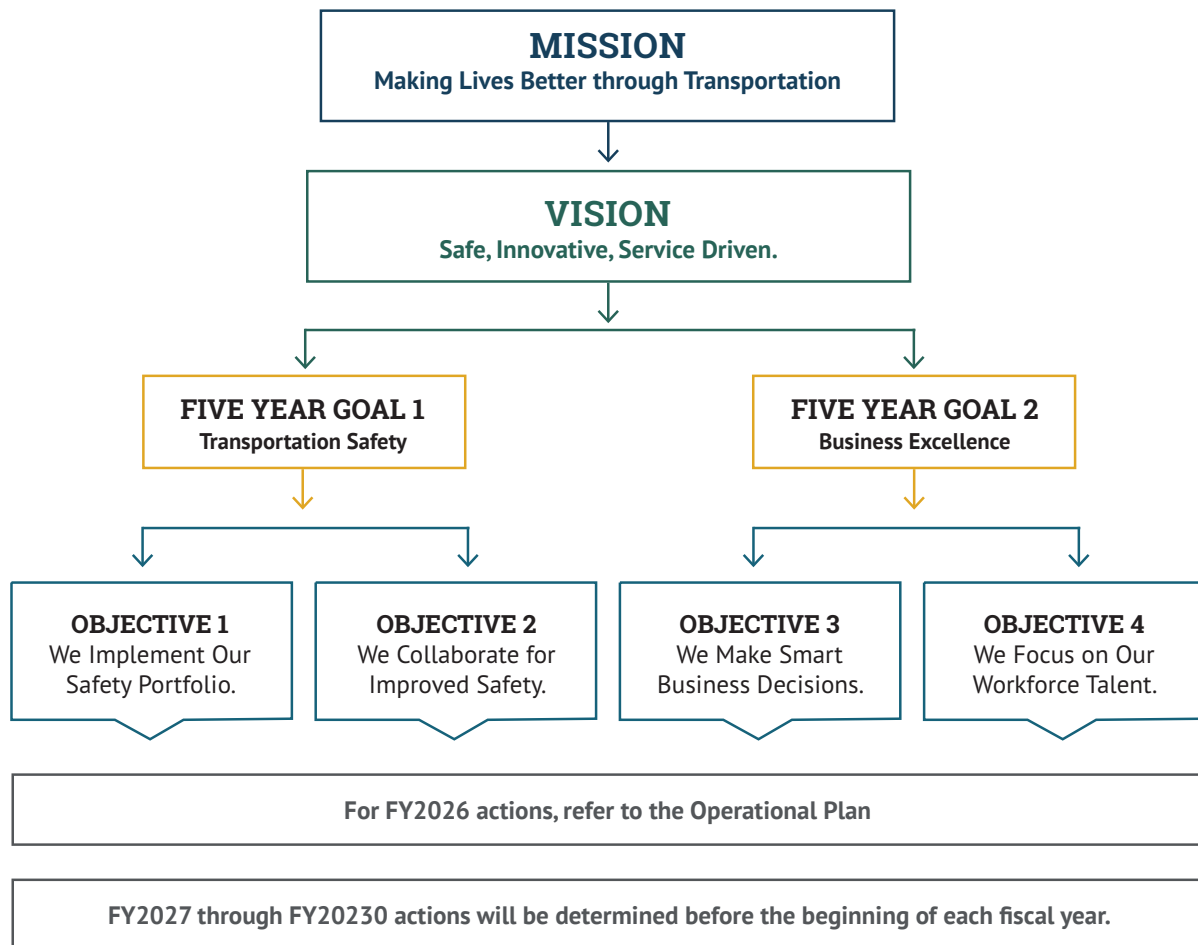
Sincerely,



Scott and Melissa

Executive Summary

Our Business Plan centers on our Mission, Vision, Priority Goals, and Objectives for the next five years. Each fiscal year, we will also identify Actions that help achieve our Objectives and Goals. Project teams comprised of people from across the agency will lead the collaboration efforts to complete Actions. We have two Priority Goals: Transportation Safety and Business Excellence.



Each Goal has two Objectives

Goal: Transportation Safety

- We Implement our Safety Portfolio
- We Collaborate for Improved Safety

Goal: Business Excellence

- We Make Smart Business Decisions
- We Focus on our Workforce Talent

Our intention is to keep safety at the forefront of everyone's minds and ensure our agency is high-functioning and making the best decisions, all while keeping our minds focused on our people.

