

SWOT Analysis of the Iowa Statewide Traffic Records Coordinating Committee

Conducted for the
Iowa Governor's Traffic Safety Bureau (GTSB) by the
Governors Highway Safety Association
Consulting Services Initiative
November 8, 2025



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Acknowledgements

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Scope of Work

The Iowa Governor's Traffic Safety Bureau (GTSB) requested the assistance of the Governors Highway Safety Association's (GHSA) Consulting Services Initiative (CSI) to conduct a SWOT analysis of its STRCC. The analysis identified gaps and opportunities to improve and strengthen Iowa's traffic records systems and STRCC operations.

Carrie Silcox, former Division Director of the Utah Highway Safety Office, served as the Consultant. She conducted a document review and SWOT analysis of the Iowa traffic records system and its STRCC. Documents reviewed included the state's most recent traffic records assessment, Iowa's Traffic Records Strategic Plan, and STRCC meeting agendas and current committee roster. Relevant national resources were reviewed as well.

A virtual project kickoff meeting was conducted to finalize the scope of work, determine meeting logistics and request relevant documents for review. In preparation for the September STRCC quarterly meeting, held in Des Moines, Iowa, the Consultant held virtual meetings with the committee co-chair(s) and representatives from each data system. The virtual meetings included a system-focused SWOT analysis and discussion of operations. The Consultant then attended the STRCC quarterly meeting in September to facilitate a broader SWOT analysis with the attending committee members and discuss findings from the individual virtual meetings. The findings are detailed in this report.

Introduction

To identify gaps and develop strategies and opportunities to improve Iowa's traffic records system and the STRCC, each of the main traffic record data systems and the STRCC committee was invited to assess their Strengths, Weaknesses, Opportunities and Threats (SWOT). The participating traffic records data systems included crash, citation/adjudication, EMS/ISS, roadway, driver and vehicle. Additional data users from GTSB and area universities also participated in the process.

Four virtual, data-system-specific meetings were held in July and August to conduct the SWOT analysis and gather detailed insights from the individual organizations. On September 18, the Consultant met in-person with the STRCC, during their quarterly meeting in Des Moines. The final system-specific SWOT analysis was conducted at this meeting, as it assessed the operations of the STRCC committee itself.

This report provides an overview of the facilitated sessions, the methodology and the findings of the SWOT analysis for each meeting. The report is organized by a list of meeting dates, a definition of a SWOT and the questions asked during the SWOT analysis process, followed by the compiled and individual SWOT analysis results and action-oriented strategies .

Methodology

SWOT analysis is commonly used in strategic planning. It provides a framework to scan both the internal and external environments and helps match resources and capabilities to the environment. Conducting one SWOT analysis to cover all the traffic record data systems at once would have been overwhelming at best. Each quadrant would have been large and difficult to manage. Also, the potential of a system losing its voice among the input from the others was probable. To seek focused input from each of the traffic record data systems, four individual virtual meetings were held to conduct a system-specific SWOT analysis, on the following dates:

EMS/ISS - July 22, 2025

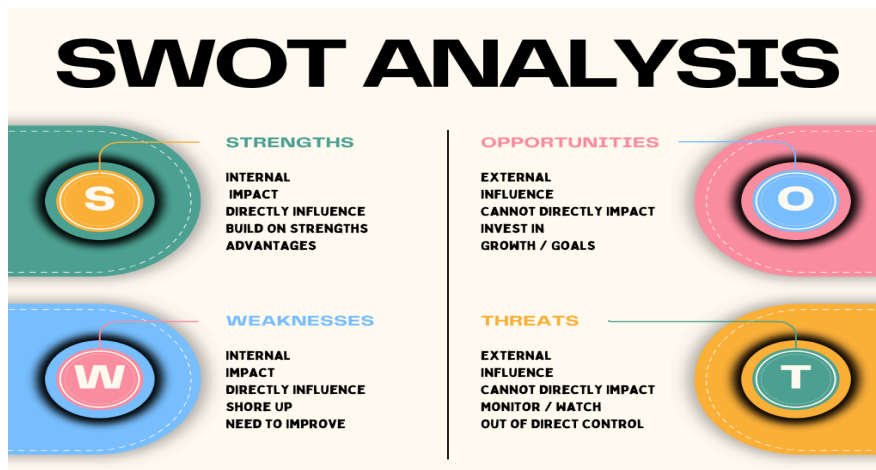
Citation and Adjudication - July 24, 2025

Roadway - August 4, 2025

Crash, Vehicle, and Driver - August 18, 2025

The in-person meeting was held on September 18, 2025, during a scheduled STRCC Quarterly meeting.

Each virtual meeting, as well as the in-person STRCC meeting, began with introductions and an overview of what a SWOT analysis entailed. The slide below was used at the meetings to provide a visualization of a SWOT Analysis.



The list of questions was the same for each meeting. However, on some occasions, several questions were covered during the conversations and not specifically asked. The list of questions asked during the individual system-focused meetings is provided

below. A smaller set of questions asked during the SWOT analysis for the STRCC committee operations is also provided.

Questions asked during the virtual individual system-focused meetings.

Strengths

What do we do best?

What unique knowledge and resources do we have?

What do other people say we do well?

What is our greatest achievement in traffic safety?

What do we do exceptionally well?

What are our core competencies?

