

# Transportation Performance Management Webinar Series

## Organizational Management and Measures

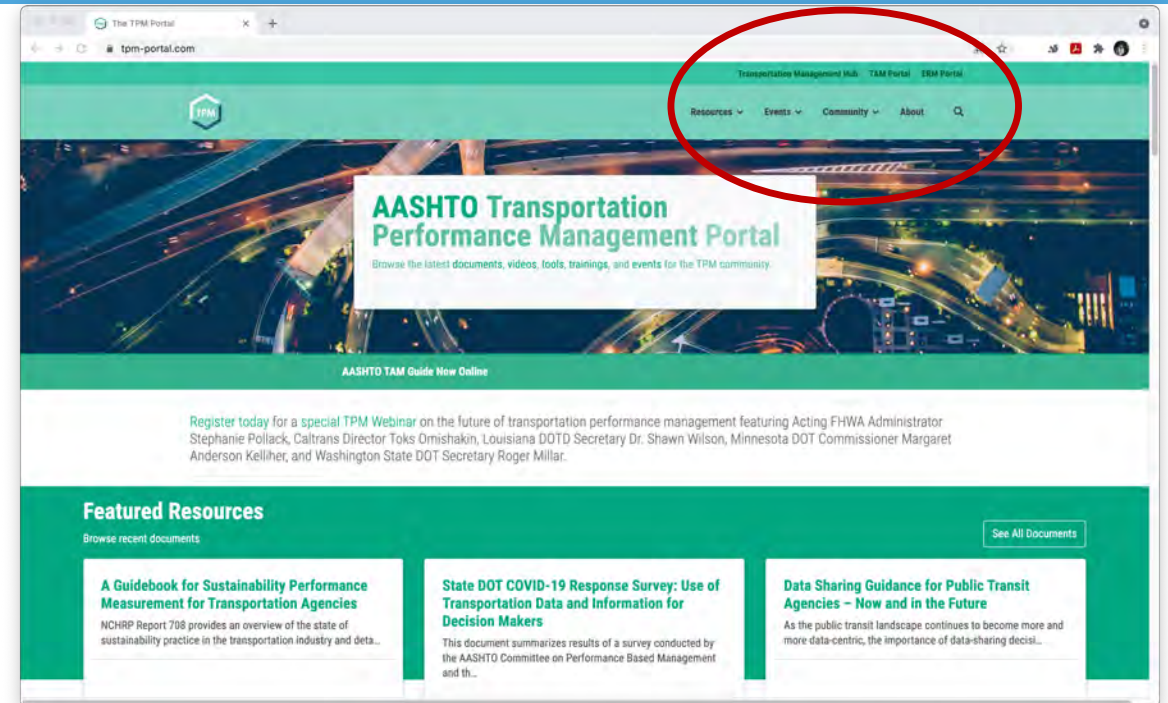
Sponsored by the TPM Pooled Fund  
with support from AASHTO CPBM Leadership and FHWA



**November 17, 2021**  
**TPM Webinar 9**

# Transportation Performance Management Webinar Series

- Our TPM webinar series is held every two months, on topics such as communications, system performance management, data sources, and many more to come!
- Today is the 9<sup>th</sup> webinar in our bi-monthly series
- We welcome ideas for future webinar topics and presentations
- Use the webinar Q&A panel during the webinar
  - Submit questions for today's presenters
  - Submit ideas for future webinar topics



Find us on the NEW AASHTO TPM Portal  
<https://www.tpm-portal.com>

# AASHTO Welcome

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**Matthew H. Hardy, Ph.D.**

Program Director for Planning and Performance Management, AASHTO

[mhardy@aaashto.org](mailto:mhardy@aaashto.org)



# Webinar Agenda

- 2:00 Webinar and AASHTO Welcome and Introduction**  
Matt Hardy, AASHTO and Hyun-A Park, Spy Pond Partners
- 2:10 Organization Management and Creating Public Value**  
Mark Fagan, Harvard Kennedy School
- 2:30 Enterprise Performance Management and Creating Public Value**  
Danial Fodera, FHWA
- 2:40 Using Lean to Improve Results and Meet Customer Needs**  
Gary Vansuch, Colorado DOT
- 2:55 Iowa DOT's 2021-2025 Business Plan**  
Charlie Purcell, Iowa DOT
- 3:10 Panel Discussion and Wrap Up**  
Speaker Panel Moderated by Mark Fagan, Harvard Kennedy School and Matt Hardy, AASHTO

