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Department of Management

Annual Performance Report for the Iowa Department of Management

FY 2025

Message from the Director

This report outlines the Iowa Department of Management's performance for fiscal year 2025 and highlights how the impact of our work reaches 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. Over the past year we advanced several important efforts, including analytics activities, process improvement, budget work, major IT system implementations, new governance around processes, strategic planning, and strengthened cyber security.

As we move forward, our focus remains on collaboration, integrity, and delivering high-quality services. We appreciate your continued partnership and support.

Kraig Paulsen
Director
Iowa Department of Management

Executive Summary

This report covers performance of the Iowa Department of Management (DOM) for FY2025. It outlines performance on key initiatives listed in the DOM FY2025-FY2027 Strategic Plan as well as performance items found in the DOM FY2025 Operational Plan.

Of the 37 total measures tracked, performance met or exceeded targets for 28 measures. Operational performance has been reviewed where 9 targets were not met.

A full breakout of the performance measures is included in the report.

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.
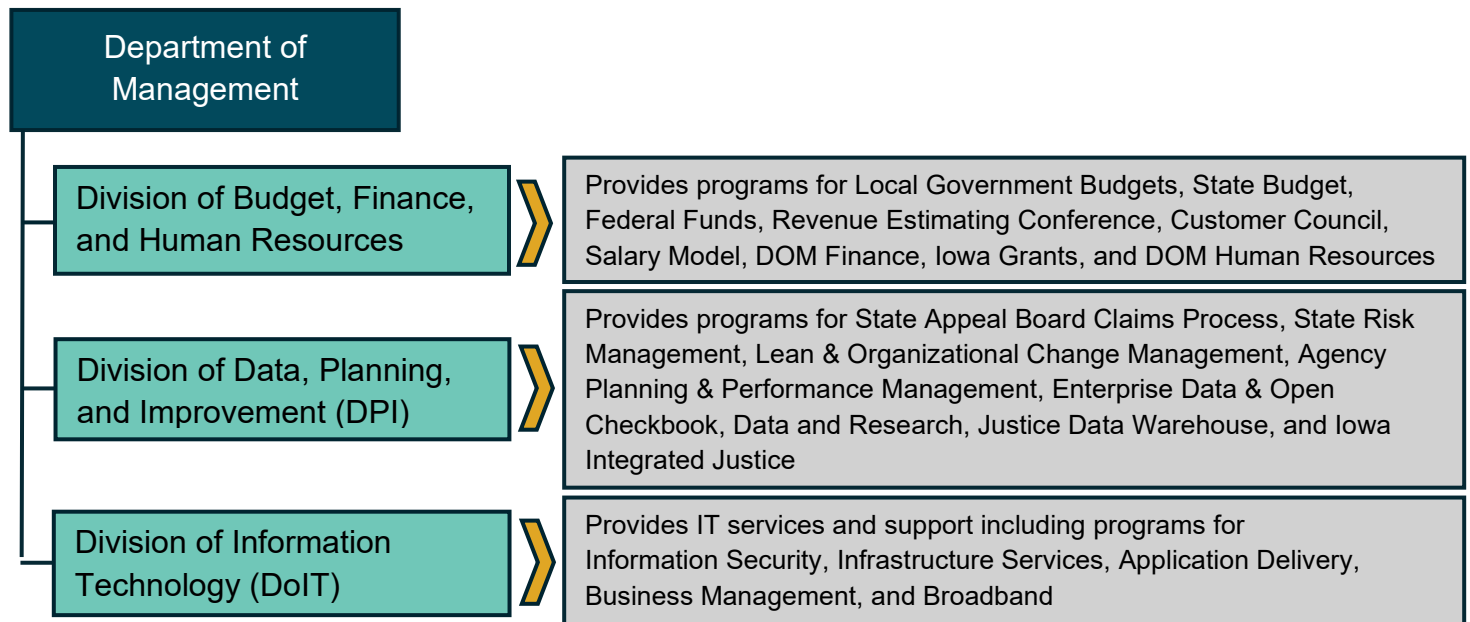
Our Values

Integrity

Teamwork

Service

Partnership

Organizational Structure

The Department of Management (DOM) is comprised of three divisions that support the governor's priorities and our statutory obligations.

Department of Management		
Division of Budget, Finance, and Human Resources	❯	Provides programs for Local Government Budgets, State Budget, Federal Funds, Revenue Estimating Conference, Customer Council, Salary Model, DOM Finance, Iowa Grants, and DOM Human Resources
Division of Data, Planning, and Improvement (DPI)	❯	Provides programs for State Appeal Board Claims Process, State Risk Management, Lean & Organizational Change Management, Agency Planning & Performance Management, Enterprise Data & Open Checkbook, Data and Research, Justice Data Warehouse, and Iowa Integrated Justice
Division of Information Technology (DoIT)	❯	Provides IT services and support including programs for Information Security, Infrastructure Services, Application Delivery, Business Management, and Broadband

Progress Made in FY2025 on Improvement Efforts

Throughout FY2025, DOM made progress on the following key initiatives from our FY2025-FY2027 Strategic Plan:

- Increase transparency of state government performance
- Expand the use of Lean, continuous improvement, and change management
- Support and improve the confidentiality, integrity, and availability of State of Iowa data
- Achieve efficiencies via implementation of DoIT reorganization

Strategic Initiative 1: Increase transparency of state government performance

At the start of FY2025, DOM required state agencies to provide information for key performance indicators monthly. Historically, agencies provided performance data only at the end of the fiscal year. The transition to monthly updates is a key step towards improving operational performance.

