

**EXHIBIT 1
BALANCED SCORECARD AT IDOT**

Original (June 2000)	August 2001	May 2002	January 2003
Customer Satisfaction and Partnerships			
C1: Reduce public inconvenience by expediting completion of work and services.	C1: Expedite the delivery of work and services to minimize public inconvenience.	C1: Expedite the delivery of work and services to minimize public inconvenience.	C1: Reduce public inconvenience associated with IDOT work and services.
C2: Establish current baseline and continue to assess customer satisfaction and needs to drive process improvement.	C2: Continue to assess customer satisfaction and needs—to drive process improvement.		
C3: Improve safety.	C3: Improve safety for the traveling public and IDOT employees.		
C4: Improve proactive external communications—increase public understanding of IDOT objectives, programs, and projects.			
Best Business Practices			
B1: Develop, document, evaluate, and revise processes to ensure they are safety- and results-focused and employee-oriented, with emphasis on reducing restrictions, improving processing time, and educating the public.	B1: Document, evaluate, and improve business processes.		
B2: Acquire and allocate resources (including money, people, technology, and capital assets) based on demonstrated needs—evaluate investment strategy and use to ensure mission accomplishment.	B2: Acquire and allocate resources (including money, people, technology, and capital assets) based on demonstrated needs—evaluate investment strategy and use to ensure mission accomplishment.	B2: Create an organizational environment where leadership is encouraged at all levels to improve efficiency and innovation.	
B3: Create an organizational environment where leadership is fostered at all levels in an effort to improve decision-making.	B3: Create an organizational environment where leadership is fostered at all levels in an effort to improve decision-making.		
Learning and Growth			
L1: Attract, develop, and retain a diverse, quality workforce.	L1: Attract, develop, and retain a diverse, quality workforce—tools include a cohesive employee recognition program.	L1: Attract, develop, and retain a diverse, quality workforce.	
L2: Develop knowledge-management/sharing process and create an environment that encourages innovation.			
L3: Establish consistent internal communications to ensure all employees have access and the ability to share information about IDOT activities and progress.			
L4: Revitalize a Department professional identity.			
Delivery of Programs and Services			
P1: Assess and/or establish levels of delivery of programs and services—reduce overlap.	P1: Assess and/or establish levels of delivery of programs and services.	P1: Maintain and improve levels of delivery of programs and services.	
P2: Design and develop a mechanism to better integrate and coordinate the delivery of programs and services—reduce overlap.		P2: Develop alignments among and within IDOT offices and divisions to better integrate and coordinate the delivery of programs and services.	
P3: Develop program/service risk-assessment process relating to external factors (examples of external factors are special interest groups, resources, and components necessary for the completion of the program).		P3: Provide for safety, repair, and continued operation of transportation services in response to credible threats or attack.	
		P4: Assist appropriate agencies to ensure ongoing security of transportation services in the face of credible threats or attack.	