# Organization Excellence: Creating Public Value

Mark Fagan

Lecturer in Public Policy  
Harvard Kennedy School

Harvard University

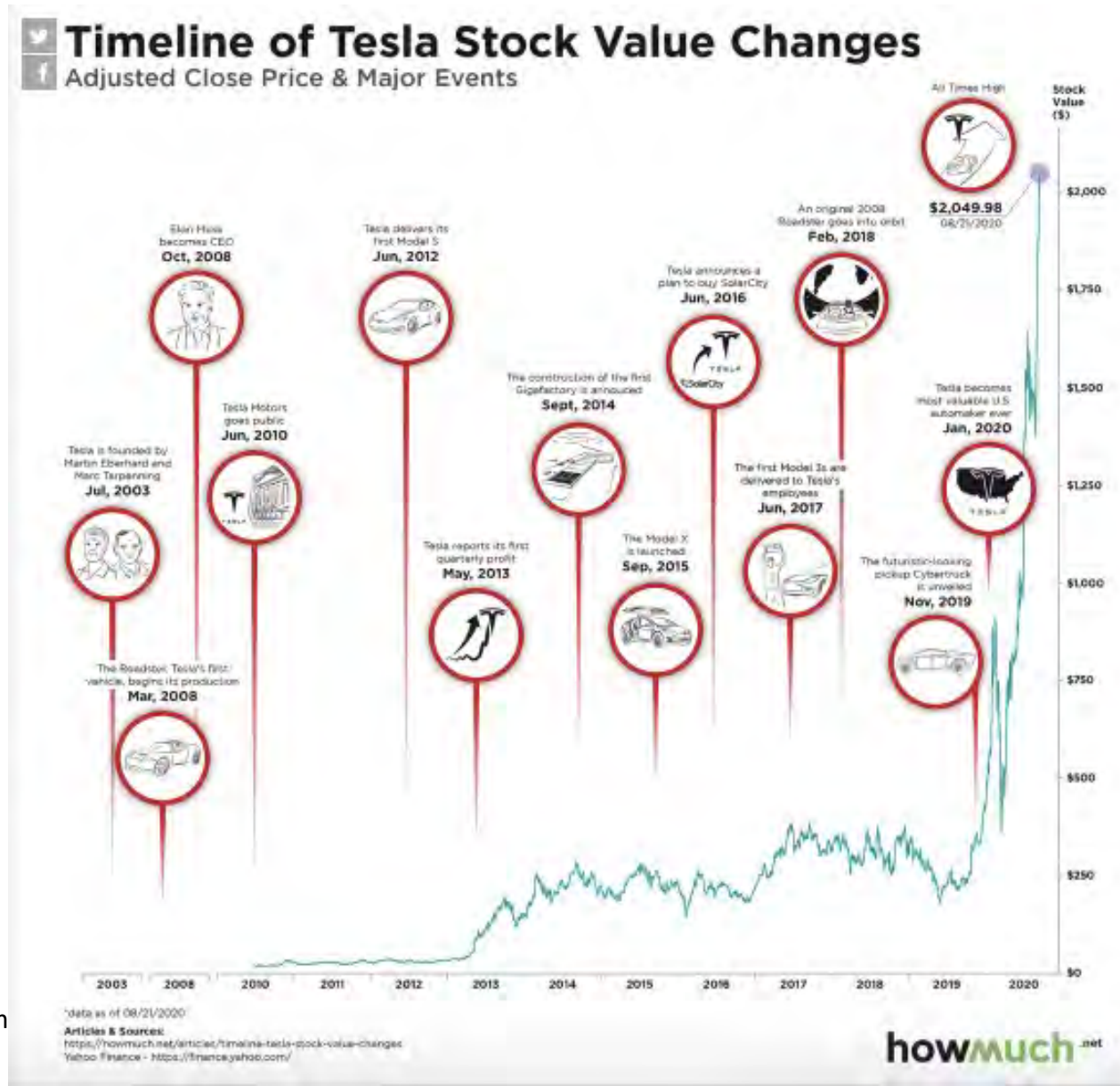
November 2021



# An “Organizational Excellence” Word Cloud



# Shareholder Value is the Private Sector's Go To





# Public Sector Challenges

- Who is the customer?
- “Monopoly”
- Procurement Constraints
- Staffing challenges
- Use of taxing authority
- Equity as a goal



# The Public Sector's Measure is Public Value

*The definition that remains equates managerial success in the public sector with initiating and reshaping public sector enterprises in ways that increase their value to the public in both the short and the long run.*

-Moore, 1995

# More Complex but Measurable



[http://www.youtube.com/watch?v=b29GxU\\_rOdM](http://www.youtube.com/watch?v=b29GxU_rOdM)

# Creating Public Value: Mindset Shift

“Getting you there safely, efficiently and conveniently”



“Making lives better through transportation”

# Creating Public Value: Kaizen



# Creating Public Value: Cross Boundary Collaboration





# Creating Public Value: Social Entrepreneurship

**CHARACTERISTICS OF SOCIAL ENTREPRENEUR**

CAREERCLIFF.COM

1. Practicality When Solving Problems
2. Philanthropic Bent
3. Faith in Team Work
4. Money management
5. Commitment to Improve Social Welfare
6. Healthy Impatience
7. Zeal
8. The desire to Change Others
9. Innovation
10. Risk Taking



SOURCE: TWEAKYOURBIZ.COM

# Creating Public Value: Technology





# Creating Public Value: Measurement Management



# Overview of FHWA's Enterprise Performance Management (EPM)

AASHTO TPM Series

November 2021



U.S. Department of  
Federal Highway Administration

# Agenda

1. FHWA's EPM team
2. Planning for IIJA & US DOT Strategic Plan
3. Implementing EPM
4. Q & A



# Operationalizing EPM

How do we operationalize the strategic plan while building and maintaining a strong organizational planning framework?

- It must be simple and easy
- It must not take a lot of time
- It must be value-added
- It must be relevant to every individual



# Creation of EPM Team

Purpose: Provide guidance and direction to all FHWA units on organizational performance management.

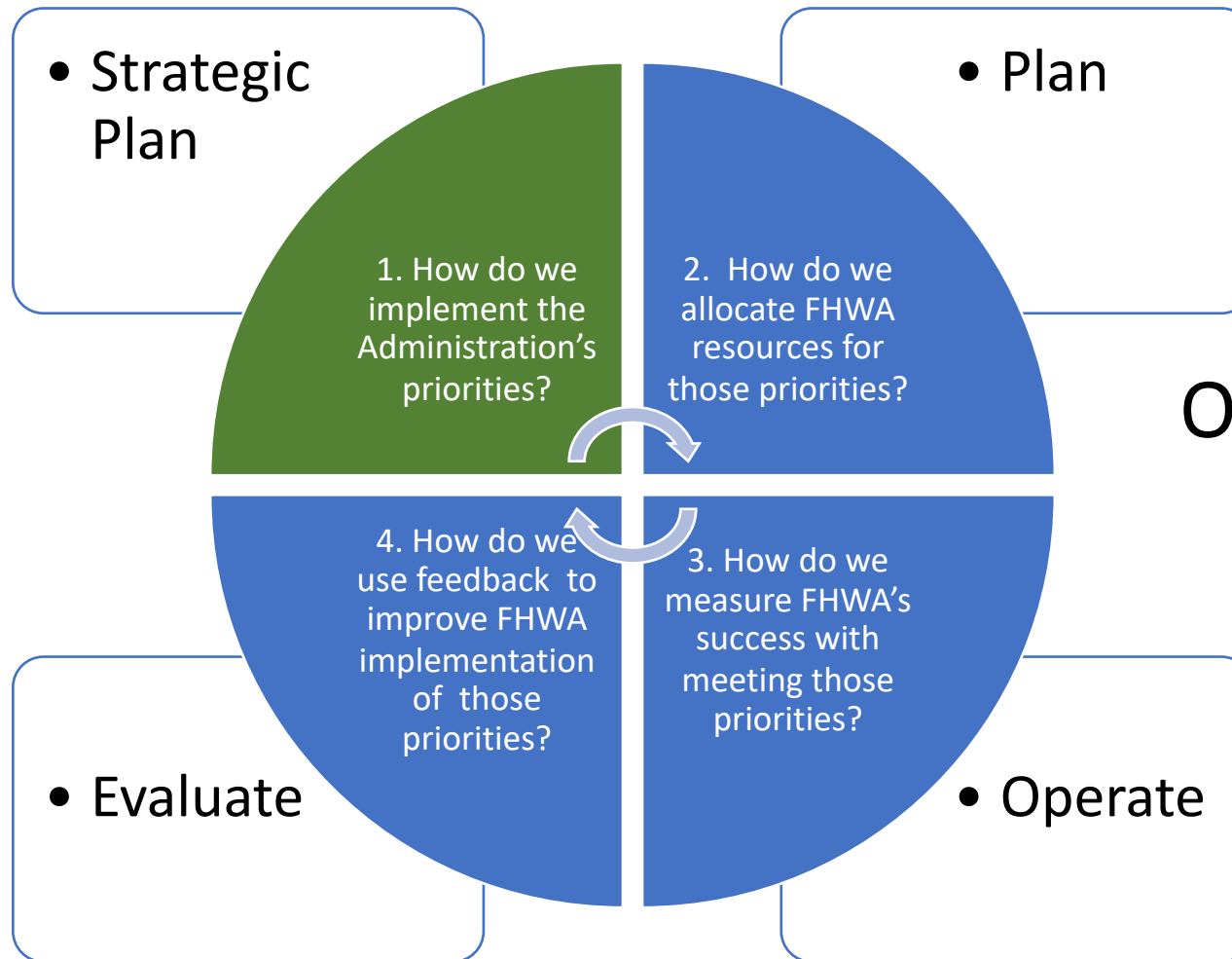
Achieved by:

*Creating within FHWA the culture, capabilities, and practices needed to support our agency's strategic goals and objectives. It integrates risk management into resource allocation decision-making and provides the framework by which we plan, manage, and evaluate our organization's performance and implement IIJA.*



# What's new?

## Legislation and Strategic Plan

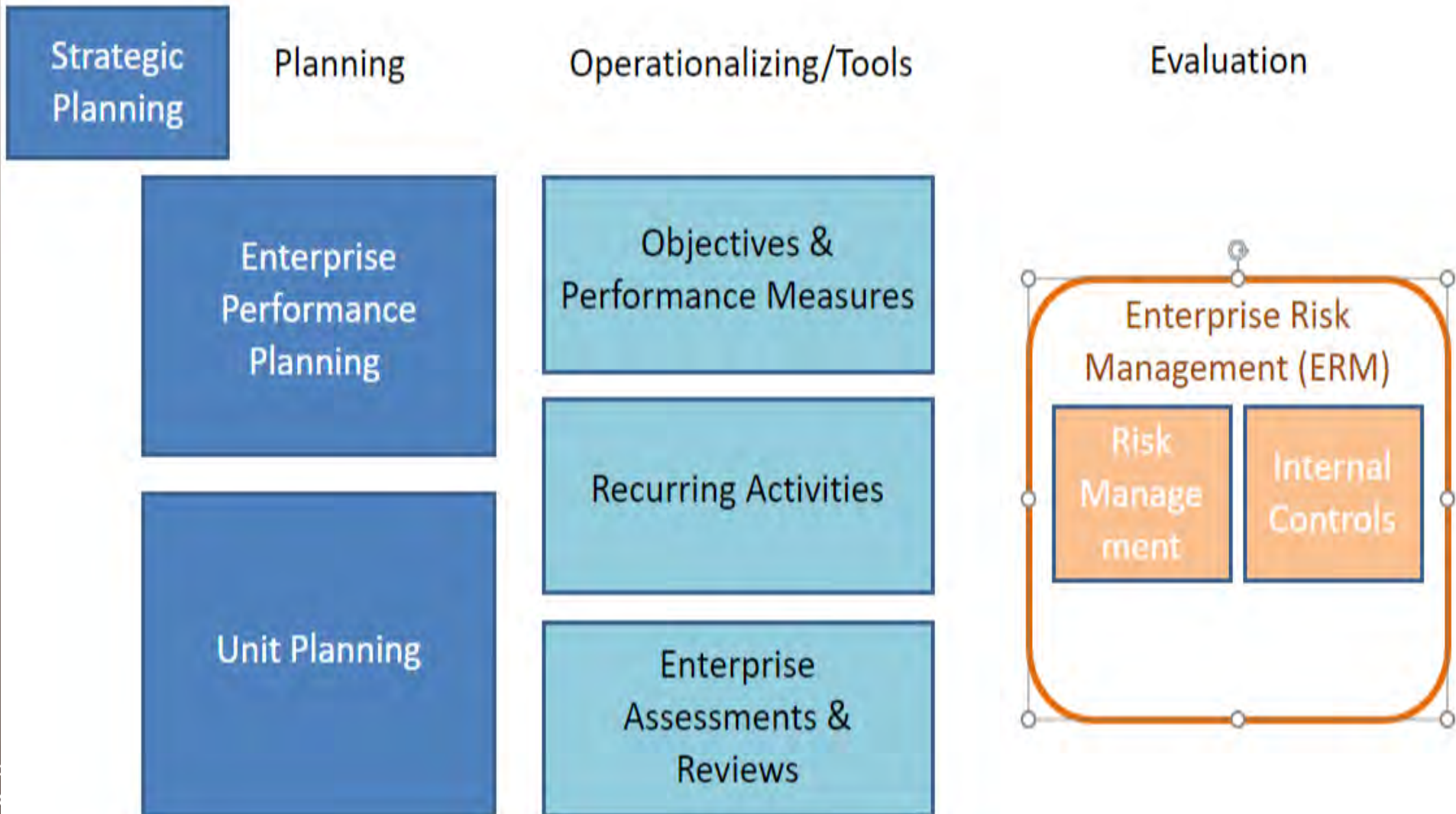


Operationalize the  
**Strategic Plan**  
through  
**EPM**





# EPM Components





# Enterprise Performance Management

- EPM – brings the components together with governance to plan, operate, and evaluate at the Enterprise level
- EPM Playbook – explains the components and how they work together