To house data in a centralized location and provide for automated reporting, DOM worked with a vendor to build a new data platform. DOM will transition data to the new platform in FY2026 and build dashboards to showcase performance across state agencies.

Strategic Initiative 2: Expand the use of Lean, continuous improvement, and change management

DOM supports creating efficiencies in government through utilization of Lean methodology and Organizational Change Management. While DOM provides standards for these areas and offers direct services, several agencies also provide internal resources to support efficiencies in their agency.

Lean Courses: DOM provided courses focused on Continuous Improvement to more than 300 state employees. Other agencies and external resources offered courses focused on continuous improvement to more than 1,700 state employees. These courses provide knowledge, tools, and skills for problem solving and improving processes for customers.

Lean Events: DOM provided facilitation of Lean events focused on process improvement for:

- Sep 2024: DOC - Sexual Offender Training Program
- Dec 2024: DOT - Property Claims
- Mar 2025: DOT - External Audits
- Jun 2025: IPERS - Returned Payments

Organizational Change Management: To ensure a higher level of successful implementation of change, DOM staff provided or is still providing change management on the following projects:

- DIAL - ALIGN
- DOM - Origami
- DOM - Data Warehouse
- DOM - Transition to Microsoft
- DOM - Justice Warehouse

<u>Strategic Initiative 3:</u> Support and improve the confidentiality, integrity, and availability of State of Iowa data

To support and improve the confidentiality, integrity, and availability of State of Iowa data, several significant actions were taken in FY2025. Security protocols were reviewed and strengthened across various departments, ensuring that data breaches were minimized and sensitive information remained secure. Training sessions on data privacy and security were conducted for all state employees, resulting in a 30% decrease in reported security incidents compared to the previous fiscal year.

Additionally, the implementation of advanced encryption methods for data storage and transmission further protected state data from unauthorized access. A dedicated cybersecurity team was established, consisting of 15 experts tasked with monitoring and responding to potential threats in real time.

These efforts not only safeguarded the state's data but also enhanced public trust in the government's ability to manage information securely, effectively supporting the overarching goal of maintaining the confidentiality, integrity, and availability of State of Iowa data.

<u>Strategic Initiative 4:</u> Achieve efficiencies via implementation of DoIT reorganization

To achieve efficiencies through the implementation of the DoIT reorganization, several key actions were taken in FY2025. The reorganization aimed to optimize the deployment of IT staff across state agencies, significantly reducing redundancy and improving support services. Prior to IT reorganization, each IT staff member was assigned to one state agency. Following IT reorganization, we aimed to have IT staff members support multiple agencies to enhance collaboration and resource utilization. By the end of FY2025, 42 IT staff members successfully supported more than one agency.

Financially, this reorganization resulted in substantial savings. The consolidation of IT support roles reduced the need for additional hires and streamlined operations, saving the state approximately $2 million in IT staffing costs. Additionally, the reallocation of resources allowed for quicker response times and improved overall service delivery.

These strategic efforts not only achieved significant cost savings but also bolstered the efficiency and effectiveness of IT services across the state, aligning with the broader goal of improved government operations.

Major Accomplishments in FY2025

In addition to the overall improvements related to strategic initiatives, DOM also made progress on the following items:

The planning process for state agencies was revised, and significant hours were spent in consultation with agencies. As a result, all new agency strategic plans were connected to the governor's priorities, and all operational plans were in sync with agency strategic plans. Through the updated planning process, state agencies started tracking additional performance measures. As a result, agencies tracked 1,302 measures in FY2025, a 65% increase from the prior year (787 in FY2024).

To support cross-agency performance, eight staff positions focused on data analysis, research, and analysis of justice system issues moved from the Iowa Department of Health and Human Services to DOM to align with the Division of Data, Planning, and Improvement. Support for the Justice Data Warehouse (JDW) and Iowa Integrated Justice (IIJ) also transitioned to DOM.

- Work to migrate both the JDW and IIJ from hardware to cloud systems began in FY2025, which will modernize the systems, save money, and improve system abilities to serve Iowa agencies.
- The research team completed analysis and reports on DOC Apprenticeship programs, the Iowa Sex Offender Registry Requirements, Comprehensive Opioid Abuse Program Evaluation, and Co-Responder Programs in two Iowa communities

All FY2025 Performance Indicators

Division of Budget, Finance, and Human Resources

The FY2025 operational goal for the Division of Budget, Finance, and Human Resources was to modernize financial modeling and forecasting abilities.

