

**DEPARTMENT
of
MANAGEMENT
PERFORMANCE
REPORT**

**Performance Results
Fiscal Year 2020**

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INTRODUCTION

The Department of Management (DOM) is pleased to present our Performance Report for FY 2020 (July 1, 2019 - June 30, 2020). This report contains information about the services DOM provided over the past fiscal year. This document is provided pursuant to Iowa Code section 8E.210, which requires agencies to report on performance. The report includes an agency overview, templates providing details about some of DOM's key results areas and a spreadsheet that provides all of our FY 2020 Performance Plan measures and results by core function and service, product or activity (SPA).

AGENCY OVERVIEW

Mission: The Department of Management leads enterprise budgeting and performance and accountability systems so that lowans receive the highest possible return on public investment.

Guiding Principles

- Collaborative Leadership
- Long Range Thinking
- Customer Focus
- Data-Based Decisions
- Employee Participation
- Continuous Improvement
- Results Orientation

Core Functions

- Enterprise Resource Management
- Local Government Assistance
- Adjudication

Key Services, Products and Activities

DOM's key services, products and activities include:

- State budget development and oversight
- Governance system guidance, technical assistance and oversight – Accountable Government Act (AGA) including strategic and performance planning and results reporting (Data.Iowa.Gov and Results Iowa)
- Lean/process improvement initiatives
- Policy development and analysis
- Revenue estimating and economic forecasting
- Early Childhood Iowa (ECI) program coordination
- Enterprise project management
- State Appeal Board administration
- Local government budget certification and support
- Utility tax replacement administration
- Collective bargaining support

Customers

DOM's services and products are delivered to diverse customer groups. Some customers are internal to state government and some are external. Internal customers include all state agencies, the Office of the Governor, the legislature and staff, other elected officials and the judicial branch. External customers include Iowa residents and taxpayers, local governments, local Early Childhood Iowa (ECI) groups, the state ECI Board, and State Appeal Board claimants.

Operations Budget

DOM received \$2,695,693 in General Fund appropriations in FY 2020 to support department operations. The Department also received a \$56,000 appropriation from the Road Use Tax Fund to support budget work done on behalf of the Iowa Department of Transportation and \$215,000 from the Technology Reinvestment Fund- \$120,000 to redesign DOM's local governments electronic budget system, \$50,000 to support Grants Enterprise Management and \$45,000 to support the state's transparency initiative through Data.Iowa.Gov.

General Fund allocations for DOM's Early Childhood Iowa Office totaled \$354,600 in FY 2020. These funds are appropriated to the Iowa Department of Education.

KEY RESULT TEMPLATE

SERVICES/ PRODUCTS/ ACTIVITIES

Name: Lean

Description: Lean is a collection of principles, methods and tools that improve the speed and efficiency of any process by eliminating waste.

Why we are doing this: Iowans expect that state government will provide them with the best possible services at the lowest cost. Lean can help increase value for Iowans by reducing waste and helping to change the culture of state government to one that increasingly focuses on efficiency and improved results.

What we are doing to achieve results: DOM's Office of Lean Enterprise works collaboratively with other state agencies in order to identify and develop Lean facilitators, lead Lean events, and develop a culture of continuous improvement.

DOM offered 10 unique continuous improvement courses in FY 20. The purpose of the training is to provide employees with the knowledge and skills to operate with a mindset of continuous improvement and help to meet customer's needs. The FY20 attendees included individuals identified to lead an agency's Lean efforts, individuals who lead teams in both a supervisory role and non-supervisory role, and front-line staff. Individuals from private entities also attended Lean courses. Twenty classes were scheduled to occur in FY20, however, due to Covid-19, only eleven courses were held. One hundred and thirty individuals attended at least one of the eleven courses. To reach customer via a virtual environment, courses are being revamped.

Growing a Continuous Improvement culture requires leadership support. In FY20, fifteen agencies identified an internal point of contact to assist the agency to become more efficient through the utilization of Lean methodology.