# Building Measures, Objectives, and Targets

- *Program Area Profiles* for EPM to operate
- Measure success in each Program Area....
  - What is/are the objectives of your Program Area?
  - How can each of the objectives be measured?
  - Does the data exist to support this measurement?
  - Can we set a target for the measures so we know what success looks like?
- Profile information and performance will be shared enterprise wide



# EPM team next steps

- Integrate strategic direction
- Build on Lessons learned / experience
- Resources
  - EPM Playbook
  - Sharepoint site



# Thank you

## Questions?



U.S. Department of  
Federal Highway Administration



**COLORADO**

Department of Transportation

# Using Lean to Improve Results and Meet Customer Needs!

**Wednesday, November 17, 2021**





AASHTO

# Organizational Management Subcommittee of AASHTO's Committee on Performance- Based Management (CPBM)





# Overview

1. About CDOT
2. Goals
3. Solution
4. How it works
5. Execution
6. Summary







# Colorado Department of Transportation







# Colorado Department of Transportation

People at over 200  
different staffed  
locations, across the  
104,000 square miles  
of Colorado!





# Drivers for Improvement and Innovation

NOTE: The governor signed this measure on 6/5/2013.



HOUSE BILL 13-1299

BY REPRESENTATIVE(S) Ferrandino, Buckner, Court, Exum, Fields, Fischer, Garcia, Gerou, Ginal, Hamner, Hullinghorst, Kraft-Tharp, Labuda, Lebsock, Lee, May, Melton, Mitsch Bush, Moreno, Pabon, Primavera, Rosenthal, Ryden, Salazar, Singer, Tyler, Vigil, Williams, Young, Kagan; also SENATOR(S) Steadman.

CONCERNING CHANGES TO THE "STATE MEASUREMENT FOR ACCOUNTABLE, RESPONSIVE, AND TRANSPARENT (SMART) GOVERNMENT ACT" OF 2010, AND, IN CONNECTION THEREWITH, MAKING AN APPROPRIATION.

*Be it enacted by the General Assembly of the State of Colorado:*

## EXCELLENCE

**We are committed to quality!**

We are leaders and problem solvers, continuously improving our products and services in support of our commitment to provide the best transportation systems for Colorado.





# Driver 1

## **SAFETY**

**We work together to achieve a high-performing culture!**

We promote and apply consistent and sustainable work behaviors in everything we do.

## **PEOPLE**

**We value our employees!**

We acknowledge and recognize the skills and abilities of our coworkers and draw strength from our diversity and commitment to equal opportunity.

## **INTEGRITY**

**We earn Colorado's trust!**

We are honest and responsible in all that we do and hold ourselves to the highest moral and ethical standards.

## **CUSTOMER SERVICE**

**We strive to provide the highest level of customer satisfaction and experience!**

With a can-do attitude we work together with others to respond effectively to our customers' needs.

## **EXCELLENCE**

**We are committed to quality!**

We are leaders and problem solvers, continuously improving our products and services in support of our commitment to provide the best transportation systems for Colorado.

## **RESPECT**

**We treat everyone with respect!**

We are kind and civil with everyone, and we act with courage and humility



# Driver 2

The SMART Government Act requires the agencies of the Colorado Executive Branch to implement the following:

- Establish and manage a statewide performance management system;
- **Incorporate Lean continuous process improvement to increase government efficiency;** and
- Ensure state employees receive training on operational excellence.

NOTE: The governor signed this measure on 6/5/2013.



HOUSE BILL 13-1299

BY REPRESENTATIVE(S) Ferrandino, Buckner, Court, Exum, Fields, Fischer, Garcia, Gerou, Ginal, Hamner, Hullinghorst, Kraft-Tharp, Labuda, Lebsock, Lee, May, Melton, Mitsch Bush, Moreno, Pabon, Primavera, Rosenthal, Ryden, Salazar, Singer, Tyler, Vigil, Williams, Young, Kagan; also SENATOR(S) Steadman.

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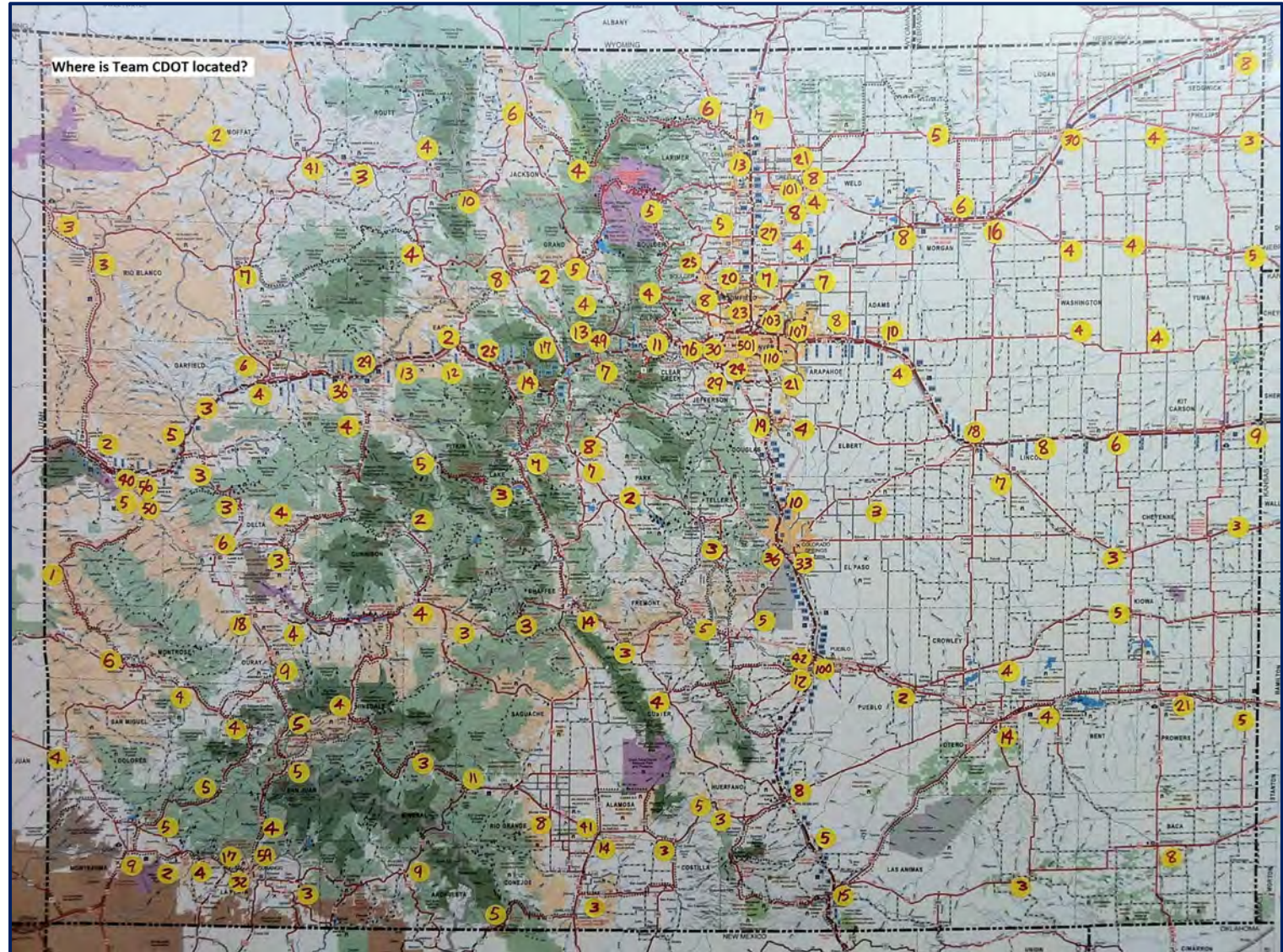




