



A Message from the Commissioner

"And the first one now
Will later be last
For the times they are a-changin'."

For those of you who are not children of the '60s (as I am) and those of you who don't follow cultural pop music, the above are lines from the 1963 anthem by Bob Dylan, "The Times They Are a-Changin'."

So, 50 years ago the big talk was change. Today, the big talk is change. Most, if not all, of you have experienced a lot of change in your lives. Heck, it is only seven years ago that the iPhone was introduced – remember Blackberrys? The Internet as we know it today effectively blossomed in 1998 – it's been around a lot longer, just not the same level of usage.

The case I want to make with you today is that INDOT too must change. Not because we are bad (the BlackBerry wasn't bad) but because the times and needs are different. "For the times they are a-changin'."

What's different? Our boss, Governor Pence, has challenged us with his expectations: Take care of what you have, finish what you started, and plan for the future. Delivering on those expectations is greatly different than the past eight years, where the challenge was to deliver a huge construction program in a relatively short period of time. The governor has also challenged us to deliver our projects on-time and on-budget.

To take care of what we have, we will spend increasingly more of our available funds on preservation – different than the Major Moves era of adding a lot of new capacity. While one may not think that delivering on-time and on-budget are different, the fact is that for the last three years our on-time performance overall has been less than 75%; our on-budget performance has been less than 70%. In both cases, our goal is to achieve greater than 90%.

For you and I to achieve these results, we must look at everything we are doing with a critical eye and eliminate the unnecessary things and figure out how to make better the things that will improve our performance. Albert Einstein is often quoted defining insanity as "doing the same thing over and over again and expecting different results." We cannot expect to continue doing what we do and how we do it now and expect to get the results that are expected of us today.

Kim Pearson's team is developing a new program founded on the existing "Core 4" training program to help each and every individual in the agency understand how they can contribute in a constructive and productive way. For the remaining months of this year (at least), the Senior Leadership Team (District Commissioners and Deputy Commissioners) are working together and in the summer will begin working with other managers and individuals to help us identify the things that need to change if



we are to deliver on the new results and expectations. We are seeking to learn what are the organizational obstacles that can prevent us from attaining our new results. My expectation is that in order to succeed, each and every one of us must add a whole new dimension to how we think – “how can I help to achieve results?”

When we reach the next plateau (notice I didn't say done), each of us will hold the same understanding of how we contribute to the performance of INDOT. There were more than a few skeptics a few years ago as to whether INDOT could deliver a large program like Major Moves. You adapted, changed, and DELIVERED! I can already see that will happen again – once all of us know our contribution to the results.

Keeping with Dylan's theme, we are the first ones now. But, we will change and continue to be the first – not the last.

With construction season gearing up, stay extra vigilant and be safe.