Collaboration with private and local government entities is helping to expand Lean efforts and bring efficiencies to the state of Iowa. Collaborations occurred through external stakeholders attending DOM Lean courses and serving as customers on Lean event teams.

A Lean Government Exchange Conference was sponsored by Iowa Lean Consortium. The Lean Enterprise Administrator is a board member and active on the planning committee. This year's conference transformed from an in-person conference to a virtual experience. It was attended by 125 individuals from across Iowa's state and local government entities, from neighboring state governments and private entities.

While building the mindset of the importance for continuous improvement occurring daily, Lean events are still a key strategy to eliminate waste in focused processes to help ensure ongoing efficient delivery of products and services. Customers, internal and external, continue to be key players in Lean events.

Iowa Finance Authority (IFA) sponsored a Lean event (Kaizen) in January 2020, which represented focusing on an easier, faster, better process for customers. The focus of the IFA team was the Low Income Housing Tax Credit Threshold Application Process. The team identified in the current process it was taking 67 days to process an application and each application had an average of 21 deficiencies. The application was also handed-off 13 times in the process. The team determined quick improvement opportunities that could be implemented within 30 days, such as not requiring customers to submit information that is no longer being utilized in the process, to improvements that would be implemented in the following year's application process as they were harder to do but will have high impact.

As a result of the team's efforts, the application process for 2020 took 48 days vs the original 67, and application deficiencies decreased from 21 per application to 11. Next year's process will see even better results as the team will have implemented further changes. As a final outcome of the changes, one customer commented "the changes save me four hours in completing this year's application."

DOM will continue to ensure the processes selected for improvement by agencies are critical to the success of respective agencies, linked to their strategic plan or focused on customer expectations.

Performance Measures:

1. Number of Lean Projects achieving improved efficiencies

Performance Target: 23

Results: 5

*Due to the pandemic, in-person activities were stopped. However, Iowa's first virtual Kaizen was held in July, which has set the standard for future virtual continuous improvements events.

2. Number of state government staff trained or in training to lead/facilitate Lean events

Performance Target: 35

Results: 45

Data reliability: DOM's Office of Lean coordinates the scheduling and facilitation of Lean events and monitors event follow-up. DOM also tracks training attendees and survey responses.

Why we are using these measures: To identify the number of the events launched that lead to improved efficiencies and to ensure that a sufficient number of facilitators are trained and available to lead events.

What was achieved: See “What we are doing to achieve results.” Also, for a complete listing of Lean results achieved go to: <https://dom.iowa.gov/completed-lean-events>

KEY RESULT TEMPLATE

Core Function

Name: Adjudication (State Appeal Board)

Description: DOM coordinates and processes the State Appeal Board (SAB) claims to make sure they are filed properly within the limits and guidelines established by Iowa Law under Chapters 25 and 669. DOM notifies the claimants (the public and state agencies) of the Board's decisions and then the amount of the award is disbursed if entitled.

Why are we doing this: To meet statutory requirements and provide oversight and statewide consistency.

What we are doing to achieve results: DOM is improving performance by streamlining processes and applying technology as appropriate.

Results

Performance Measure:

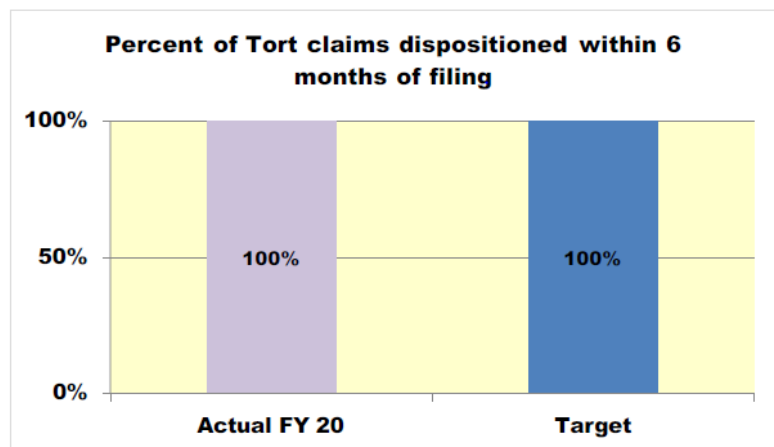
% of tort claims dispositioned within 6 months of filing

Performance Target:

100%

Data Sources:

DOM



Data reliability: An independent audit by KPMG is conducted each fiscal year.