# Spreading Innovation

Our people  
develop great  
innovations!

How do we take  
innovations  
developed in one  
place, and spread  
them across CDOT?







# Lean Everyday Ideas

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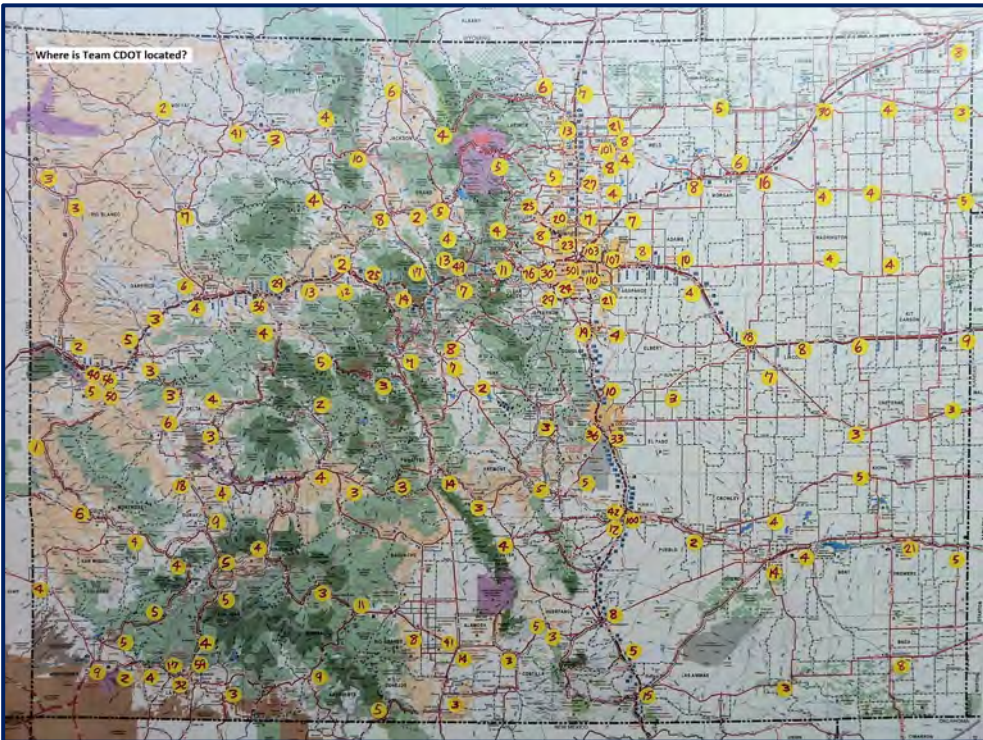
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We are kind and civil with everyone, and we act with courage and humility



# 2020 Innovation in the Workplace Award!





Fostering a **culture of improvement** where **new ideas** are valued, tested, and shared, by engaging everyone in improving the business





← **what management sees**

← **what frontline  
staff see**



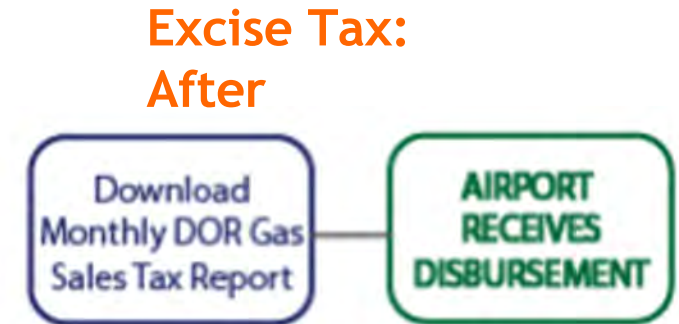
The most dangerous phrase in the language is, *"We've always done it this way".*

- Admiral Dr. Grace Hopper, computer pioneer who was first person to devise the theory of machine-independent programming languages, in the 1940's





## Excise Tax: Before



**LeanIdeas.CoDOT.gov**

To improve safety....

Use a carrier lift with crane to improve safety and increase time of installation by not requiring employees to lift, carry, or hold guardrail.

Now One Employee Can Install or Remove a 25' Guardrail Section



CDOT Region 3 (Northwest Colorado)



# Goal

To stay organized....