What do people know us for?

What past achievements can we leverage?

What technologies do we own?

What positive trends have we capitalized on?

What valuable partnerships or alliances do we have?

What positive feedback have we heard?

What value do you provide that can't be replicated by anyone else?

Weakness

What could we improve?

What knowledge, skills and resources are we lacking?

What disadvantages do we have?

In what areas do we need more training?

What complaints about our services/products have we heard?

What do we do poorly or inefficiently?

Where are we wasting money?

What practices or actions have a negative or too small return on investment?

What data/process gaps exist?

What outdated technologies or processes are we using?

What conflicts or issues exist in our partnerships or alliances?

What's holding you back from accomplishing the things you want and/or need to accomplish?

Opportunities

How can we turn our weaknesses into opportunities?

Is there a need in our agency that no one is meeting?

What could we do today that isn't being done?

Who could we support? How could we support them?

What trends or changes can we take advantage of?

Are there unexplored niches or segments of traffic safety?
What emerging technologies can benefit us?
Are there underserved/overrepresented populations we need to address?
What features/improvements are our traffic safety community partners asking for?
What features/improvements could have the greatest impact on traffic safety?
Are there any changes in regulations or policies that could create opportunities?
Are there opportunities for cost reduction or efficiency improvements?
Can you satisfy unmet demands from partners and stakeholders?
How can you apply your existing strengths in new and/or innovative ways?

Threats

What obstacles do we face?
Could any of our weaknesses prevent our unit from meeting our goals?
Who or what might cause problems in the future?
Are there any standards, policies, and/or legislative changes that might negatively impact us?
Are we competing with others to provide service?
Are there changes in our field or in technology that could threaten our success?
What traffic safety trends or changes pose a threat to us?
What disruptive technologies might challenge us?
Are there potential legal or litigation threats?
Are there any potential PR or reputational risks we are facing?
Are there risks associated with our current partners or alliances?
Are there environmental, sustainability or life cycle threats we need to consider?

Questions asked at the in-person STRCC meeting.

Strengths

What unique knowledge and/or resources do we have available?
What is our greatest achievement in traffic safety?
What positive trends have we capitalized on?
What valuable partnerships or alliances do we have?
What value do you provide that can't be replicated by anyone else?

Weakness

What could we improve?
What knowledge, skills and/or resources are we lacking?
How could we improve our efficiency or use of resources?
What data/process gaps exist?
What conflicts or issues exist in our partnerships or alliances?

What's holding you back from accomplishing the things you want and/or need to accomplish?

Opportunities

- How can we turn our weaknesses into opportunities?
- Who could we support? How could we support them?
- What trends or changes can we take advantage of?
- Are there unexplored partnerships or segments of traffic safety
- What emerging technologies can benefit us?
- How can you apply your existing strengths in new and/or innovative ways?

Threats

- What obstacles do we face?
- Who or what might cause problems in the future?
- Are there any standards, policies, and/or legislative changes that might negatively impact us?
- What traffic safety trends or changes pose a threat to us?
- What disruptive technologies might challenge us?

The following matrix was utilized during the SWOT Analysis process. As the participants provided answers to the questions or insight into processes, the comments were entered into the appropriate quadrant.

SWOT NOTES - Name the data system here

STRENGTHS	OPPORTUNITIES
WEAKNESSES	THREATS

The meeting participants were engaged in the process and offered valuable information. The participants' conversation about their data systems was informative. This provided an opportunity for the participants and GTSB to ask questions to gain further understanding of Iowa's traffic records systems.

After each meeting, the matrix notes were clarified, cleaned up and grouped as appropriate in each quadrant. The SWOT analysis documents were then emailed to the

appropriate data system participants and the STRCC co-chair(s) for review and further clarification.

Upon completion of the four virtual meetings, the individual SWOT analysis results were compiled into one document. The process of compiling the information into one document entailed grouping similar ideas, addressing priorities given during the meetings, and looking for trends and challenges. The compiled SWOT analysis was emailed to the STRCC co-chairs to distribute to the committee members for review. Revisions, edits and changes were made before the September quarterly meeting.

Iowa's STRCC quarterly meeting was dedicated to the facilitation of the SWOT analysis on committee operations, presentation of the data system-specific SWOT findings, and discussion of the overall results and trends. The STRCC participants were engaged in the conversation and provided input for the final strategies. The results of the STRCC SWOT analysis were added to the compiled SWOT analysis following the STRCC Quarterly meeting. The updated compiled SWOT analysis was emailed to the STRCC co-chairs for distribution to committee members.

Below are the SWOT analysis results, beginning with the compiled SWOT analysis, then the five individual SWOT analyses (STRCC, Crash Driver Vehicle, Citation/Adjudication, Roadway, and EMS/ISS).

