

Iowa Department of Management

ENTERPRISE INFORMATION
TECHNOLOGY PLAN
March 2025
Version 1.0 (DRAFT)



FROM THE DOM DIRECTOR, KRAIG PAULSEN

This plan outlines the Iowa Department of Management's key technology initiatives and goals for the coming years, reinforcing our commitment to delivering impactful services across state government.

Our core mission is service — whether we are directly engaging with the people of Iowa or supporting the agencies and teams who serve them. This plan represents a collaborative effort to address the challenges and opportunities ahead, from strengthening cybersecurity and modernizing IT systems to enhancing governance and strategic sourcing. By embracing a forward-thinking approach, we aim to build a foundation of excellence that delivers efficient, secure, and innovative solutions for all Iowans.

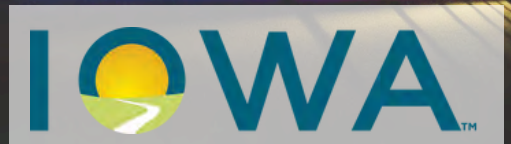
As we move forward, our focus will remain on collaboration, integrity, and the delivery of high-quality services. Thank you for your partnership and dedication as we work together to achieve these goals.

FROM THE STATE CIO, MATT BEHRENS

It is with great enthusiasm that I share the Enterprise IT Plan for the State of Iowa. This plan reflects our steadfast commitment to driving innovation, enhancing security, and delivering exceptional technology solutions to serve the needs of Iowans.

The key initiatives outlined in this plan aim to reduce redundancies, optimize resources, and empower our workforce with the tools and skills needed to thrive in an ever-evolving technological landscape. Looking ahead, this plan serves as a guide for the transformative work that lies before us. With your continued collaboration, we will achieve our vision of a modern, secure, and efficient IT ecosystem that enhances government operations and meets the expectations of those we serve.

Thank you for your partnership and commitment to advancing technology in Iowa. Together, we are shaping a future that ensures Iowa remains a leader in innovation and service delivery.



WHO WE ARE

In 2023, Governor Kim Reynolds directed the consolidation of 21 different state agency IT teams into the Iowa Department of Management Division of IT (DOM DoIT). Since that time, DOM DoIT has worked as a single enterprise team of over 500 IT professionals to centralize and unify IT systems, increase efficiency, and support the technology needs of all state agencies. This Enterprise IT Plan envisions the next phase of our journey—to build upon our centralized model to transform IT service delivery and prepare Iowa for a digital future.

DOM DoIT serves as a strategic partner to state agencies, aligning technology investments with agency business needs. Through collaboration, resource optimization, and strong governance, we work every day to streamline IT services and accelerate innovation. Guided by principles of trust, accountability, and partnership, we enable State of Iowa agencies to fulfill their missions with innovative and strategic technology solutions and support.





DEPARTMENT OF MANAGEMENT

MISSION

Maximize performance of government across Iowa via management of financial resources, information, and technology.

VISION

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

DIVISION OF IT VISION

Enable State of Iowa agencies to fulfill their missions with innovative and strategic technology solutions and support.

OUR VALUES

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PARTNERSHIP

We build trust with lowans and our partners to enable business-driven outcomes.

INTEGRITY

We foster a culture of respect, honesty, and commitment.



INTEGRITY

PARTNERSHIP

TEAMWORK

SERVICE

SERVICE

We strive to exceed expectations with an emphasis on quality.

TEAMWORK

We work collaboratively for lowans towards agency and administration goals.

OVERVIEW OF IOWA'S ENTERPRISE IT PLAN

Iowa's Enterprise IT Plan enhances efficiency, security, and innovation through standardized operations, improved procurement, and modernized systems. Strengthening cybersecurity, IT governance, workforce development, and AI adoption will drive resilience and continuous improvement across state agencies. These objectives are not prioritized or sequenced but represent a comprehensive plan for information technology improvement in the State of Iowa.



Objective 1: Standardize the State of Iowa's IT Portfolio

Centralize Iowa's IT portfolio to create a more agile, scalable, and resilient IT environment that better supports the needs of state agencies and the citizens they serve.



Objective 2: Build an IT Workforce for the Future

Build an IT workforce for the future focuses on equipping team members with next-generation skills, optimizing resource management, and enhancing collaboration.