Color coded files to save time and reduce error

## File Color Coding System Reduces Filing Errors

Administration

**Challenge** Human Resource files were incorrectly refiled, which led to mistakes and rework.

**Innovation** Color code Human Resources files based on first and last name digits


**Parts Used**

- File folders
- Labels

**Benefits**

- Saves time
- Reduces errors and rework

[CLICK HERE FOR MORE DETAILS](#)




### CDOT Headquarters (Denver Metro)

#### File Room Color Coding

Inner Tab Color		Outer Tab Color	
Number	Color	Number	Color
N/A	N/A	000-099	BRD
1000	BLK	100-199	BLK
2000	GRY	200-299	GRY
3000	PPPL	300-399	PPPL
4000	BLUE	400-499	BLUE
5000	GREEN	500-599	GREEN
6000	YLLW	600-699	YLLW
7000	ORNG	700-799	ORNG
8000	PINK	800-899	PINK
9000	RED	900-999	RED

[Taj Schakel](#) - Human Resources Business Process Expert

Published: 5/29/19

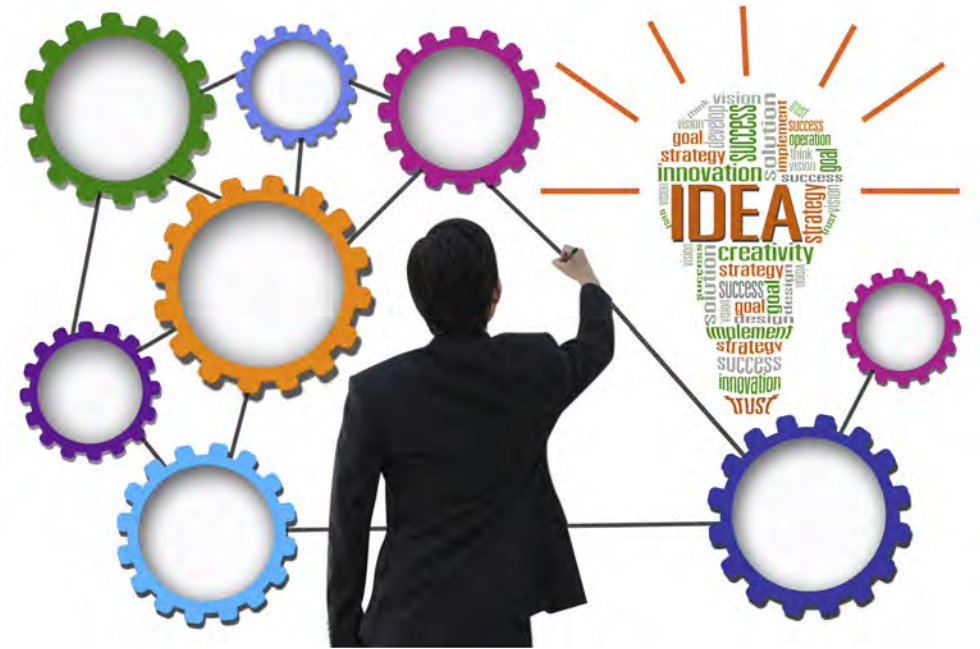


**COLORADO**  
Department of Transportation



## Why is this **important**?

- Because we're asking employees **to do more with less** in a field that is **rapidly changing**
- Big ideas can **only succeed by people changing and adapting to them**, and by making changes to how work is done







# Solution



May 2013: Project team members, seated from left: Brad Bauer, Mark Eike, Roselle Drahushak-Crow, and Chris Brewer.



Standing from left: Kirk Lane, D'Wayne Gaymon, Mickey Madalino, Ken Martinez, and Guy Norris

**[LeanIdeas.CoDOT.gov](http://LeanIdeas.CoDOT.gov)**




# Solution

“**Ideas** are happening **everyday in the workplace**. Our challenge is to be **receptive** to them, **recognize** them and even more important **share** them across your organization. Whether it is across the state or with adjoining cubicles these ideas don't always flow well and you need to assist the **ideas to flourish and grow**. Done well it is a **happier workforce**, more **efficient workers** and a **stronger organization** that resulted from your frontline employees ideas.”




# How It Works



[Home](#) [Ideas](#) [New Idea Database](#) [Dashboard](#) [Committee](#) [Submit Your Ideas](#) [Lean Videos](#)

**Submit Your Ideas**


[I fixed it!](#)



In our efforts to improve safety and customer service while reducing waste, we thank you for taking the time to share your implemented solutions here.

[SUBMIT](#)

[I suggest!](#)



We are grateful for your suggestion to make CDOT the number one DOT.

[What happens to my Suggestion?](#)

[SUBMIT](#)

**LeanIdeas.CoDOT.gov**



# How It Works

I fixed it!



Submit Idea



Vetting  
Process



Descriptive Title of Innovation (Include a Verb!)

Administration

Challenge Provide a short description of the challenge or pain point.

Innovation Input description of what the innovator(s) did.

Parts Used If only one thing is listed, remove bullet points.

Benefits Inspires safety  
Reduces waste of

CLICK HERE FOR MORE DETAILS

Location (geographic area)

Name - Title

COLORADO Department of Transportation

Published: 6/29/19

lean everyday ideas

Sentence About Photo (Caption)

Idea Card

I suggest!



Submit Suggestion



Vetting  
Process



Connect with Subject  
Matter Expert (SME)





### Descriptive Title of Innovation (Include a Verb!)

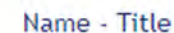


Provide a short description of the challenge or pain point.

**Brief description of what the innovator(s) did.**

- If only one thing is listed, remove bullet points

- Improves safety
- Reduces waste of \_\_\_\_\_



Published: 5/29/19





# How It Works

Use your phone  
to see them all!



We have  
**358** Idea  
Cards (so  
far)!

**Idea Cards**

At CDOT, the vision for Lean is: "Everyone, Everyday, Improving Every Process and Every Product, to Benefit Every Customer." Below you'll find hundreds of improvements from CDOT employees that save time, effort, or money, reduce waste, or improve customer service and safety. Find out how we're continuously improving by reviewing the Lean Everyday Ideas below.

published\_date: 10/16/2012 card\_description: card\_categories: Choose a value card\_region: Choose a value

1 - 250 / 358

**Administration**

**Challenge:** Reduce the amount of time it takes to process a permit.

**Improvement:** Create a checklist of what the permit officer needs to know.

**Benefits:** • Reduced permit processing time  
• Reduced cost of permit processing

[Click here for more details](#)

TEST 6

**Quick Wash for Light Fleet Saves Time**

**Challenge:** Washing of vehicles takes a lot of time and space.

**Improvement:** The vehicle wash was moved to a smaller area and the wash was moved to a smaller area.

**Benefits:** • Reduced wash time  
• Reduced cost of wash

[Click here for more details](#)