SWOT NOTES - Compiled for All Systems

STRENGTHS	OPPORTUNITIES
<p>1. Data collection is timely; almost all data are submitted electronically to the data system. There are validations and edit checks in place.</p> <p>2. Agencies have staff/teams in place to provide quality control, editing or local data.</p> <p>3. Data systems have subject matter experts who manage/oversee the data. They care about data accuracy, timeliness and completeness, and compliance efforts.</p> <p>4. Data systems utilize current technology and are accessible through dashboards, portals, web services and other channels.</p> <p>5. There are good relationships between intra-agency divisions, other state, federal, and</p>	<p>1. System upgrades provide more efficient and cleaner data with improved quality control mechanisms.</p> <p>2. Expand databases to include larger populations. Expand the use of the data collected by providing analysis for agencies and other partners. Provide abilities and opportunities to share data among state and local agencies.</p> <p>3. Partner with additional data managers to increase the number of datasets utilized.</p> <p>4. Utilize AI technologies.</p> <p>5. Expand on partnerships at both the state and local level.</p>

<p>local agencies, local service providers and Universities.</p> <p>6. Integration, data sharing, and interfaces exist across several systems.</p> <p>7. Each data system is viewed as valuable to the entire traffic records community.</p>	<p>6. Implement efficient and effective training opportunities.</p> <p>7. As a STRCC, collectively determines opportunities, objectives, messaging, efficient use of funds.Reduce project or program redundancy; and develop, implement and maintain shared documents.</p>
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<p>WEAKNESSES</p> <ol style="list-style-type: none"> 1. Lack of formalized workflow charts and traffic systems data inventory. 2. Lack of redundancy in institutional knowledge. 3. Lack of data system performance measures and/or metrics. 4. Lack of communication and connectivity between agencies or divisions overseeing the data systems. 5. Lack of funding or other resources. 6. Delays and challenges when working with other state, local agencies and service providers. 7. Need for increased integration/interface and data sharing between partnering agencies, intra-agency divisions, and locals. It is difficult to integrate with other divisions/agencies because of the differing levels of technologies used. 8. Outreach and training challenges with local agencies and service providers. 9. Lack the ability to track errors across system users. 10. Committee members/data managers don't understand the value of their data in the overall traffic records system. 11. Challenges in some data systems for gathering information and being accurate, complete and timely. 	<p>THREATS</p> <ol style="list-style-type: none"> 1. Some data systems currently have difficulty sharing their data through data requests, reports, integration and interface processes, due to policies and statutes. 2. Proposals for changes to policies, laws and/or regulations could affect data sharing and governance. 3. Changes in state and Federal policies and funding availability could affect the ability to maintain required data structure and adequate data management. 4. Data breaches and other legal actions affect the progress made in data system accessibility. 5. Public opinion on how the data are gathered, and what is reported could affect the improvements in accessibility, management and integration of data systems. 6. Changes to Iowa's centralized IT Technology Division are affecting the timeliness and momentum of data projects. 7. Changes in leadership at the agency or state level could affect data projects. 8. Sourcing to third party vendors could become a better option for data analysis and management.
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12. Inefficient use of funds. Vendors are utilized in some projects that could be completed by current state or local staff.	
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SWOT NOTES - STRCC

The number next to each item correlates with the overall compiled SWOT Analysis.

<p>STRENGTHS</p> <p>S5 STRCC brings together valuable partnerships, such as DOT, local agencies, HHS, and universities.</p> <p>S5 Strong relationships exist between agencies. Representatives know each other well and talk regularly.</p> <p>S5 The agencies involved in STRCC are familiar with what the other representatives can provide. This is valuable when agencies have discussions with their respective partners.</p> <p>S3 An extensive collective knowledge base of traffic record challenges, programs and systems.</p> <p>S7 Decisions made within the organization are data driven and consider the systems collectively.</p> <p>S3 Several agencies have already created valuable dashboards to analyze and share some data, such as aICAT, and ISP. Giving decision makers better information.</p> <p>S5 GTSB attends meetings with local and other state groups when the discussion focuses on improving data systems. Information is shared with the STRCC.</p> <p>S7 Agencies are becoming more open to the importance of traffic record data systems and the organization. An example of this is the data discussions surrounding the texting law and the new hands-free law.</p>	<p>OPPORTUNITIES</p> <p>O7 Improve MOUs across partners.</p> <p>O7 Develop and maintain a single-source document (such as a Traffic Records Inventory) that identifies each data system, including the owner, data architecture, governance policy, data elements, links and integration with other systems and contact information.</p> <p>O7 Develop shared messaging about the important role the STRCC and each respective traffic record system plays in helping to reduce fatalities and serious injuries.</p> <p>O5 Increase engagement within the committee, and with partners and stakeholders. Develop a new message. Look for ways to deliver the message to stakeholders, partnering organizations and agencies.</p> <p>O7 Set priorities with clear objectives. Understand the “why” as the committee develops new strategies, approves projects and sets performance metrics.</p> <p>O7 Evaluate projects as a group. Collectively ask if the money is being put in the right place and talk about what can be done to improve project implementation.</p> <p>O2 Focus on efficiency and effective methods of data gathering and sharing across the data systems. Develop automated processes where feasible.</p> <p>O4 Use AI technologies, such as Gemini or CoPilot.</p>
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	<p>O5 Bring additional partners to the table, such as the courts, toxicology and the lab, the Governor’s Office of Drug Policy, DREs, and data managers from driver and vehicle, along with representatives from public health.</p> <p>O5 Engage with and bolster local agencies or organizations as a committee. Develop a process to determine what agencies or local organizations should participate on the committee. Utilize STRCC meetings to discuss how the statewide data systems are used, laws pertaining to gathering or compiling the data (such as crash reports are not just for insurance use), and future projects.</p> <p>O5 Once partners are at the table, ensure they know their value as a member and provide valuable interaction, strategies and/or information they can take back to their respective organization.</p> <p>O1 Address and discuss MMUCC compliance. Ensure data elements collected on the crash report are of value to the state. Evaluate the roadside data collection process. Are there opportunities for automation to assist the officer in gathering the information at the roadside?</p> <p>O2 Research methods and develop strategies to efficiently update the fatality data. What are the challenges connecting trauma and crash data? Are there other ways to obtain this data?</p> <p>O2 Research effective and efficient processes to update the injury level on a crash report (i.e., to update the victim to a fatality)</p>
<p>WEAKNESSES</p> <p>W4 The lack of a marketing strategy as a committee.</p> <p>W8 The committee needs representation from local agencies or organizations to participate.</p> <p>W1 No community document or singular source of systems exists that includes the data architecture,</p>	<p>THREATS</p> <p>T1 Government bureaucratic processes, policies and red tape inhibit agencies from fully implementing integration processes and/or sharing data for projects.</p> <p>T7 Critical data system-related information (such as email content, notifications, meeting participation) is lost once the STRCC representative has left the</p>

