

Iowa Department of Transportation  
FY2025 Performance Report

## **SECTION 1 – Message from the Director (if desired)**

I am pleased to present the Iowa Department of Transportation’s Performance Report for Fiscal Year 2025. This report highlights the department’s performance in fulfilling its responsibility to provide and preserve an adequate, safe, and efficient multimodal transportation system for the people of Iowa.

I am proud of the dedicated people who work at the Iowa DOT. Their commitment to safety and business excellence creates the foundation needed to navigate a rapid—and increasingly accelerating—pace of change. Their focus on serving the public strengthens the department’s ability to consistently deliver high-quality work and outstanding customer service.

Sincerely,



Scott Marler, Director

Iowa Department of Transportation

## **SECTION 2 – Executive Summary**

This report fulfills the Performance Report requirement of the Accountable Government Act and covers performance of the Iowa Department of Transportation (DOT) for FY2025. It shares performance on key initiative as outlined in the DOT’s Business Plan, which wrapped up at the end of FY25, as well as performance as outlined in the FY25 Operational Plan submitted by the department at the beginning of the fiscal year.

### **Business Plan Performance**

The DOT’s FY25 Business Plan had four Key Initiatives:

- Amplifying Our Commitment to Safety
- Press Further with Customer Service Across the Agency (external)
- Press Further with Customer Service Across the Agency (internal)
- Implement Advanced Resource Management and Business Prioritization

Measures used to monitor initiatives in the plan indicated success in implementation, with five of the six meeting or exceeding their target.

Emphasis on customer service was a part of many conversations on FY25, both internally and externally. Efforts in this area are briefly highlighted in Section 3.

## Operational Plan Performance

This report is built on the Core Functions and Services, Products, and Activities (SPA) framework outlined in the Iowa DOT’s originally submitted FY25 Operational Plan.

The Iowa DOT monitors the performance of five core functions, which include six SPAs. In total, 40 measures were used to assess performance. Detailed results for each measure are provided in Section 5 of this report.

Overall, the Iowa DOT’s performance in FY2025 was strong. Of the 40 measures reported, 30 (75 percent) were near (within 10%, above or below) or exceeded their targets.

### Iowa DOT Operational Plan – Measure Performance

Core Function / SPA	Performance Compared to Target			No. of measures
	Above	±10%	Below	
<b>Enforcement and investigation</b>	<b>1</b>	<b>-</b>	<b>1</b>	<b>2</b>
<i>Motor vehicle enforcement</i>	1	-	1	2
<b>Physical asset management</b>	-	-	-	-
<i>Vertical/Fixed-asset management</i>	-	2	1	3
<b>Regulation and compliance</b>	-	-	-	-
<i>Driver services</i>	1	2	1	4
<b>Resource management</b>	<b>1</b>	<b>1</b>		<b>2</b>
<i>Financial/Human resource management</i>	-	1	-	1
<b>Transportation systems</b>	-	<b>1</b>	-	<b>1</b>
<i>Highway management</i>	6	4	1	11
<i>Modal/Planning functions management</i>	2	7	5	14
<b>Totals</b>	<b>12</b>	<b>18</b>	<b>10</b>	<b>40</b>

## **SECTION 3 – Progress in FY2025 on Overall Improvement Efforts**

Among the improvement efforts undertaken in FY25, customer service remained a central focus. As a public agency, the department provides essential services to the people of Iowa, and employees across the organization work each day to support that mission.

In FY25, customer service was a significant focus and two key performance indicators related to wait times and customer satisfaction were tracked monthly. Ongoing conversations underscored the department’s commitment to sustaining strong performance in this area.

That commitment is also reflected in our training efforts. We exceeded our goal of training 95% of employees in the Customer Service CARE principles—Consistent, Accountable, Responsive, and Engaging—ensuring that all new employees completed the required course.

## **SECTION 4 – Major Accomplishments in FY2025**

The Iowa Department of Transportation, even amidst occasional challenges, continued to deliver quality service and effectively manage the annual transportation plan. For FY25, two performance highlights stood out.