Each Fiscal Year (FY), we will reset or continue various actions aimed at achieving our Goals and Objectives. Each Objective listed above will have an associated Action in that FY's Operational Plan. Project teams will be assembled with employees from across the agency to execute these Actions each fiscal year.

FY26 Actions are included in our Annual Operational Plan. The Operational Plan details the Actions and steps we will take together, including how we will measure our success, to make progress toward our Goals and better serve our customers.

Where We Are

Five years ago, we set a 10-year target to provide the nation's most customer-focused, safe, reliable, and efficient transportation system and services through agility and innovation. While the number of vehicle miles traveled (VMT) in Iowa decreased by less than 1 percent, key performance measures such as the overall number of crashes was down 10 percent.

Our interstates are among the most dependable in the nation, and we have helped fuel the Iowa economy, reducing truck delays by nearly 4 million hours. We've also made strides in business excellence by evaluating and replacing software that no longer meets our needs, and by using active resource management to ensure we are right-sized to meet the demands of customers.

As we look to the next five years, we must have a new, robust process to help us get there. Like all units of the State Government, the Iowa DOT establishes a periodic strategic approach to service delivery. We refer to ours as a Business Plan because we believe the difference between a strategic plan and a Business Plan is more than a play on words; it is a mindset.

The Iowa DOT has dedicated professionals who continually assess their needs and develop future strategies. This FY 2026-2030 Business Plan and complementary Annual Operational Plan define how we will work together to turn those strategies into actions with organization-wide impact.



SERVANT LEADERSHIP SAVES LIVES

In June 2024, Northwest Iowa experienced historic flooding. Our Teams, from many units, put in countless hours to help residents recover.

Because **WE CARE** on a personal level, **WE PREPARE** communities across Iowa for the unexpected, and we make sure we are there when it matters most.

OUR RESPONSE:

96
PIECES OF
EQUIPMENT

MORE THAN
1000
DAMAGED
STRUCTURES

81
DOT
STAFF

2658
LOADS
OF DEBRIS

INCLUDING
1479
APPLIANCES



	Strategic Plans	Business Plan	Annual Operational Plans
Plan Focus Area	<ul style="list-style-type: none"> Assesses needs by mode, geography, or program area Formulates solutions. Sets capability targets. Establishes long-term performance targets. 	<ul style="list-style-type: none"> Puts the strategy into action over a defined time (FY26-30, for example) It is not aspirational; it is focused on identifying the resources needed to implement solutions from strategic plans. Creates mid-term goals and objectives to achieve long-term capability and performance targets. 	<ul style="list-style-type: none"> Sets and assigns short-term actions to teams for completion each fiscal year. Breaks the business plan into smaller “bite-sized” parts.
Key Elements	<ul style="list-style-type: none"> Long Range Transportation Plan Mode-specific strategic plans Functional strategic plans Organizational strategic plans 	<ul style="list-style-type: none"> Multi-divisional and cross-functional collaborations Forms multidisciplinary project teams Tracks expected versus actual outcomes. Conducts root cause analysis of observed deltas between expected and actual outcomes. 	<ul style="list-style-type: none"> Project Execution Plans Schedules Resources Budgets

CUSTOMER FOCUSED HAS GENERATIONAL IMPACTS

Safety at Iowa DOT is not just about what we do for the built environment; it’s about what we do for the human environment. That’s why **WE PRIORITIZED** our teen drivers through **Alive at 25**, an educational program as an alternative to license suspension.



Where We're Going

Iowa's strength has always come from its ability to embrace change with courage and focus. Building on that spirit, we are moving boldly into the future with our two clear priorities of Transportation Safety and Business Excellence. We are sharpening our efforts to protect lives on our roads while making our operations smarter and more strategic. By focusing on what matters most, we are continuing Iowa's proud tradition of innovation, resilience, and leadership, creating a transportation system that serves today's needs and drives us forward for future generations.

SERVANT LEADERSHIP SAVES LIVES

After an Iowa DOT research and innovation effort identified centerline rumble strips as an effective safety countermeasure, **WE LED** by making this simple and effective safety countermeasure a standard on all our roadways. As of the end of fiscal year 2025, 95% of two-lane primary highways will have these installed.