<p>owner, governance policies, data element links and agency contacts.</p> <p>W6 Recent changes within HHS and other agencies have left gaps in the STRCC's data processing and strategy discussions. There is a need to strengthen relationships and develop further collaboration with these agencies.</p> <p>W7 Finalizing MOUs between agencies is difficult. This sometimes results in scrapping a project or spending resources to develop a workaround.</p> <p>W5 Many agencies lack dedicated resources to analyze data and provide information to the STRCC.</p> <p>W2 Many agencies have only one representative on the STRCC, which impacts redundancy. There is no succession plan when a representative leaves the agency.</p>	<p>agency.</p> <p>T7 A change in administration for the State of Iowa in 2026 could hinder, cease or change progress in projects and participation on the committee.</p> <p>T2 There is no state statute enabling data sharing between agencies.</p>
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SWOT NOTES - Crash Driver Vehicle

The number next to each item correlates with the overall compiled SWOT Analysis.

<p>STRENGTHS</p> <p>S1 Data collection and validation at the roadside for both the Crash and Driver systems.</p> <p>S1 Quality and completeness controls are built into the data entry process for the Crash, Driver, and Vehicle systems.</p> <p>S1 Citation data are collected and provided to the courts within the hour.</p> <p>S4 Ability to make the crash data available to other agency users and public use (including media and legislators).</p> <p>S2 Crash data has a team that focuses on timeliness and efficiency, troubleshooting and data challenges.</p>	<p>OPPORTUNITIES</p> <p>O1 The Driver and Vehicle systems are moving to a new platform, FAST, over the next 18 months (the crash site will be moving over as well). This new platform will be tailored to Iowa's needs and better accommodate system changes.</p> <p>O1 Data clean up development of quality control and performance measures for driver and vehicle systems with the new FAST system.</p> <p>O1 Crash report updates will take place after FAST has been implemented to provide final details on data elements being moved over to the new system and funding availability.</p> <p>O2 Currently collecting electronic submission of CDL driver data, but moving the electronic submission process to the larger driver population.</p>
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S4 New crash data technology is being used, such as dashboards

S1 Electronic reporting is at 99.8% for crashes and 94% for citations. Submission is occurring in about five days for crash reports and three days for citations.

S7 Geo-locating is used in several forms in TraCS for data analysis and data-driven projects.

S1 Driver data is self-reported using RealID, collected in the ARTS data system, which is built by Iowa.

S3 The best resource is the people who work on the systems in Iowa. They care about the data and how they are used and know the codes, rules and regulations.

S4 Iowa owns and licenses TraCS to other states (14), making it available for free to law enforcement.

Data is made publicly available through the “unique” ICAT system.

S5 There are good relationships across agencies, and strong partnerships with NTSA, AAMVA, the courts, and universities.

S5 To create an electronic reporting standard, Iowa utilized NHTSA and DOT funds. Iowa DPS was instrumental in utilizing the forms and setting the stage for law enforcement, beginning in the late 1990s.

S6 MACH allows for integration of driver and vehicle information.

S5 Iowa is recognized as a leader in collecting and processing crash data.

S3 Iowa has the only combined FARS and CVARS Analyst in the nation. The Analyst assists other states in bridging the gap between FARS and FMCSA’s systems and helps FMCSA troubleshoot issues.

O2 Furthering initiatives in driver and vehicle systems to become more data driven.

O3 Working with FMCSA as they change from Safetynet to SPEC, finding errors and challenges.

O4 Identifying how Iowa can benefit from AI and sharing this information with data system operators.

O2 Racial information is self-reported; identify how to integrate the data into the citation and crash system, so officers don’t have to guess.

WEAKNESSES

- W1** No workflow charts for data systems.
- W2** Limited subject matter experts, not a lot of institutional knowledge/redundancy in agencies. Across agencies, there is complacency in the fact that systems are working well now. Crash data has one person that carries institutional historical knowledge of the system.
- W3** Lacking performance measures for crash, driver and vehicle systems. Performance measures for the crash system are difficult to identify due the systems being advanced.
- W4** FARS requests Vital Record are made one by one, instead of through a data pipeline. The Health Department has not completed the process for FARS access.
- W4** There are currently no MOUs between agencies (issue raised in 2014 and 2017 but no interest). There are MOUs for specific projects.
- W5** Lack of funding to update our crash report. Iowa did not receive the SEDC grant funds.