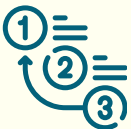
Objective 3: Improve Procedures for the Acquisition of IT Goods and Services

Improve IT acquisition procedures to streamline procurement, enhance vendor accountability, and optimize spending across state agencies.



Objective 4: Strengthen Information Security and Incident Management

Establish a unified reporting system, expand enterprise security tools, and educate stakeholders to improve prevention and response to cyber threats.



Objective 5: Modernize IT Systems

Modernize IT systems to enhance efficiency, scalability, and resilience by shifting to cloud-based infrastructure, adopting commercial off-the-shelf solutions, and streamlining legacy system transformation.



Objective 6: Align IT Decisions with Business Strategy

Implement formal governance processes, standardized evaluation frameworks, and clear communication channels to streamline IT decision-making.



Objective 7: Use Artificial Intelligence to find Efficiencies and Improve Service

Develop AI expertise, create policies for safe AI use, identify automation opportunities, and harness AI to enhance government operations.

Objective 1

Standardize the State of Iowa's IT Portfolio

By centralizing Iowa's IT portfolio, Iowa will create a more agile, scalable, and resilient IT environment that better supports the needs of state agencies and the citizens they serve.

Key Initiative 1:

Implement Common IT Management Tools

Consolidate the variety of IT management tools in use across the enterprise to enhance service delivery and increase efficiency.

Key Initiative 2:

Implement Uniform IT Management Processes

Centralize the various IT management processes used across the enterprise to streamline operations and improve consistency.

Key Initiative 3:

Standardize Telecommunications Portfolio

Optimize the value of telecommunications services by streamlining networks to reduce cost and complexity across the enterprise.

Key Initiative 4:

Implement Shared Solutions

Leverage single solutions to serve common needs across the enterprise to simplify support and reduce duplication.

Measures of Success:

- Centralized solutions for IT service, project and portfolio, version-control, and customer relationship management
- Reduced number of development languages
- Centralized telecommunications circuits, mobile devices, and incident response
- Reduced number of unique agency technology products

Objective 2

Build an IT Workforce for the Future

Equip staff with next-generation skills, optimize resource management, and enhance collaboration to build an IT workforce for the future.

Key Initiative 1:

Equip Staff with Next-Generation Skills

Continuously equip IT staff to support Iowa's digital future—align professional development with strategic objectives and invest training resources in the skills necessary to support future technology cycles.

Key Initiative 2:

Implement Resource Management Planning

Intelligently match IT demand to IT capacity using data-driven insights to forecast the workload and availability of IT staff.

Key Initiative 3:

Strengthen IT Service Delivery

Leverage the capabilities of all IT staff to support every agency and find opportunities to work more collaboratively and efficiently across the enterprise.

Measures of Success:

- Formalized professional development plans
- Established internship program
- Realigned IT workers into functional teams
- Implemented time tracking for cost allocation and resource planning
- Implemented data driven resource and capacity planning for all IT projects



Objective 3

Improve Procedures for the Acquisition of IT Goods and Services

Improving IT acquisition procedures streamlines procurement, enhances vendor accountability, and optimizes spending across state agencies. By holding vendors accountable through performance scorecards and service level agreements, Iowa will improve IT performance outcomes.

Key Initiative 1:

Optimize IT Spend

Strengthen procedures to ensure favorable contract terms and competitive pricing across all IT agreements. Monitor the enterprise software portfolio and cloud spending to match Iowa's IT costs to its actual usage.

Key Initiative 2:

Increase Vendor Accountability

Standardize vendor management practices and formalize the use of meaningful penalties for non-performance to ensure vendors are held accountable for the delivery of high-quality IT services.

Key Initiative 3:

Accelerate the IT Acquisition Process

Streamline the IT purchase approval process and standardize contract language for timely and effective acquisition.

Key Initiative 4:

Increase the Business Value of IT Investments

Restate agency IT requests in the form of desired business functional outcomes to maximize the value of Iowa's IT investments.

Measures of Success:

- Consolidated existing vendor contracts
- Standardized IT vendor management practices
- Developed vendor performance scorecards
- Published pre-approved list of IT goods and services
- Eliminated unnecessary legacy technology
- Educated stakeholders on IT procurement process
- Increased use of fixed-price, deliverables-based contracts

Objective 4

Strengthen Information Security and Incident Management

By establishing a unified reporting system, expanding enterprise security tools, and educating stakeholders, Iowa aims to improve its ability to prevent and respond to cyber threats across the state.