Why we are using this measure: To ensure efficient, timely, accurate processing of cases.

KEY RESULT TEMPLATE

SERVICES/PRODUCTS/ACTIVITIES

Name: State Appeal Board

Description: DOM coordinates/processes State Appeal Board claims to ensure proper filing within limits/guidelines of Code Chapters 25 and 669.

Why we are doing this: To meet statutory requirements and to serve as the central point of contact when submitting claims against the State of Iowa.

What we are doing to achieve results: DOM is improving performance by streamlining processes and applying technology as appropriate.

Results

Performance Measure

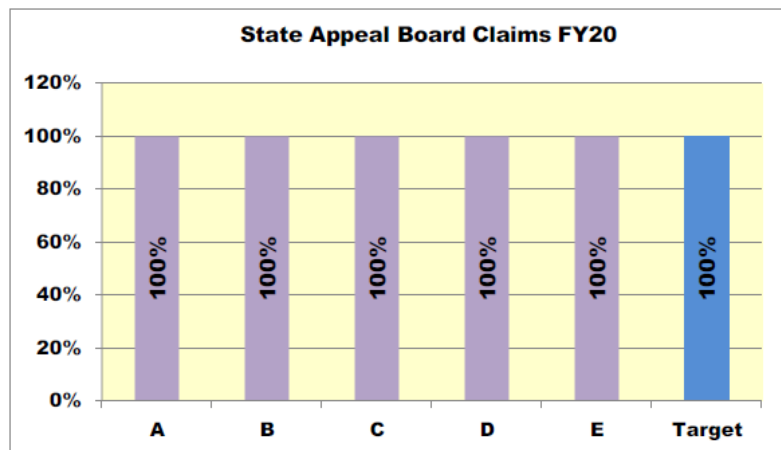
- A. % of requests for SAB information delivered within 7 days
- B. % of requests for SAB information delivered accurately
- C. % of SAB claims processed within 3 weeks of SAB decision
- D. % of SAB claims processed accurately
- E. % of SAB budget appeal hearings held by April 30

Performance Target:

100%

Data Sources:

DOM



Data reliability: An independent audit conducted by KPMG during each fiscal year

Why we are using this measure: Agencies, individuals, legislators, general public rely on the timely and accurate work that DOM performs with regard to the State Appeal Board.

What was achieved: Claims were filed timely and within the guidelines of Iowa law.

KEY RESULT TEMPLATE

CORE FUNCTION

Name: Local Government Assistance

Description: DOM certifies local government property tax levies. DOM assists local governments in meeting statutory requirements related to budgets, valuations, annual reporting, Tax Increment Financing (TIF) reporting, and utility replacement taxes.

Why we are doing this: To meet statutory requirements and to provide a central point of contact providing oversight and statewide consistency.

What we are doing to achieve results: DOM is improving performance by streamlining processes and applying technology as appropriate.

Results

Performance Measure:

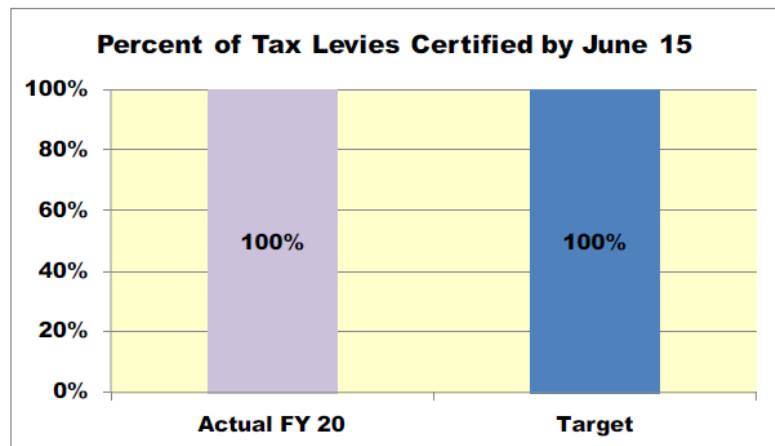
% of tax levies certified by June 15

Performance Target:

100%

Data Sources:

DOM



Data reliability: Independent audit by State Auditor's Office.