Transportation Safety

We must embrace our innovative spirit to take transportation safety in Iowa to the next level. A large majority of Iowans safely reach their destination based on our hard work, but there is more that we must do. Even though the five-year trend has seen a decrease in the number of crashes, the annual percentage of people involved has remained between 2.93% and 3.02% (93k-95k)¹ since 2017. To put that in perspective, a 0.1% decrease in crashes annually results in 3,200 fewer people involved and 1,800 fewer crashes. Below are three key success stories related to Transportation Safety from our most recent business plan. We will build on these successes as we move forward.

Objective 1: We Implement our Safety Portfolio

From railroad crossings to map-based crash mapping and from the Rock Rapids Maintenance Garage to the Burlington Driver's License Center, we spend every day implementing our safety portfolio. We also spend time strategizing about what will come next for safety across all of our divisions, for all of our modes and all of our program areas. Sometimes we can be so focused on our work that it can be difficult to collect and report our success stories. Telling these success stories is an essential ingredient to helping our customers understand the value we provide and to help to inspire us to achieve more. We will adopt a portfolio management approach for safety initiatives which will provide a more structured framework to evaluate and prioritize our safety efforts that drive the most value for our customers. Safety related activities will

1. Based on actual Iowa DOT crash data and NHTSA reports of average crash vehicle occupancy of 1.8.

be collected into a central collection point, and we will develop insights and visualizations that improve our ability to make data-driven investment decisions, more effectively understanding our return on investment. WE EXPECT active contribution by every Division, District, Bureau, and Business Unit to the safety portfolio which will be actively managed and used for prioritization and decision-making. Our safety portfolio is made up of two high-level elements: *Infrastructure Stewardship and Safety Programs*. Infrastructure stewardship is a term that means WE CARE to maintain the entire transportation system to its safest level and so that it lasts as long as possible.

Safety related activities will be collected into a central collection point, and we will develop insights and visualizations that improve our ability to make data-driven investment decisions, more effectively understanding our return on investment. WE EXPECT active contribution by every District and Division to the safety portfolio which will be actively managed and used for prioritization and decision-making.

Objective 2: We Collaborate for Improved Safety

With 99 counties and over 900 cities in Iowa, getting consensus on the steps to take can be daunting. WE WORK to bring transportation safety to all communities and travelers in Iowa. WE WORK across various disciplines of safety, including a broad range of stakeholders, from truck drivers and farmers to law enforcement, fire departments, contractors, and city councils. WE BELIEVE that partnerships are the foundation of Iowa's safety fabric. By the end of 2025, all counties in Iowa will have a new local safety action plan. Our role is to continue supporting each county in competitive grant programs, building the knowledge of local agency staff to implement the plans, and looking for efficiencies in the submission and award process for the highway safety improvement program (HSIP).

INTEGRITY WITHOUT EXCEPTION LEADS TO UNPARALLELED INNOVATION

In June 2023, we became the third state to launch a mobile ID. Now accepted on both iOS and Android operating systems, the app continues to expand both in the number of users and the businesses accepting it.



WE CARE about all DOT customers in Iowa, so we created the CARE: Consistent, Accountable, Responsive, and Engaging Program. We trained 2,696 DOT employees and 493 county treasurer staff to operationalize these customer service principles in our daily work.

Business Excellence

WE PRIORITIZE achieving business excellence by building an organization that is efficient, innovative, and responsive to the needs of Iowans. Business excellence means delivering high-quality services, maximizing the utilization of every available resource, and continually improving our work. It requires a culture of accountability, collaboration, and forward-thinking leadership at every level. Over the next five years, we will focus on strengthening our operations, embracing new technologies, adapting quickly to change, and continuing to earn the trust of the people we serve through transparency and outstanding results. Business Excellence is not a destination but an ongoing commitment to doing our best work every day.

Objective 3: We make Smart Business Decisions

We are focused on ensuring we are making smart decisions as the first step toward Business Excellence. This means using data, evidence, and clear priorities to guide our actions and investments. It is about ensuring that taxpayer dollars are spent where they will have the most significant impact, that we continue doing what works well, and that we are willing to adapt when better solutions emerge. Smart decision-making also helps us stay flexible in the face of rapid changes to regulations, technology, and economic conditions. By sharpening how we make choices today, we are laying the groundwork for long-term success and strengthening the foundation for everything WE BELIEVE can be achieved through this plan.

RETENTION IS THE BEST RECRUITMENT WHEN PEOPLE MATTER

WE BELIEVE that every employee should have honest and constructive feedback as part of their growth plan and we know that we can help them throughout their journey. We created a Supervisor Success Guide for recruitment, teleworking, compensation strategies, and employee training & development.