Key Initiative 1:

Centralize Information Security Operations

Consolidate regulatory and governance expectations for general IT controls, information security, and data privacy while ensuring information security considerations are integrated into business lifecycles.

Key Initiative 2:

Enhance Iowa's Information Security Posture

Expand the coverage of enterprise security tools and commoditize information security services. Promote the education and communication of cyber security threats.

Key Initiative 3:

Support Iowa's State and Local Governments

Manage and reduce systemic information security risk by increasing partnerships with local governments and raising awareness of their cybersecurity needs to enhance the overall security posture across the state.

Measures of Success:

- Standardized tools for advanced security monitoring, alerting, and response
- Established unified reporting system for cyber security incidents
- Implemented endpoint protection and incident response tools across state and local governments

Objective 5

Modernize IT Systems

Modernizing IT systems enhances efficiency, scalability, and resilience by shifting to cloud-based infrastructure, adopting commercial off-the-shelf (COTS) solutions, and streamlining legacy system transformation.

Key Initiative 1:

Standardize Modernization Processes

Standardize processes for discovery, acquisition, implementation, and post-implementation services for all large IT transformations.

Key Initiative 2:

Modernize Iowa's Infrastructure Platforms

Evaluate existing on-premise hardware for redeployment into the cloud to limit critical dependencies on aging infrastructure, improve agility, and reduce risk.

Key Initiative 3:

Rebalance the Way IT Work is Delivered

Empower employees to focus on innovation and strategic work, while delegating commodity IT support to managed service providers and short-term project-specific work to staff augmentation.

Key Initiative 4:

Increase the use of COTS Solutions

Identify opportunities to use COTS solutions to transform legacy business operations and prioritize configurable systems wherever possible.

Measures of Success:

- Established inventory of state IT solutions and assets
- Unified state data centers
- Introduced project governance to ensure stakeholder engagement
- Informed sourcing decisions for new requests
- Standardized cloud-based infrastructure solutions



Objective 6

Align IT Decisions with Business Strategy

Implementing formal governance processes, standardized evaluation frameworks, and clear communication channels streamlines IT decision-making. By increasing visibility, accountability, and collaboration, Iowa will drive more effective and informed IT initiatives across the enterprise.

Key Initiative 1:

Formalize IT Decision-Making Process

Establish governance workflows to manage the intake, evaluation, and decision-making processes in alignment with this plan and other guidelines issued by DOM.

Key Initiative 2:

Streamline Communication Processes

Support agencies from ideation to implementation using standard communication channels and escalation mechanisms throughout governance.

Key Initiative 3:

Provide Visibility and Transparency

Ensure stakeholders have visibility into all governance processes by creating mechanisms for input and monitoring. As a service provider to the agencies, use governance to strengthen support for agency leaders.

Measures of Success:

- Formalized governance panels
- Developed guidelines to evaluate agency requests
- Implemented governance intake procedures
- Established dashboards reporting key performance indicators for governance



Objective 7

Use Artificial Intelligence to Find Efficiencies and Improve Service

By developing AI expertise, creating policies for safe AI use, and identifying automation opportunities, Iowa will harness AI to enhance government operations.

Key Initiative 1:

Implement Guidelines for the Safe and Appropriate Use of AI

Partner with agencies to identify strategies to support the safe and appropriate use of AI across the enterprise while prioritizing the rights and expectations of Iowans.

Key Initiative 2:

Build an AI Center of Excellence

Identify skills necessary to support next generation AI use cases across the enterprise with an emphasis on integrating AI into existing IT systems and processes.

Key Initiative 3:

Seek Opportunities to Introduce AI into Legacy Business Processes

Engage agencies to identify business processes well suited for AI-based automation and share successes across the enterprise to catalyze new AI project concepts and ideas.

Measures of Success:

- Developed policies to evaluate AI products and solutions
- Established process to evaluate risks and opportunities in AI
- Published pre-approved list of AI solutions
- Formalized team structure and personnel necessarily to support AI activities
- Trained team members on AI skillsets



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

-Director Kraig Paulsen