Why we are using this measure: Taxpayers, county auditors, legislators, local governments, and the business community rely on DOM's timely and accurate work with regard to property tax certifications, local budgets, school aid, annual reports, property valuations, and utility replacement taxes.

What was achieved: All property tax levies were certified on time.

KEY RESULT TEMPLATE

SERVICE/ PRODUCT/ ACTIVITY

Name: Local Government Budgets

Description: DOM certifies local government property tax levies, processes local government budgets, collects and aggregates statewide property valuations, computes and distributes utility replacement tax billing data, processes annual county reports, processes TIF reports, and determines the amount and distribution of school foundation aid. This includes preparing forms, preparing state and local government software, preparing instructions, and providing extensive local government training and assistance geared to help in the understanding of the processes and reporting requirements.

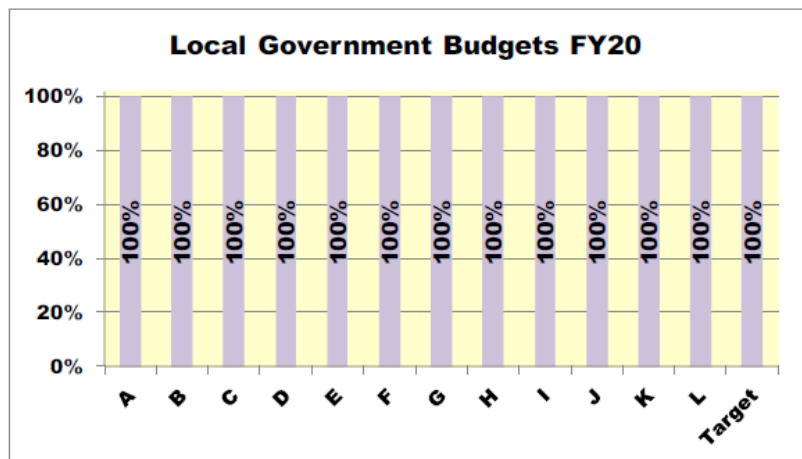
Why we are doing this: To meet statutory requirements, to provide oversight and statewide consistency in these complex functions, and to serve as an independent central repository for budget and valuation information.

What we are doing to achieve results: DOM is improving performance by streamlining processes and applying technology as appropriate.

Results

Performance Measure:

- A. % of city requests for budget materials that are timely
- B. % of city requests for budget materials that are accurate
- C. % of city government rates certified by June 15
- D. % of accurate property valuations on file
- E. % of utility tax replacement tax data delivered to the counties accurately
- F. % of utility tax replacement tax data delivered to the counties timely
- G. % of county budget annual report materials delivered timely
- H. % of county budget annual report materials delivered accurately
- I. % of county government rates certified by June 15
- J. % of school aid payments that are accurate
- K. % of school aid payments that are timely
- L. % of school district rates certified by June 15



Performance Target:

100% is the target for all 12 measures

Data Sources: DOM

Data reliability: Independent audit by State Auditor's Office.

Why we are using this measure: Local government customers rely on the timely and accurate work that DOM performs with regard to local budgets, property tax rates, school aid, annual reports, property valuations, and utility replacement taxes.

What was achieved: DOM met the 100% target goal for each of the 12 measures included in this key results template.