WE CARE about the commitment our employees make and the dedication and sacrifices made in the name of servant leadership. We developed the 20+ Club to celebrate our tenured employees who hit milestone anniversaries as state employees.

Iowa DOT 20+ Club Member Robert Porter is shown receiving his award from Director Marler.



Objective 4: We Focus on Our Workforce Talent

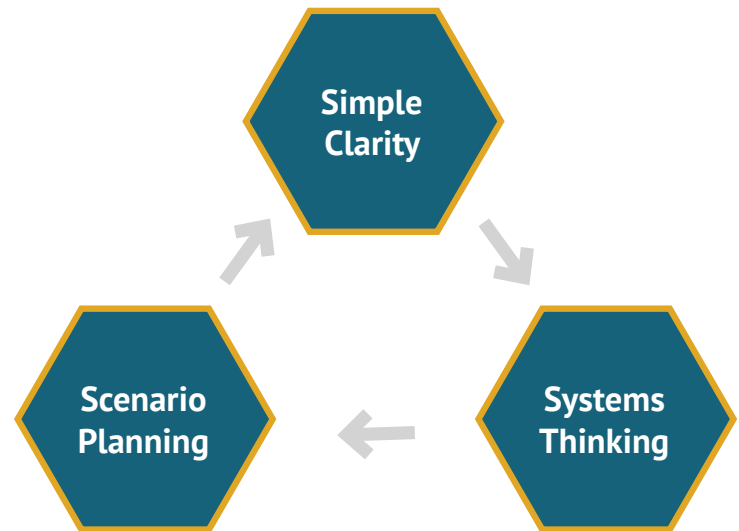
A strong, future-ready workforce is critical to achieving Business Excellence. That's why one of our top objectives is to focus intentionally on workforce talent – attracting, developing, retaining, and engaging the people who make our mission possible. Building a high-performing organization requires more than filling positions; it demands a commitment to supporting career growth, communicating with clarity, investing in leadership development, and creating a culture where every employee feels valued and empowered. By sharpening our focus on workforce talent, we are preparing for tomorrow's challenges and making Iowa DOT a great place to work today.

How We Get There

As the ELT started creating this Business Plan, it became clear that our overarching approach was embodied by the **Three S Concept**.

Use The Three S Concept

We use the **Three S Concept** – simple clarity, systems thinking, and scenario planning – to develop and implement our business plan.



Simple Clarity

Simple clarity is communicating goals, expectations, and values in a straightforward, consistent, and meaningful way. It ensures that every employee, regardless of role or location, understands what matters most, why it matters, and how their work contributes to the larger mission. At its core, simple clarity strips away unnecessary jargon and complexity, replacing it with purposeful language that motivates action and fosters shared understanding. In a large, technical organization like ours, simple clarity enables alignment across diverse teams, from field operations to planning, engineering, and administration.

At the Iowa DOT, simple clarity is essential to effective servant leadership. With thousands of employees across districts, divisions, and disciplines, communicating a common direction with consistency and purpose is critical. When leaders express vision and priorities with simple clarity, they empower staff to make informed decisions, respond confidently to change, and stay focused on the most critical outcomes, like safety, reliability, and public trust. WE BELIEVE that **clarity is not just a communication tool; it's a leadership responsibility** that strengthens unity, improves performance, and deepens our core values.

Systems Thinking

A guide for translating long-term strategies into mid-term goals, objectives, and actions for our Business Plan is through systems thinking.

Systems thinking is a way of solving problems by looking at how all parts of an organization or system work together, not just separately. It helps leaders see the big picture, understand how actions in one area affect others.

Russell L. Ackoff was a pioneer of systems thinking. He published ***Systems Thinking for Curious Managers***² in 2010. When WE CARE to contrast Ackoff's theory with our core values, it provides a playbook for making decisions.

2. Ackoff, R. L. (2010). *Systems thinking for curious managers: With 40 new management f-laws*. Triarchy Press.

Core Value	How Core Values benefit from Systems Thinking
Safety First	<ul style="list-style-type: none"> • Helps identify risks across the system, not just in one area. • Encourages safer systems by understanding how parts interact.
People Matter	<ul style="list-style-type: none"> • Values each person's role in the system. • Supports inclusive, respectful collaboration and diverse perspectives.
Customer Focused	<ul style="list-style-type: none"> • Looks at the whole customer journey, not just single services. • Improves how the entire system works for those we serve.
Servant Leadership	<ul style="list-style-type: none"> • Promotes leadership that supports everyone. • Encourages reflection, learning, and team success over individual control
Integrity Without Exception	<ul style="list-style-type: none"> • Builds accountability into the system's design. • Supports transparency and ethical decisions across the organization.