First, the department strengthened its approach to understanding and managing operational costs. By standardizing budget requests through a business-case format, leaders gained clearer information to support well-informed spending decisions. Paired with an internal review to identify savings opportunities—our own “belt-tightening”—these efforts helped reduce operational costs. As a result, the department was able to return \$13.5 million to the annual program, enabling additional construction activity.

Second, these actions supported continued progress in maintaining the condition of Iowa’s transportation system. Key performance indicators show that the department’s efforts are preserving the roadway network—one of the state’s largest public assets and a critical foundation for Iowa’s quality of life and economic vitality.

Together, these achievements reflect the department’s commitment to responsible stewardship, continuous improvement, and delivering value to the people of Iowa.

## SECTION 5 – FY2025 Performance

This section of the DOT’s FY2025 Performance Report presents detailed results for both the department’s Business Plan (strategic plan) and Operational Plan.

### **Business Plan**

The FY2025 Business Plan focused on four Key Initiatives:

- Amplify Our Commitment to Safety
- Press Further with Customer Service Across the Agency (external)
- Press Further with Customer Service Across the Agency (internal)
- Implement Advanced Resource Management and Business Prioritization

Across these initiatives, performance remained strong. Of the six monitored measures, five (83%) met or exceeded their targets, and one (17%) fell slightly short. This demonstrates meaningful progress toward the department’s priorities and desired improvements.

#### **Amplify Our Commitment to Safety**

- *Safety of the DOT’s light fleet.*  
With a target score of 80, the fleet achieved an average safety rating of 82.5 on a 100-point scale. This measure was reported monthly to the Governor’s Office.
- *Centerline rumble strip completion.*  
The goal was to complete rumble strips on 95% of eligible two-lane primary highways. By the end of FY2025, 89% were completed, with additional progress expected during the 2025 construction season.

#### **Press Further with Customer Service Across the Agency (external)**

- *Customer service training (CARE principles).*  
The department aimed to maintain 95% completion of CARE training—Consistent, Accountable, Responsive, Engaging—across the workforce. The average completion rate was 99.9%.
- *Customer experience at Driver License Service Centers.*  
With a target satisfaction rate of 90%, the average percentage of customers reporting they were satisfied with their service was 95.4%. This was reported as a KPI to the Governor’s Office.
- *Call Center wait time.*  
With a goal of keeping wait times at 12 minutes or less, the average wait time was 11.5 minutes, also reported as a KPI.

### **Press Further with Customer Service Across the Agency (internal)**

- *Employee engagement with the Transportation Matters blog.*

The target click-through rate was 15%. Employees engaged at an average rate of 24.9%, demonstrating strong internal interest in departmental communication.

### **Implement Advanced Resource Management and Business Prioritization**

- *Use of the business case process for budget requests.*

This measure tracked early adoption of the department's new business-case approach. Implementation was successful, with all budget requests submitted using the new process.

## **Operational Plan**

The FY205 Operation Plan submitted by the Department of Transportation consisted of five Core Functions, under which were six Services/Products/Activities (SPAs). The structure of the FY25 Operational Plan results presented here is:

### **FY25 Operational Plan Structure:**

- CORE FUNCTION – Enforcement and Investigation
  - SPA – Motor Vehicle Enforcement
- CORE FUNTION – Physical Asset Management
  - SPA - Vertical / Fixed Asset Management
- CORE FUNCTION - Regulation & Compliance
  - SPA - Financial / Human Resource Management
- CORE FUNCTION - Transportation Systems
  - SPA - Highway Management
  - SPA - Modal / Planning Functions Management

### CORE Function – Enforcement and Investigation

Overall, performance in the Enforcement and Investigation core function was mixed. Measures reflected the degree to which services provided by the DOT can be impacted by customer demand. Information was used to review performance and identify means to improve access and service delivery.