AGENCY PERFORMANCE PLAN RESULTS FY 2020

Name of Agency: DEPARTMENT OF MANAGEMENT			
Agency Mission: Lead enterprise planning and coordinate enterprise systems so lowans receive the highest possible return on public investment.			
Core Function: Enterprise Resource Management			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
% of time the State of Iowa maintains the AA+ credit rating	100%	100%	Iowa achieved Standard and Poors highest rating of AAA Data Source: Standard and Poors
Service, Product or Activity: Planning & Accountability			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
% of agencies that meet established AGA requirements (Strategic Plans, Performance Plans, Link to Enterprise Plan and Performance Measures, Performance Reports)	100%	95%	All AGA related plans and reports are posted on the Data.Iowa.Gov and on the Results Iowa website
Number of new and ongoing Lean projects achieving improved efficiencies	23	5	See Key Results Template
Number of state government staff trained or in training to lead/facilitate Lean events	35	45	See Key Results Template
Average @ of users accessing data.iowa.gov per month	7501	5190	The performance actual figure only reflects users accessing the public site (data.iowa.gov) and not the internal portal for state government users. The number of users accessing the public portal declined when migrating to the Socrata Connected Government Cloud which split the portal into an internal portal and a public portal.

Service, Product or Activity: Budget and Finance			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
% of time budget system operational and accessible to departments for budget submission	100%	100%	What Occurred: Budget system was accessible for 100% of time during budget submission timeframe June 1-October 1 Data Source: DOM
% of agencies that submit budget on time (Oct. 1)	100%	100%	What Occurred: All agencies submitted budgets by the statutory deadline Data Source: DOM
% Governor's recommendations delivered to the legislature on time (Feb 1)	100%	100%	What Occurred: Governor's recommendations were delivered in mid-January and within the statutory timeframe Data Source: DOM
% of bill summaries/legislative action completed by Governor's Office deadline	100%	100%	What Occurred: All bill summaries/legislative action requests from IGOV were completed timely by DOM Data Source: DOM

Core Function: Adjudication			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
% of tort claims dispositioned within 6 months of filing	100%	100%	See Key Results Template
Service, Product or Activity: State Appeal Board			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
% of requests for SAB information delivered within 7 days	100%	100%	See Key Results Template
% of requests for SAB information delivered accurately	100%	100%	See Key Results Template
% of SAB claims processed within 3 weeks	100%	100%	See Key Results Template
% of SAB claims processed accurately	100%	100%	See Key Results Template
% of SAB budget appeal hearings held by April 30	100%	100%	See Key Results Template

Core Function: Local Government Assistance			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
% of tax levies certified by June 15	100%	100%	See Key Results Template
Service, Product or Activity: Local Budgets			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
A. City Budgets			
% of city requests for budget materials that are timely	100%	100%	See Key Results Template
% of city requests for budget materials that are accurate	100%	100%	See Key Results Template
% of city government rates certified by June 15	100%	100%	See Key Results Template
B. Property Valuations			
% of accurate property valuations on file	100%	100%	See Key Results Template
C. Utility Tax Replacement			
% of utility tax replacement tax data delivered to the counties accurately	100%	100%	See Key Results Template
% of utility tax replacement tax data delivered to the counties timely	100%	100%	See Key Results Template
D. School Budgets			
% of school aid payments that are accurate	100%	100%	See Key Results Template
% of school aid payments done timely	100%	100%	See Key Results Template
% of school district rates certified by June 15	100%	100%	See Key Results Template

Core Function: Education			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
Service, Product or Activity: Early Childhood Iowa (ECI)			
% of preschool-age children receiving Early Childhood Iowa preschool support that demonstrate age appropriate skills	90%	88%	Assist local empowerment boards to understand and support high-quality preschool environments.
% of Early Childhood Iowa budgets reviewed at the state level within 10 working days	96%	97%	Utilize a tracking system and ensure all reviewers are aware of assignments to review budgets.
% of contracts in place with Early Childhood Iowa areas by August 1	88%	97%	Utilize a strong, consistent process for ensuring local empowerment contracts are in place. Give reminders when necessary to keep the agreements moving in the process.
% of participating families that improve or maintain healthy functioning, problem-solving skills and communication	90%	92.3%	Assist local early childhood boards to understand and support evidence-based family support programming. Continue to provide the incentive of an Iowa Family Support Credential to programs that demonstrate through an external evaluation that they are meeting the quality family support standards.