THREATS

- T6** The consolidation of Iowa's IT Department has caused some confusion and slowed down project approvals to move forward. It now takes weeks and months to obtain approval. There are now product owners instead of departmentally assigned teams, affecting timeliness on system development, updates and maintenance.
- T6** IT Technology-related MOUs are falling through cracks and holding up tasks and projects.
- T6** Changes in IT Technology are hindering the completion of the redaction tool .
- T2** Proposed changes to reporting minimums for property damage crashes would reduce the number of crashes reported to Iowa by about 44%. The minimum is already high; only three other states are higher.
- T3** Automated Vehicle impacts on crash reporting, law enforcement are unknown.
- T2** Any new traffic related legislative requirement. The difficulty will be having the personnel to take care of the new requests or changes with the new FAST system.
- T3** Lack of, or changing, federal funding resources could hamper updates to the crash report.
- T5** Public and "want it now" requests for data, which could pose challenges for IT or require legislative changes .
- T7** State leadership changes.
- T2** Policy changes to data retention schedules (data currently goes back to 2014).
- T3** Waiting for data from outside systems, such as FARS.

SWOT NOTES - CITATION / ADJUDICATION

The number next to each item correlates with the overall compiled SWOT Analysis.

STRENGTHS

S1 Unified case management system (Courtside) is used by all counties (99) and can be tied together and consolidated to 100 courts.

S1 TraCS is the greatest achievement, single source of data, and transfers data to the Iowa Integrated Justice System (IIJ). Used by approximately 450 LEAs across the state, it provides an efficiency and timeliness component. TraCS is capturing 95-98% of citations in Iowa and allows for real-time transfer of information via the IIJ. For those not using TraCS, there is a web version, with a short delay.

IS1 The judicial branch maintains an online payment system for the Iowa courts.

S6 DOT maintains driver information and links to courts for updates and DPS.

S6 Systems infrastructure is in place and available for data sharing and analysis across DOT, DPS and the Judicial Branch.

S4 Capitalized on technologies for court data case management and TraCS.

S4 Citation aggregate data are accessible.

S5 Core agencies talk to each other.

S5 Great partnerships with Judicial, LEAs, public safety, local law, court clerks, and DOT.

S5 STRCC has been in place for a long time. It is beneficial for all, accountability, working together, updates on other projects, and new tools. Keeps everyone informed.

OPPORTUNITIES

O7 Coordinate through STRCC to reduce redundancy in traffic record efforts and identify where systems and data can align.

O5 Leverage STRCC to identify new and relevant datasets on traffic safety issues.

O2 Improve data accessibility by creating dashboards that are easily understood, transparent and close to real time.

O2 Iowa has great systems but it was stated they cannot become complacent.

O3 Work with local law enforcement agencies to identify use of data for local analysis.

O2 Analyze driver behavior, looking at factors such as licensing, chronic offenders, type of offense, location, etc

O2 Agencies to coordinate more efficiently to develop linkages and integrations.

O2 Evaluate enforcement campaigns by analyzing not only citations, but also convictions.

O2 Make authorized data elements sharable, while maintaining data privacy.

O4 Utilize technologies such as AI or predictive analysis to identify hot spots for enforcement.

O2 Improve the accuracy of race data by developing and implementing a self-reporting process used by all agencies and store these data in the driver system.

O2 Include contextual data (similar to crash data), such as BAC, posted speed limits, property damage and other circumstances on the citation.

WEAKNESSES

W1 There is no flow chart showing the citation and adjudication data systems processes and how they

THREATS

T3 Lack of funding to invest in new technologies and analysis platforms .

align with other data systems.

W7 There is no linkage from citation to crash.

W3 There are no performance metrics.

W6 There is still a small population of paper users and web users.

W11 Warnings are not utilized consistently and effectively and they aren't captured in TraCS.

W6 There are data inconsistencies between LEAs and court clerks. Individual courts have different processes.

W12 Funds are used inefficiently; for example, the state pays third-party vendors to do projects or tasks that can be done in-house.

W4 Statewide and local crash numbers are being reported differently to the media and other entities. .

W6 Data sharing is a challenge for case-level information.

T2 Legislation may be needed to enable data sharing and address data accessibility challenges.

T5 Lack of public and government trust in AI and other emerging technologies.

T5 Disproportionate patterns in the data could lead to a media storm.

SWOT NOTES - Roadway

The number next to each item correlates with the overall compiled SWOT Analysis.

STRENGTHS

S1 DOT's Oracle-based design build system covers all publicly accessible roads and has a group that edits road information (state and local). They are known as the authoritative source for road data.

S1 State-owned data are timely and include when roads were built, when they opened, pavement information and attributes.

S2 DOT has a group that edits roadway information. They enter the same information for local roads, once they are sent into DOT.

S5 Partnerships with other DOT divisions

S6 DOT integrates data and project management

OPPORTUNITIES

O1 Utilize ESRI tools to automate local workflow.

O2 Expand interaction, support and data sharing with local agencies, 99 counties and 940 cities by creating a process that allows for more timely, accurate and complete data sharing and integration.

O7 DOT Roadway representation to attend STRCC meetings.