CORE FUNCTION		Enforcement and Investigation		Performance		
CF Measure(s)		Target	Actual	Above	±10%	Below
	Number of odometer fraud cases investigated and closed.	25	11			X
	Number of vehicle inspections approved for titling.	700	1,197	X		
	<b>Discussion</b>	<i>Values reflect volume of complaints initiated by customers. Updates were made to the web site to improve ability to file.</i>				
Service/Product/Activity		Motor Vehicle Enforcement		Performance		
SPA Measure(s)		Target	Actual	Above	±10%	Below
	Number of vehicle title and registration complaints investigated and closed.	350	484	X		
	Number of identity fraud complaints investigated and closed.	200	178			X
	<b>Discussion</b>	<i>Values reflect volume of complaints initiated by customers. Updates were made to the web site to improve ability to file.</i>				

### CORE Function – Physical Asset Management

Overall, performance in the Physical Asset Management core function was good. All but one measures were near (within 10%, above or below) their target. The lower than expected performance in regard to light fleet preparation was associated with delays in receipt of equipment.

CORE FUNCTION		Physical Asset Management		Performance		
CF Measure(s)		Target	Actual	Above	±10%	Below
	No Core Function Measure(s).					
	<b>Discussion</b>					
Service/Product/Activity		Vertical / Fixed Asset Management		Performance		
SPA Measure(s)		Target	Actual	Above	±10%	Below
	Percent completion of annual maintenance plan.	95%	95%		X	
	Percent completion of capital and special projects.	95%	97%		X	
	Percent of light flight into service within time standard.	50%	39%			X
	<b>Discussion</b>	<i>Delays in receipt of add on equipment needed for light fleet preparation impacted ability to hit in-service date targets.</i>				

### CORE Function – Regulation & Compliance

Overall, performance in the Regulation & Compliance core function was good. All but one measures were near (within 10%, above or below) their target. The lower than expected performance in regard to oversize/overweight travel permits was associated with less than expected customer demand.

CORE FUNCTION		Regulation & Compliance			Performance		
	CF Measure(s)		Target	Actual	Above	±10%	Below
		No Core Function Measure(s).					
	<b>Discussion</b>						
	Service/Product/Activity	Drivers Services			Performance		
	SPA Measure(s)		Target	Actual	Above	±10%	Below
		Annual percentage of officers' crash reports submitted electronically.	99%	100%		X	
		Percent of IRP supplements filed electronically.	80%	87%		X	
		Percent of IFTA quarterly reports filed electronically.	80%	92%	X		
		Total travel permits issued – oversize/overweight	156,470	136,192			X
	<b>Discussion</b>	<i>Performance to support customer service through electronic reporting was as expected or better. Demand for oversize/overweight travel permits was lower than expected.</i>					

### CORE Function – Resource Management

Overall, performance in the Resource Management core function was very good. All measures were near (within 10%, above or below) their target. Good fiscal management and fiscal choices allowed for lower operational costs and a reversion of funds into the program.

CORE FUNCTION		Resource Management			Performance		
	CF Measure(s)		Target	Actual	Above	±10%	Below
		Percent of Road Use Tax Fund (RUTF) revenue to the PRF that is spent for DOT operations. <i>(lower is better)</i>	46%	40.5%	X		
		Percent of IPPEs current for this fiscal year.	98%	98.2%		X	
	<b>Discussion</b>	<i>Performance was at or better than expected. DOT was able to keep operational costs low, allowing funds to be utilized for program.</i>					
	Service/Product/Activity	Financial / Human Resource Management			Performance		
	SPA Measure(s)		Target	Actual	Above	±10%	Below
		Percent of cash flow resources borrowed from internal funds. <i>(lower is better)</i>	10%	0%		X	
	<b>Discussion</b>	<i>No funds were needed to support internal operations.</i>					



### CORE Function – Transportation Systems

Performance within the Transportation Systems core function was good, with nine of 14 measures near (within 10%, above or below) or above their target. Estimates for utilization (latter measures within the Modal/Planning Functions Management SPA) reflected good estimations of utilization of Iowa's transportation systems. Condition performance supported departmental practice as well as provided feedback on areas of possible attention.