Quick Wash For Light Fleet

**Saving Time with Environmental Clearances Memo Template**

**Challenge:** Obtaining environmental clearances is a time-consuming process.

**Improvement:** A template was created for the environmental clearance memo.

**Benefits:** • Reduced time to obtain clearances  
• Reduced cost of clearances

[Click here for more details](#)

Environmental Clearances Memo Template

**Save Time by Linking Documents**

**Challenge:** Typing repetitive information.

**Improvement:** Links to documents were added to the form.

**Benefits:** • Reduced time to complete form  
• Reduced cost of form

[Click here for more details](#)

Linking Of Documents

**Sign Color Identifier**

**Challenge:** Signs are often not the correct color.

**Improvement:** A color identifier was created to ensure the correct color.

**Benefits:** • Reduced time to create signs  
• Reduced cost of signs

[Click here for more details](#)

Sign Color Identifier

**2-Screen Presenting on Google Hangouts**

**Challenge:** Presenting on Google Hangouts is a time-consuming process.

**Improvement:** A 2-screen presentation was created for Google Hangouts.

**Benefits:** • Reduced time to present  
• Reduced cost of presentation

[Click here for more details](#)

2-Screen Presenting on Google Hangouts

**Identifying Non-Compatible Chemicals Marker**

**Challenge:** Identifying non-compatible chemicals is a time-consuming process.

**Improvement:** A marker was created to identify non-compatible chemicals.

**Benefits:** • Reduced time to identify chemicals  
• Reduced cost of identification

[Click here for more details](#)

Non-Compatible Chemical Marker

**Improving On-call Schedule Sheets**

**Challenge:** On-call schedule sheets are often not the correct format.

**Improvement:** A new on-call schedule sheet was created.

**Benefits:** • Reduced time to create schedule  
• Reduced cost of schedule

[Click here for more details](#)

Section 3 On-Call Schedule Via Google Sheets

**Organizing ProjectWise Environmental Folder Structure**

**Challenge:** ProjectWise environmental folder structure is often not the correct format.

**Improvement:** A new ProjectWise environmental folder structure was created.

**Benefits:** • Reduced time to create folder structure  
• Reduced cost of folder structure

[Click here for more details](#)

New ProjectWise Environmental Folder Structure

**Managing Projects Using Kanban and Google Keep**

**Challenge:** Managing projects using Kanban and Google Keep is a time-consuming process.

**Improvement:** A Kanban and Google Keep system was created.

**Benefits:** • Reduced time to manage projects  
• Reduced cost of project management

[Click here for more details](#)

Kanban Project Management in Google Keep

**Broom Holder**

**Challenge:** Broom holders are often not the correct format.

**Improvement:** A new broom holder was created.

**Benefits:** • Reduced time to create broom holder  
• Reduced cost of broom holder

[Click here for more details](#)

Broom Holder

**Checklist to Expedite Contractor Hiring Process**

**Challenge:** Hiring a contractor is a time-consuming process.

**Improvement:** A checklist was created to expedite the hiring process.

**Benefits:** • Reduced time to hire contractor  
• Reduced cost of hiring

[Click here for more details](#)

SAP Shopping Cart Checklist



# How It Works

Searching and borrowing ideas is **EASY** with the searchable database

## Idea Cards

At CDOT, the vision for Lean is: "Everyone, Everyday, Improving Every Process and Every Product, to Benefit Every Customer." Below you'll find hundreds of improvements from CDOT employees that save time, effort, or money, reduce waste, or improve customer service and safety. Find out how we're continuously improving by reviewing the Lean Everyday Ideas below.

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01/19/2012

11/11/2020

card\_description

card\_categories

Choose a value

card\_region

Choose a value

1 - 240 / 352

< >

Search by date

Search by keyword

Search by region

Search by category




# Execution

## Earthwork Tool - Pre-Construction

### Earthwork Tool Captures CDOT Best Practices

Pre-Construction Engineering



**Challenge** Engineering projects require a user-friendly tool capable of accommodating complex and simple projects

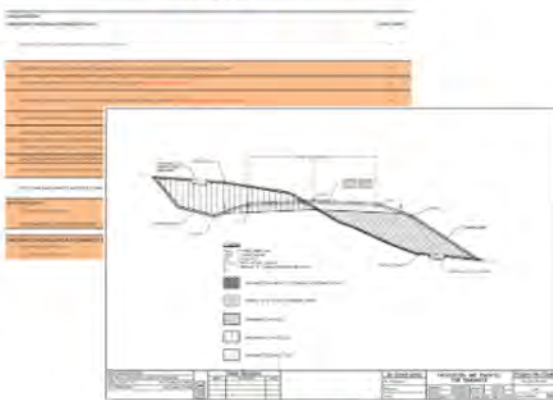
**Innovation** Earthwork Tool which synthesizes best practices

**Programs Used** Microsoft Word  
Microsoft Excel

**Benefits**

- Synthesizes CDOT best practices
- Easy to understand
- Easily integrated into engineering projects


**Keep Your Project on Track with the Earthwork Tool**




**CDOT Headquarters (Denver)**  
Project Support

[Jerome Estes](#) - Professional Engineer II  
[Jacob Rivera](#) - Professional Engineer I  
[Karen Berdoulay](#) - Professional Engineer II  
Colorado Contractors Association (CCA)

Published: 09/14/18



**COLORADO**  
Department of Transportation  
Office of Process Improvement



[CLICK HERE FOR MORE DETAILS](#)

Check out LEI!







# Execution

## Earthwork Tool - Pre-Construction

**Highlighted in:**  
**Sharing Innovation Success**  
**in Engineering and**  
**Construction Series**

**Earthwork Tool Captures CDOT Best Practices**  
Pre-Construction Engineering

**Challenge** Engineering projects require a user-friendly tool capable of accommodating complex and simple projects

**Innovation** Earthwork Tool which synthesizes best practices

**Programs Used** Microsoft Word  
Microsoft Excel

**Benefits**

- Synthesizes CDOT best practices
- Easy to understand
- Easily integrated into engineering projects

**Keep Your Project on Track with the Earthwork Tool**

**CDOT Headquarters (Denver)**  
Project Support:  
Jessica Eddy - Professional Engineer II  
Justin Eddy - Professional Engineer I  
Betsy Berchovsky - Professional Engineer II  
Colorado Contractors Association (CCA)

[CLICK HERE FOR MORE DETAILS](#)

Published: 08/14/18

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0:25 / 6:39

**CDOT**

**everyday ideas**

**Play (k)**

6:04 / 6:39

**Play (k)**

6:07 / 6:39

## Mower Safety - Maintenance

Improves  
Safety!!