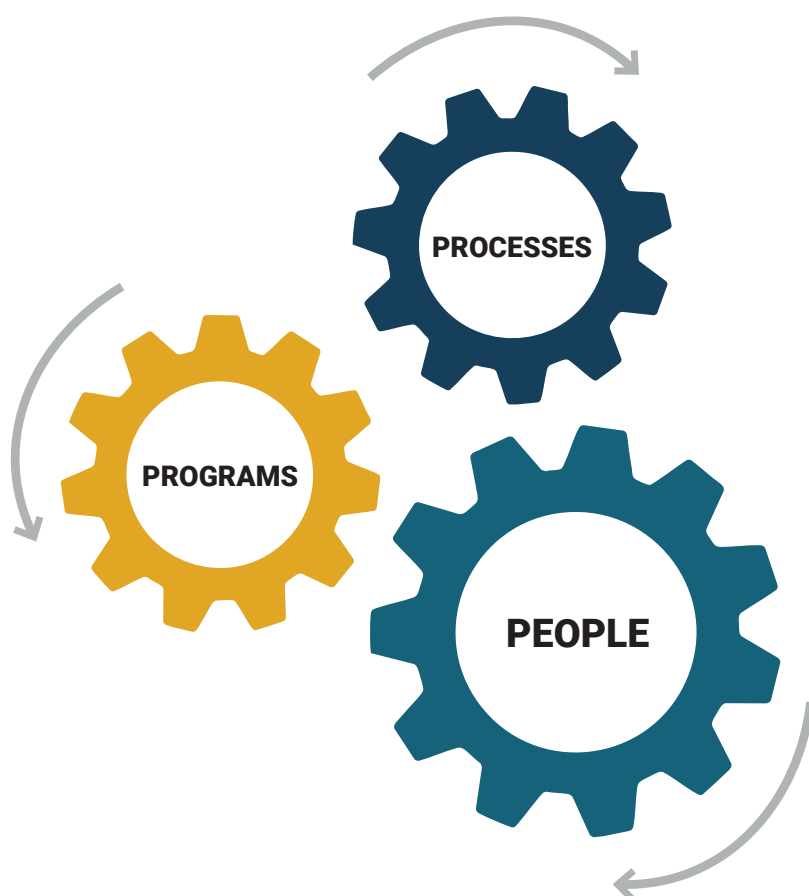
We view our system as comprising three key components: our people, our programs, and our processes.

- When we think of people, we mean all of us as **WE WORK** to achieve a high-quality, highly reliable, safe transportation experience for all users.
- When we think of programs, we mean the more than 130 areas of programs within the DOT designed to address transportation and infrastructure needs that **WE BELIEVE** serve Iowans best.
- When we think about processes, we mean the collection of policies, processes, and supporting technologies used to deliver services and achieve Business Excellence as **WE WORK**.

Systems thinking helps us manage trade-offs, anticipate unintended consequences, and build more resilient, adaptive strategies in a complex environment like ours. For example:

- **A road safety strategy is not just an engineering issue; it involves law enforcement, public health, community behavior, and policy.**
- **Digital infrastructure (intelligent transportation systems, artificial intelligence, and information technology) must align with workforce training, procurement, and cybersecurity.**

By applying systems thinking to integrate across boundaries, we can make more informed decisions, respond effectively to change, and deliver better results for the public. In other words, **WE LEAD** to achieve business excellence.



SERVANT LEADERSHIP RESULTS IN VALUABLE TIME

WE WORK to make sure we invest funding with the same level of attention and detail as we use in our personal budgets at home.

