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Department of Management

Strategic Plan for the Iowa Department of Management

FY 2025 - FY 2027

Message from the Director

This strategic plan represents the initiatives and goals for the Iowa Department of Management for the next several years. Being closely connected to the governor's office, the impact of our work can be seen across state government.

Our focus is on the great people of Iowa. When we are not directly serving Iowans, we are serving those who are.

The 2024 legislative session kicked off on January 8th, and the governor laid out her legislative priorities during the Condition of the State Address. The governor's priorities and our statutory obligations, along with results from the Employee Engagement Surveys have formed the basis for this strategic plan.

In our work to support the governor's office and the enterprise agencies, many impactful efforts associated with our strategic plan are underway - analytics activities, budget activities, major IT system implementations, building governance around new processes, strategic planning, and strengthening cyber security, among others.

As we look to the future, with our customers at the forefront, we will continue to build collaborative partnerships and engagement, enhance teamwork, and act with integrity to deliver service that Iowans expect.

Kraig Paulsen
Director
Iowa Department of Management

Our Mission

The mission of the Department of Management is to maximize performance of enterprise agencies across Iowa via management of financial resources, technology, and information.

Our Vision

To serve government entities across Iowa to fulfill their missions with efficient, innovative, and strategic solutions.

Our Values

Integrity

Teamwork

Service

Partnership

Assessment

A strengths, weaknesses, opportunities, and threats (SWOT) analysis was completed to evaluate our capacity to carry out our mission and vision.

Strengths

- Attached to the office of the governor
- Clear direction from governor's priorities
- Experienced staff
- Strong problem solving
- Broad authority for Budget Development and Performance Management
- Access to data and information
- Working relationships with customers

Weaknesses

- Insufficient training of backups for key staff
- Data is decentralized
- Limited number of staff
- Some departments do not have Lean / Change Management facilitators
- Current IT organizational structure is decentralized creating duplication of IT functions and capabilities
- Lack formal governance structure to support unified IT decision making and performance measurement

Opportunities

- Enhance availability of data for decision making
- Increase use of performance management and measurement with data
- Governor and department directors have a strong interest in change management, Lean, and continuous improvement
- Increase visibility into technology investments
- Achieve efficiencies DoIT reorganization and resource sharing, reducing system duplication, and centralizing licensing and contracts to maximize volume pricing

Threats

- Changing federal landscape
- Budget drivers (Medicaid, Education, salaries) consume the vast majority of the general fund
- Cybersecurity
- Loss of institutional knowledge in DOM and state government through retirements and limited succession planning

Strategic Initiatives, Goals, & Measures

In support of the governor's priorities and our statutory obligations, the following strategic initiatives, operational goals, and measures have been established.

Strategic Initiative 1:
Increase transparency of state government performance

- Supports governor's priority 5 (Holding Government Accountable)

Goal 1a: Make state government performance data available to Iowans

Measure - New data platform is in place in FY 25

Measure - Publish department performance dashboards with initial key performance indicators by end of FY25

Goal 1b: Drive connection between departmental strategic planning and the governor's priorities

Measure - 100% of department strategic plans identify linkages to the governor's priorities by end of FY25

Measure - Outreach conducted with 100% of departments during planning process in FY26

Goal 1c: Enhance efficiencies with moving State Appeal Board (SAB) Process and Data to an online format

Measure - 75% reduction in hard copy tort claim submissions by end of FY26; 85% reduction by end of FY27

Measure - 60% reduction in hard copy general claim submissions by end of FY26; 75% reduction by end of FY27

Goal 1d: Modernize financial modeling and forecasting abilities

Measure - Percent completion of information transitioned to new Google platform

Strategic Initiative 2:

Expand the use of Lean, continuous improvement, and change management

- Supports governor's priorities 3 (Cutting Taxes) and
  5 (Holding Government Accountable)

Goal 2a: Implement Organizational Change Management (OCM) program to support enterprise needs

Measure - Develop and publish consultation service standards for OCM in FY25

Measure - Create toolkit to facilitate OCM in FY25

Goal 2b: Deepen skills across departments in Lean, continuous improvement, and OCM practices

Measure - Number of overall people who attend Lean/OCM training opportunities - Key Performance Indicator

Measure - Count of supervisors included in Lean/OCM training

Measure - Count of tools published to the Lean website

Goal 2c: Showcase success with Lean/OCM across the enterprise

Measure - Count of employees and departments engaged in Lean/OCM opportunities - establish baseline in FY25, growth above baseline in FY26-FY27

Measure - Count of success stories published to highlight impact of Lean/OCM on process improvements

Strategic Initiative 3:

Support and improve the confidentiality, integrity, and availability of State of Iowa data

- Supports governor's priority 5 (Holding Government Accountable)

Goal 3a: Improve Iowa's information security posture and capabilities in defending government operations against foreign and domestic digital threats

Measure - Number of vulnerabilities patched or managed

Measure - Percentage of statewide information systems that have an Enterprise Patching Tool installed

Measure - Count of statewide accounts that have multi-factor authentication - Key Performance Indicator

Measure - Percentage of business interfaces protected by the layer 7 firewall

Measure - Percentage of statewide information systems that have the Enterprise Endpoint Protection and Response (EDR) installed - Key Performance Indicator

Measure - Percentage of state employees that have completed security awareness training

Goal 3b: Commoditize cyber operations, improve cyber resiliency, and improve senior leadership transparency related to cyber risk

Measure - Percentage of agencies that have completed an annual inventory

Measure - Percent completion of disaster recovery drills performed annually

Measure - Percentage of uptime for core network

Goal 3b: Assist Iowa's state and local governments with managing and reducing systemic information security risk

Measure - Percentage of state and local government information systems that have the Enterprise Endpoint Protection and Response (EDR) installed

Strategic Initiative 4:

Achieve efficiencies via implementation of DoIT reorganization

- Supports governor's priorities 3 (Cutting Taxes) and
  5 (Holding Government Accountable)

Goal 4a: Increase efficiency of IT workforce via strategic consolidation and reorganization of DoIT staff

> Measure - Number of shared IT staff providing IT services or supervising across two or more agencies in FY25

Goal 4b: Reduce redundant systems across the enterprise

> Measure - Number of systems serving the same purpose (e.g., CRM, Case Management) across the enterprise through FY26

Goal 4c: Increase efficiency of IT workforce via strategic consolidation and reorganization of DoIT staff

> Measure - Total spend with key IT vendors via contract unification and volume pricing through FY26

Goal 4d: Increase visibility and oversight of IT operations (projects, spend, agreements) across the enterprise

> Measure - Number of active IT projects reported on the IT projects dashboard

> Measure - Total IT spend across all IT agreements managed by the Department of Management

> Measure - Number of IT agreements issued, stored, and managed by the Department of Management through FY27

Goal 4e: Centralize IT contracting through Department of Management

> Measure - Number of IT contracts issued by the Department of Management in FY25