O5 Engage with and learn more about how other groups utilize DOT data for traffic safety purposes (e.g., roadway safety audits, Safe Routes to School, bike/pedestrian safety infrastructure, intersection database, safety performance dashboards).

<p>systems. Traffic counts and collection processes are tied closely to the roadway system. The road networking group determines IOWA's VMT. Other systems that integrate or interact with DOT's roadway system are the Crash system, IAPS (Oversize and Overweight), Bridge Location, Traffic Incident management, 511 System, TraCS. Examples of data utilized are location, speed limit, road type and surface type.</p> <p>S4 Utilizes new and innovative technologies from Esri Roads and Highways, Pathways, and Data Collection Process. The focus for the Data Collection Process are pavement studies.</p> <p>S7 Road network data is valuable for providing details of the crash, road/surface type, markings, etc.</p> <p>S6 Systems share data through web interfaces or other web based services.</p> <p>S4 Data is accessible through online web services.</p>	<p>O2 Share crash system information, such as location and speed limit, with the citation system.</p> <p>O5 Re-engage the Fatality Review Task force under the DOT Traffic and Safety.</p> <p>O2 Additional opportunities for linkages/interfaces could be with traffic and safety, Iowa State University and Intersections</p> <p>O4 Utilize AI where possible.</p> <p>O3 Implement MIRE reporting requirements</p>
<p>WEAKNESSES</p> <p>W6 Delays in acquiring the local (county and city) road data for the road network system.</p> <p>W6 Inefficient process for entering local road data. The local roadway organizations don't enter it directly, a DOT employee must enter it. Lack of a user friendly method for the local data entry.</p> <p>W7 Inefficiency in the integration/interaction of other DOT Divisions. For example: Lighting and reflectivity are tracked by other groups and are not directly integrated into the road network.</p> <p>W4 Some DOT technologies don't work well with or interact with other DOT systems.</p> <p>W7 Difficult to develop processes to meet Iowa's advanced DOT Systems.</p> <p>W5 Lack of manpower is holding DOT back from accomplishing its goals.</p>	<p>THREATS</p> <p>T7 Changes in leadership and funding. .</p> <p>T3 The core dataset is based on federal standards (25 years consistent) that, if changed, could impact core functionality.</p> <p>T8 Leadership could hire a third party vendor to do the data collection and analysis in place of the state.</p> <p>T4 Legal threats and litigation (e.g. road was too slippery and DOT didn't do anything about it, speed limit data is out of date on apps).</p>

SWOT NOTES - EMS/ISS

The number next to each item correlates with the overall compiled SWOT Analysis.

STRENGTHS

- S1 An epidemiologist is now managing EMS/Trauma/Death Records.
- S3 People like that they are user friendly, very helpful.
- S3 Conducts small group training for EMS and Trauma Register.
- S1 The timeliness of EMS reports has improved significantly.
- S1 Improved the EMS system since 2012 with a new vendor, improved validation rules and scoring.
- S1 EMS Run Reports are all electronic, allowing local services to use their preferred vendor for EMS and trauma facilities.
- S2 Image Trend is used as an analytical tool, which enables service providers to analyze reports for high-frequency errors and. Additional outreach and training are made available to service providers.
- S4 EMS data is accessible by request via a website; aggregate data can be provided without the request application.
- S7 The public health data break down EMS responses to crashes by county, analyze high-risk areas, and provide response times among other information.
- S6 Driver license information and medical vitals are integrated into the EMS Run Reports.
- S6 EMS links with the Trauma Registry.
- S1 EMS sends data to NEMSIS. Iowa is using the most current version.
- S5 EMS has partnered with the University of Iowa, Injury Prevention Research Center.

OPPORTUNITIES

- O6 Provide in-person training opportunities for local services throughout the state, such as small group/individual vendor sessions and large group sessions for training and updates.
- O2 It would be beneficial for all service providers to utilize the same registry vendor.
- O2 Utilize CODES to link public health data with crash data without sharing personally identified information (PII). Create other data sharing and analysis opportunities with the removal of PII.
- O3 Recognizing the value of EMS and Trauma data use it to its full potential.
- O2 Utilize analytical software more widely and share analysis with larger and medium-sized service providers.
- O2 The State level could share reports with the county administrators enabling counties to use the data (e.g.,analyze response times).
- O4 Utilize AI Technologies to improve data capture.
- O4 Create a closed AI environment between data systems, which would allow queries across systems such as, “the likelihood of a specific type of crash to occur” .
- O4 AI could provide opportunities for more efficiency at the reporting level (saving EMS services entry time), reducing costs and being more efficient.
- O3 Integrate EMS data with crash data to improve the accuracy of crash reporting and analysis.
- O5 Develop a relationship between the data manager and industry systems, so they can remain current with industry standards and changes.