That is why we underwent a comprehensive review and modernization of our budget and finance process. We moved from 5 to 2 primary appropriations buckets for operational budgeting, developed a new process for budget development and investment prospects, **and created the FINCON team.**

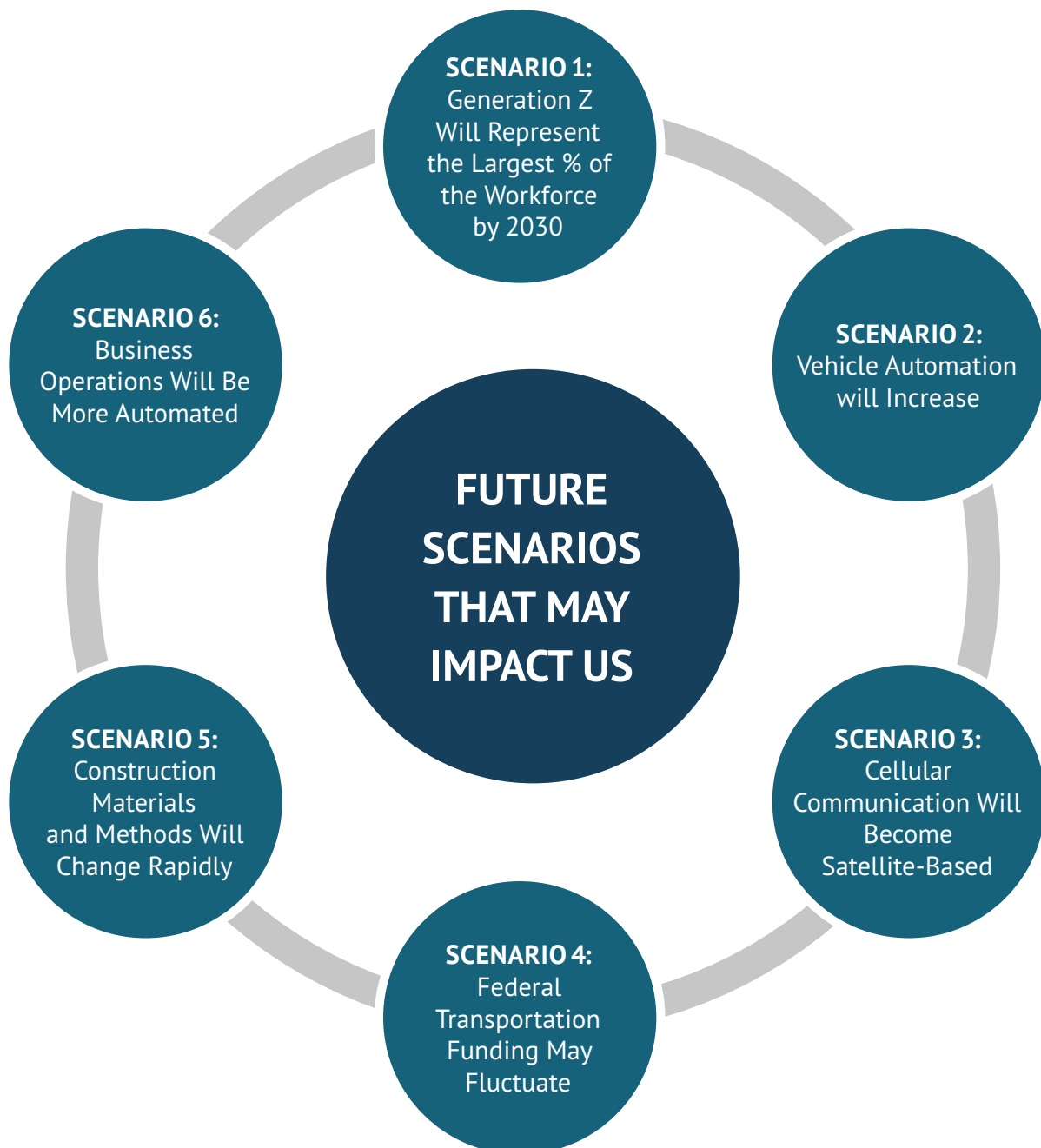


Back L to R: Andi Greenwell, Brandon Peiffer, Jennifer Macklem
Front L to R: Megan Courter, Jennifer Jamison, Jenny Lawrence, Brenda Kramer

Scenario Planning

As part of our last business plan, we illustrated how we found ourselves at the *crossroads* of change. For the next five years, we might describe our environment as a *superhighway* of change. We will track six scenarios that could impact how we do business and what we can deliver.

While some scenarios may be more defined than others, each of them, and combinations of them, pose a challenge for us to overcome. Throughout this business plan cycle, we will track and integrate developments around these scenarios with our annual operational plan development.





Safe Systems Approach

We will further integrate the US Department of Transportation’s Safe System Approach as we create and implement our consolidated safety portfolio. The central idea of the safe system approach is shown in the graphic.