### Mower Safety Innovation Makes Mowers More Visible to Traffic

Maintenance

**Challenge** Mowing vegetation next to traffic can be dangerous for maintenance crews.

**Innovation** Equip mower with red flags and flashing beacons to increase visibility.

**Parts Used**

- Flags
- Poles
- Lights

**Benefits**

- Improves visibility to traffic
- Improves Safety

[CLICK HERE FOR MORE DETAILS](#)



Mower In Action

CDOT's Region 2 (Southeastern Colorado)

[Jennifer Cooley](#) - Heavy Equipment Operator III





**COLORADO**  
Department of Transportation

Published: 10/10/19

Check out LEI!



## Recycling Vinyl Banners - All of CDOT

### Recycling Vinyl Banners for Sustainability

Administration



**Challenge** Fabric and vinyl banners from campaigns and events were thrown away after events, creating waste for landfills

**Innovation** Coordinated with a local company in Boulder, Colorado that will recycle and reuse banner materials

**Company Used** [Ecologic Designs](#)

**Benefits**

- Saves energy
- Reduces environmental impact
- Reduces landfill waste

**Banner On Its Way to Be Recycled!**



**CDOT Headquarters (Denver)**  
Office of Communications

[Liz Larter](#) - Visual Communications Manager

Published: 08/08/18



**COLORADO**  
Department of Transportation  
Office of Process Improvement



Check out LEI!





## Idea Cards - Central Services

### Idea Cards to Spread Innovations

Administration, All of CDOT



**Challenge**

Writing articles to highlight ideas was time consuming, had low readership, and required additional work to synthesize information into a powerpoint slide.

**Innovation**

Implemented ideas are now condensed into one powerpoint slide, making it easier to share ideas. Additional details, photos, specifications, and guidance is linked to each card.

**Programs Used**

Google Slides  
Google Drive

**Benefits**

- Saves time
- Saves money
- Facilitates idea spread
- Improves customer experience

**Idea Cards Make it Easy to Share Solutions!**



**CDOT Headquarters (Denver)**  
Office of Process Improvement

[Geneva Hooten](#) - Innovation and Improvement Lead  
[Chavirat Burapadecha](#) - Process Improvement Intern  
Karl Onsager - Process Improvement Intern

Published: 08/01/18



**COLORADO**  
Department of Transportation  
Office of Process Improvement



Check out LEI!



Even LEI needs improvements!



# Summary

We're working at CDOT to engage everyone to improve our business, and we hope we have inspired you to do the same!





# Thank you!

Gary Vansuch

Gary.vansuch@state.co.us



**LeanIdeas.CoDOT.gov**





# Q&A

## Q & A



Check out LEI!



[LeanIdeas.CoDOT.gov](https://LeanIdeas.CoDOT.gov)



**MAKING LIVES  
BETTER THROUGH  
TRANSPORTATION**

## **2021-2025 IOWA DOT BUSINESS PLAN**





Answer the  
“Why” before  
explaining  
the “What” or  
“How”





## Why another plan?

- We have a strong foundation, but we face many challenges
- We need to prioritize
- We need to continue adapting and growing

# Our plan has three parts

Where are we?

Where are we going?

How will we get there?

# Set the stage

(Where are we?)





## We face significant challenges:

- Employee recruitment/retention and retirements
- Employee injuries and fatalities
- Outdated systems/processes
- Fewer staff
- Limited budgets and funding
- Disasters – Pandemic, Derecho, Flooding/Droughts

## Need to prepare for future:

- New federal transportation bill in 2021
- More highly automated vehicles
- Resiliency and climate change
- Commitment to take safety to next level

# Chart the Course

(Where are we going?)



## Our Core Values

- Safety First
- People Matter
- Customer Focused
- Servant Leadership
- Integrity Without Exception



## Our Core Focus

### Making Lives Better Through Transportation

The reason we exist is to make lives better through transportation. Serving the people and businesses of Iowa, we have the unique niche as *Stewards of Iowa's Transportation System*.

# Our 10-Year Target

## **Safest – Smartest – Made to Last**

Iowa has the most customer-focused, safe, reliable, and efficient transportation system and services in the nation through agility and innovation.

## Our 5-Year Priority Goals

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



# Focus on Implementation

(How will we get  
there?)



# 1-Year Objectives

1. Reduce fatalities to under 300
2. Update organizational structure and 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 to move us forward

# Quarterly Rocks

- Rocks are the highest priority items we need accomplish in the next 90 days to meet our 1-Year Objectives
- Each quarter we will set new Rocks
- Each Rock has an owner



# Monitor and Report on Progress

- Inspect what you expect
  - Teams review and report on status of their Rocks every other week or at least monthly
- Progress not perfection
  - 100% rock completion rate is not the goal
- Assess and adjust



# Work the plan down through the organization

- Each division in the organization follows the same process
- Set objectives that align with the agency 5-year goals or 1-Year Objectives
- Set Rocks that implement the division or agency objectives
- Monitor and report on progress

## Rinse and Repeat

- Rocks reviewed and reassessed quarterly
- Objectives assessed and updated annually
- Priority goals reviewed and updated every 5 years as part of regular business plan updates

# Thanks for your time and attention!

**M.J. “Charlie” Purcell**

Deputy Director, Transportation Development Division  
Iowa Department of Transportation



MAKING LIVES BETTER THROUGH TRANSPORTATION



# Panel Discussion

Submit your questions using the webinar's Q&A feature



All TPM Webinars: <https://www.tpm-portal.com/event-directory/tpm-webinars/>

## Save the Dates!

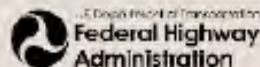
A bimonthly webinar series, Wednesdays at 2:00 PM EST

**Visit TPM-Portal.com to register for future webinars**

Please let us know about topics of interest for 2022 TPM webinars!



*Transportation Asset Management Financial Plans*



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