WEAKNESSES

- W4** Data sharing with STRCC partners.
- W4** Limited information on the functionality of industry systems; the data manager must locate contacts for information.
- W8** At this time, EMS is conducting small group training to address local concerns. Each group or vendor has different issues and/or challenges making it difficult to conduct statewide training.
- W8** Criteria to become an EMS service provider is somewhat lacking. EMS feels there should be some tighter controls on the data system the provider utilizes. Currently 750 providers using 14 different vendors. Difficult to get them on the same page with data changes and updates.
- W9** Lack of efficiency in tracking errors across all the vendors.
- W8** It would be more efficient to have one data vendor for the service providers and to have it provided by the state. Local services find their own vendor, resulting in many vendors across the state.
- W9** No formalized data quality process or regular feedback process with service providers, which makes it difficult to address common issues head-on across all vendors and services.
- W4** Partners don't always understand the restrictions placed on sharing data, which can cause conflict. Cannot always provide the information requested, such as run times, ambulance specific and/or local blood storage information..
- W10** EMS feels they are sometimes on the outside looking in, regarding STRCC. Need to find relevancy of EMS and Trauma Data in traffic records and lower serious crashes and fatalities.

THREATS

- T1** Public health data is buried in HIPAA and difficult to share.
- T2** Future legislation may impact the requirement that local services enter or submit data.
- T2** AI and legislation or regulation restricting its use.
- T3** The impact of reauthorization on future federal funding.
- T4** Risk of data breaches as sharing becomes more prevalent; this would sideline progress.
- T5** The public doesn't always agree or like the data that is being captured
- T6** Rules that require all technology updates and changes to be approved and installed by the IT Department.

Strategies

The primary goal of the Statewide Traffic Records Coordinating Committee (STRCC) is to maximize the overall quality of traffic safety data and analysis. This is achieved through the improvement of data collection, management, and analysis related to crash, vehicle, driver, roadway, citation, adjudication, and injury surveillance systems. The STRCC acts as a collaborative group, striving to enhance the integration and efficiency of traffic data to support data-driven safety decisions.¹

Below are recommended strategies for the STRCC based on the SWOT Analysis conducted for each data system level and the compiled outcome. These strategies are meant to build upon current strengths, shore up weaknesses, capitalize on opportunities, and mitigate, to the extent possible, threats.

- 1. Strengthen the STRCC, as a collective body, so that it is effectively working towards achieving its primary goal, outlined in the Traffic Records Strategic Plan, as well as contributing to the reduction in fatalities and serious injuries on Iowa roadways.**

A. *Annually review the committee roster.* Ensure those on the roster are willing and able to attend meetings and are fully engaged. Invite additional members from each agency, if needed, to ensure redundancy in the event a representative leaves their agency. The current roster has a strong foundation. Committee members are experts in their fields and have a passion for clean, efficient data and processes.

B. *Create a collective STRCC message.* Identify opportunities to share the message at agency (state and local) meetings, forums, conferences and outreach events, so that data users and others learn about the work of the STRCC and its priorities. Encourage committee members to attend traffic system-related meetings and conferences, at both the local and/or national level.

C. *Formalize data system process workflows and create a traffic records inventory.* Each system should have a formalized document that describes the data process and workflows that can be easily accessed by STRCC. These documents should be reviewed and updated annually. Create a traffic records inventory. This is a data governance document composed of system information from each of the main traffic record data systems. The inventory should include the following information for

¹ Iowa Statewide Traffic Records Coordinating Committee (STRCC) Charter, updated June, 2025

each system: owner, contact person, system architecture, governance policies, interfaces, system documentation (or a link), and provide some historical background. The inventory may take some up-front investment, but it would be beneficial to STRCC members and their represented data organizations. It should also be reviewed and maintained annually.

Both the workflow document and the inventory would enable partnering agencies and organizations to understand the capabilities and limitations of each dataset. This is valuable information as agencies embark on data improvement projects that impact other systems. An example of this is the implementation of the FAST system for driver and vehicle. Knowing upfront how the changes will impact the crash system would alleviate much of the guesswork and time involved in determining how the two systems will co-exist and integrate. It would also help the system administrator determine the costs associated with making changes to its crash report. Formalized system documents also address concerns over the lack of redundancy in historical system knowledge.

D. Invite additional partners as members, presenters or associate members. This will help broaden understanding of the challenges faced in collecting, managing and using traffic record data. Brainstorm with the current committee to develop a list of possible partners and stakeholders that could include: local and state law enforcement agencies and associations; IT and DOT Division staff, - such as roadway and lighting; 911 communications; toxicology; DREs; county health and roadway staff; first responder service providers; and driver education professionals.

E. Invite State, local and non-profit organizations who collect, utilize or manage traffic safety data to present from their perspective. The presentations should be more detailed than a project update and focus on the organization, its processes, what data are utilized, and how they are managed. Presentations should also cover challenges and restrictions the entity faces, future initiatives, who can use their data and/or how it may be shared. Refer to the list of additional partners in item D for suggestions regarding who to invite. Interaction and engagement by the committee members is strongly encouraged to identify opportunities to share, utilize the data and develop partnerships. This would be a good opportunity to invite IT representatives to share their perspective and discuss the processes and challenges associated with the centralized IT function.

F. Invite traffic records grant applicants to present their projects. Plan agenda time (preferably, in the spring), for grant applicants to present their projects to the STRCC. This creates a level of accountability for the grantee, while enabling the committee to

get a better understanding of data system upgrades, maintenance and the associated costs. Committee members should be encouraged to ask questions and provide insight. This will help strengthen committee member engagement, and ensure projects align with the STRCC goal and mission. Feedback is important, especially if a project calls for a system upgrade, which could impact systems. The committee must operate in a “safe space” during these presentations and all other discussions. If need be, provide rules of engagement to the committee before the presentations or at the start of STRCC quarterly meetings.