CORE FUNCTION		Transportation Systems			Performance		
	CF Measure(s)		Target	Actual	Above	±10%	Below
		Average Infrastructure Condition Evaluation (ICE) composite score	76%	75.9%		X	
	<i>Discussion</i>	<i>Infrastructure condition was as predicted.</i>					
	Service/Product/Activity	Highway Management			Performance		
	SPA Measure(s)		Target	Actual	Above	±10%	Below
		The overall annual percent of all districts' A and B highway miles returned to a reasonable, near-normal surface condition within 24 hours from the end of a winter storm.	99%	97.2%		X	
		The overall annual percent of all districts' C highway miles returned to a reasonable, near-normal surface condition within three work days from the end of a winter storm.	98%	96.9%		X	
		Ratio of annual highway program cost awarded versus annual program cost estimate.	1	.901		X	
		Shoulder miles of new paved shoulders awarded for construction on the primary highway system.	200	375.9	X		
		The percent of total dollars paid to the total awarded amount for all contracts.	105%	105.5%		X	
		Percent of Interstate lane miles below the PCI cutoff. (lower is better)	5%	2.8%	X		
		Percent of non-Interstate National Highway System lane miles below the PCI cutoff. (lower is better)	8%	5.3%	X		
		Percent of state maintained non-National Highway System lane miles below the PCI. (lower is better)	10%	4.1%	X		
		Number of new transportation research dollars secured. (millions)	1.987	\$3.249	X		
		Dollar value of excess right of way parcels sold and returned to private, commercial, or public uses. (millions)	\$1.000	\$.695			X
		Average number of (calendar) days for initial response to a permit (Entrance/Access) request. (lower is better)	7	5.07	X		
	<i>Discussion</i>	<i>Overall, performance in the Highway Management SPA was very good, with all but one of the measures near (within 10%, above or below) or "better" than their target. Projects in areas without pre-existing paved shoulders contributed to higher than expected numbers. Research staff efforts resulted in higher than expected influx of funds. Reduced revenue from ROW parcel sales was impacted by progress in selling excess parcels, with smaller parcels of lesser value being sold.</i>					

CORE FUNCTION		Transportation Systems					
Service/Product/Activity		Modal / Planning Functions Management			Performance		
SPA Measure(s)			Target	Actual	Above	±10%	Below
		Percent of airports with overall pavement condition index of 71 or higher	80%	71%			X
		Number of aircraft registered with the Iowa DOT.	3,000	3,378	X		
		Average annual combined wage rate of RISE supported jobs as compared to average laborshed wage rates.	120%	143%	X		
		Percent of transit fleet exceeding Federal useful life standards. (lower is better)	50%	57%			X
		Large trucks (semi-truck) vehicle miles of travel. (billions)	3.4	3.54		X	
		Automobile vehicle miles of travel. (billions)	28.12	29.2		X	
		Number of miles of bicycle facilities for public use.	3,030	2,977		X	
		Number of aviation cargo tons originated and terminated in Iowa.	64,000	56,000			X
		Number of tons of rail freight originated and terminated in Iowa. (millions)	92	87.02		X	
		Number of tons of waterway freight originated and terminated in Iowa. (millions)	6.5	5.6			X
		Number of enplanements. (millions)	2.4	2.4		X	
		Number of transit passengers (ridership). (millions)	21.2	19.3		X	
		Total transit revenue mileage. (millions)	25.3	25.6		X	
		Annual number of vehicles to traverse railroad crossings with completed safety enhancement projects, for Highway-Railroad Crossing surface Repair and Section 130 programs. (millions)	28.9	20.7			X
Discussion		Overall, performance in the Modal/Planning SPA was good, with nine of the 14 measures near (within 10%, above or below) or above their target. Asset condition show pavement condition in line or better than expected for available investments, while airport pavement and transit fleet condition measures point to possible future needs. Estimates of mode utilization, aviation and waterway freight performance were lower than expected. Traffic at railroad crossings was lower than expected.					