Click the link in the caption to the left to read the details of the approach and stay up-to-date with news and tools related to it.

Figure 3: Principles of a Safe System Approach

Implementation Approach

With the release of this business plan, we are moving on from some past terminology and focusing on objectives and actions. We intend to apply the simple clarity philosophy to how we plan and communicate about our plan.

Organizational

The ELT will focus on helping everyone understand their role in the successful implementation of our action plan. Additionally, we will use proven organizational advancement strategies designed to help large organizations transition by being deliberate about how we communicate through initiatives.

Our initiative is called **CoreValuesInMotion**. Stated another way, our business plan is about what we will do, and our core values are about how we do it. We chose **Iowa in Motion** as the title of our long-range transportation plan because we wanted to convey the idea that Iowa is evolving and the needs of its people are evolving too. To achieve this evolution, we needed a business plan that aligns with these changes. Our core values are the fuel that makes the motion possible, so we intend to make them front and center. We know that **WE ALL WORK** hard every day to achieve our core values, and we want to celebrate them together.



Annual Operational Plans

Each year we will prepare an Operational Plan. The Operational Plan will include detailed explanations and performance measures about the organization-wide actions to advance our progress toward the Goals and Objectives. We will also submit the Operational Plan to the Governor for transparency and

accountability. To read more detailed information about the actions, click the following link to read the Iowa DOT Operational Plan.

<https://iowadot.gov/about/business-plan>

Division Work Plans

Each Division Director will lead the creation of annual division work plans to help track progress of key supporting projects and programs. Work plans will enable each division to identify the yearly actions it will take to advance our two goals. More details about how work plans will be implemented and tracked throughout each FY will be communicated by Division Directors.

Enterprise Priority Alignment

The Iowa Department of Transportation's (Iowa DOT) 2026–2030 Business Plan is intentionally designed to align with the Governor's 2025 vision for a more connected, prosperous, and resilient Iowa.

By narrowing its strategic focus to two clear priorities — Transportation Safety and Business Excellence —the DOT has created a framework that directly supports statewide goals for infrastructure modernization and public service improvement. This alignment reflects a shift from broad aspirational planning to a more focused, execution-oriented strategy, reinforcing the Governor's emphasis on clarity, accountability, and measurable outcomes.

We support Making Lives Better Through Transportation, which directly enables the Governor's priorities of Child Care, Disaster Assistance, Education, Energy, Families First, Government Efficiency, Health Care, and Workforce.

Enterprise Priorities

Child Care
Disaster Assistance
Education
Energy
Families First
Government Efficiency
Healthcare
Workforce

INTEGRITY WITHOUT EXCEPTION LEADS TO GREAT TEAMWORK

WE BELIEVE that relationships matter. That's why we teamed up across DOT divisions, with the Governor's Traffic Safety Bureau and the Iowa State Patrol to establish safety corridors. The installation of signs and markings along with increased enforcement based on the times most crashes happen is a great example of a data-driven approach to transportation safety.



Reliable Transportation relates to all the Governor's priorities, as without safe and reliable transportation, we cannot move goods or people or ensure access to essential resources necessary for daily life. Specifically, families rely on our transportation system to access **child care**, **education** and learning opportunities, **health care** and wellness, and to commute **efficiently** to work and job opportunities. A strong transportation network supports a robust **workforce** by enabling businesses to operate successfully.

The efficient movement of goods supports both **energy** and business development. Additionally, the Iowa DOT is positioned to quickly mobilize when **disaster** strikes, and we have a reputation for being there to support communities through their initial and ongoing disaster recovery. **Families** are put **first** every day by improving the safety on our transportation system, reducing crashes and ensuring loved ones arrive at their destinations safely. The DOT's commitment to **government efficiency** is reflected in our Business Excellence goal, maximizing resources and streamlining programs and services.

Summary

This business plan aims to establish a framework for how we collaborate over the next five years to make a positive impact for every Iowan and every Iowa visitor. In addition to establishing ambitious yet attainable goals, we have described how we embody our core values every day and use them as our guiding principles.

Business plans, including this one, often use organizational chart views to illustrate how components of a plan are structured and flow from one level to the next, showing how the mission is aligned with the vision, which in turn aligns with the goals, and so forth. However, in practice, these things are delivered in a cycle. A cycle where our core values help us flow from one element to the next, and how we arrive back at achieving our mission.