G. *Semiannual presentation to the executive level STRCC.* Iowa’s traffic records committee has a two-tier structure, which can make it easy for the executive committee (the top tier) to become disengaged. To ensure the executive committee is aware of and onboard with the technical or working group tier decisions, scheduling semi-annual in-person meetings is critical.

At these meetings, the co-chair(s) or other members should update the executive committee members about new strategies, projects and other initiatives. This is an opportunity to bring up funding or cross-agency challenges, and legislative needs. Presenting the STRCC message, direction and relevant current projects (even those not funded by 405c) and discussing new partnership and outreach opportunities, can help assure the executive level that the STRCC is having an impact and members are engaged. If questions should arise during legislative hearings, when the administration changes or from the public or the media, the executive level has confidence in and backs the STRCC.

2. Strengthen the Traffic Records Strategic Plan.

A. *Create system-wide performance measures for the strategic plan.* The current strategic plan has a section for performance measures under each project. Each performance measure should be reviewed to ensure they are specific and well defined, understandable and performance-based. Measures are defined by a data system, not supporting activities or milestones, such as “form a committee...”, “award a contract...”. They are meant to describe what is measured and how it is to be measured². For more information on performance measures, see Appendix A, “*Model Performance Measures for State Traffic Records Systems*”, DOT HS 811 441, NHTSA, February 2011. A metric or target should be identified for each of the performance measures. This is important for providing demonstrable measurable progress to NHTSA and for accountability within the committee.

² “*Model Performance Measures for State Traffic Records Systems*”, DOT HS 811 441, NHTSA, February 2011

Setting system-wide performance measures as a committee is recommended and should be done annually during one of the STRCC quarterly meetings. Give committee members advance notice to prepare their respective system measures. Discussing them as a committee allows others to provide feedback and insights to other systems. Even in advanced systems, some areas can be improved. Possible attributes to improve upon include, integration, accessibility, uniformity, and completeness. The established performance measures could also be utilized in grant applications for the individual projects. Establishing a metric or target as part of the performance measure increases accountability, value, and credibility for STRCC when viewed by the executive level; legislators; and other state, county and local leadership.

B. Include the full roster of STRCC members in the strategic plan. The current strategic plan identifies the core systems, agencies represented on the executive level, and the names of the co-chairs. Listing all members affirms their ownership and makes them accountable, especially if they are not representing a core system. This will be most important when bringing on new partners and stakeholders from the private and local sectors. A full roster should include the name, division, agency and data system represented. Indicating individual divisions, as in the case of the DOT, will reinforce the value each member brings to the STRCC and ensure the agency is fully represented.

3. Support continued data system improvement. Expand the datasets being collected and analyzed. Increase integration and data sharing opportunities across all systems.

A. Support system upgrades for more efficiency, cleaner data and increased quality control methods. As a committee, identify and prioritize data systems in need of upgrades or additional support and how this will benefit the overall traffic data system. Identify datasets that could be expanded to include a larger population, such as full driver behavior data versus only CDL drivers.

B. Explore the use of new technologies for improving data analysis and visualization efficiency. Iowa's data systems have strong foundations and use current technologies. However, technology is always evolving. The use of artificial intelligence (AI) is a prime example. The STRCC is encouraged to create an ad hoc committee, composed of a broad cross section of agency representatives, to research the benefits of using AI for traffic records systems. The committee should be tasked with identifying opportunities and challenges, and what programs are available. Also considered should be their associated costs and possible use scenarios for single and shared datasets. Their report back to the STRCC should include what they learned, along with an

implementation timeline and information about training availability. The STRCC would then use this report to create actionable items for the committee to advance.

The STRCC is also encouraged to form an ad hoc committee, with broad agency representation, to identify the most efficient data visualization and/or predictive analysis tools and methods that can be used to identify high-risk areas and for resource management. There are many tools available that integrate datasets for visuals, such as layered maps. Charge the committee with determining possible tools, assessing the costs and benefits, and reaching out to other states and organizations for input, if needed. Their report back to the STRCC should include types of visualizations, integration/layering scenarios, costs associated with these scenarios, and the benefits to the associated agencies.

C. Expand the ability to share data and improve processes with local agencies, organizations and service providers. Develop an efficient process to share crash and citation data with local law enforcement agencies. With the data, local agencies could identify their high-risk areas for enforcement or outreach. The local agencies provide much of the data; this would be an added benefit for them to participate in the TraCS system. This may also help increase agency participation in the STRCC. In addition, sharing EMS run and trauma data with local service providers and county administrators could help increase their buy-in for submitting complete and accurate data.

Implementing an efficient process that allows local roadway departments to submit changes/updates to the state roadway file would significantly reduce the workload of the state-level employees. Currently, state employees are charged with entering the local information but, in some cases, the information is a year old. In addition, with the data coming directly from the source, the possibility of human error would be reduced, while timeliness would increase. Such a project could be used to demonstrate measurable progress in improving data timeliness and completeness.

Next Steps

Check-in meetings between the GTSB and CSI Consultant will be conducted once a month, following approval of the final report.

The exact dates and time will be determined based on the availability of all parties. Below is the tentative schedule.

November - Week of November 10th

December - Week of December 8th

Attachment

Model Performance Measures for State Traffic Records Systems, NHTSA,
February 2011