Performance was tracked using the following measures:

Measure	Target	Actual	Comments & Analysis
Percentage of Tax Levies Certified by June 15	100%	100%	
Percentage of Accurate Property Valuations on File	100%	100%	
Percentage of Utility Tax Replacement Tax Data Delivered to Counties Timely	100%	100%	
Percentage of Utility Tax Replacement Tax Data Delivered to Counties Accurately	100%	100%	
Percentage of Local Government Requests for Budget Materials Delivered Timely	100%	100%	
Percentage of County, Assessor, Ag Extension, and County Hospital Rates Certified by June 15	100%	100%	
Percentage of City Requests for Budget Materials Delivered Timely	100%	100%	
Percentage of City Government Rates Certified by June 15	100%	100%	
Percentage of School Aid Payments Made Timely	100%	100%	
Percentage of School District Rates Certified by June 15	100%	100%	
Percentage of County Annual Financial Reports - GAAP and Cash (AFR) Submitted by December 1	100%	88%	DOM maintained the process and communicated to local entities. Some local entities did not complete their work timely.
Percentage of Annual Urban Renewal Reports (AURRs) Submitted by December 1	100%	91%	DOM maintained the process and communicated to local entities. Some local entities did not complete their work timely.
Percentage of Bill Summaries & Legislative Action Provided Timely	100%	100%	
Percentage of Federal Funds Obligated by End of Calendar Year	100%	100%	
Percentage of Federal Funds Expended by End of Calendar Year	100%	100%	
Percentage of State Agencies Receiving Grants Using IowaGrants.gov	100%	100%	

Division of Data, Planning, and Improvement (DPI)

The FY2025 operational goals for DPI were to:

- Make state government performance data available to Iowans
- Drive connection between departmental strategic planning and the governor's priorities
- Enhance efficiencies with moving the State Appeal Board (SAB) Process and Data to an online format
- Deepen skills across departments in Lean, continuous improvement, and organizational change management (OCM) practices
- Showcase success with Lean/OCM across the enterprise

Progress towards these goals was tracked using the following measures:

Measure	Target	Actual	Comments & Analysis
Percentage of Division Employees Rating Department Communication Positively	80%	96%	
Percentage of State Appeal Board Tort Claims Responded to within 6 Months of Filing	100%	100%	
Percentage of Complete State Appeal Board Claims Processed within 3 Weeks of Decision	100%	100%	
Number of Audit Findings for the State Appeal Board	0	0	
Percentage of State Appeal Board Claimant Funding Claims Processed within 3 Weeks of Decision	100%	100%	
Number of Claimant Funding Audit Findings for the State Appeal Board	0	0	
Number of Staff Across the Enterprise Attending Lean/OCM Training	125	3,530	State agencies reported higher training counts than expected. In FY2026, attendees at DOM-developed trainings will be tracked separately from trainings hosted by other state agencies.
Number of Agencies Engaged in Lean/OCM Opportunities	10	11	
Percentage of Agencies that met Established Accountable Government Act Requirements	100%	100%	

Division of Information Technology (DoIT)

The FY2025 operational goals for DoIT were to:

- Improve Iowa's information security posture and capabilities in defending government operations against foreign and domestic digital threats
- Commoditize cyber operations, improve cyber resiliency, and improve senior leadership transparency related to cyber risk
- Optimize IT spend across the enterprise via contract unification and volume
- Increase locations in Iowa served with broadband access
- Increase visibility and oversight of IT operations (projects, spend, agreements) across the enterprise

Progress towards these goals was tracked using the following measures:

Measure	Target	Actual	Comments & Analysis
Number of Shared IT Staff Supporting 2+ Agencies	5	42	
Percentage of State Employees that Completed Security Awareness Training	100%	98%	
Percentage of Agencies that Completed Annual Inventory	100%	87%	We are currently deploying Endpoint Central, which collects inventory as well as OpManager+, which tracks server and networking inventory.
Percentage of Statewide Information Systems with an Enterprise Patching Tool Installed	100%	92%	This is directly correlated with the installation of Endpoint Protection software.
Percentage of Statewide Accounts with Multifactor Authentication	100%	100%	
Percentage of Business Interfaces Protected by the Layer 7 Firewall	100%	93%	The project was delayed due to resource constraints. We anticipate having 100% protection by the Layer 7 Firewall by the end of FY2026.
Percentage of Statewide Information Systems with Enterprise Endpoint Protection and Response Installed	100%	92%	We are continually adding Endpoint Protection software to enterprise systems and devices.
Percentage of Uptime for the Core Network	99.9%	99.9%	
Number of Disaster Recovery Desktop Drills Performed	5	4	We successfully performed two mainframe DR tests and two server restorations from backups.
Number of Active IT Projects on the IT Projects Dashboard	170	177	
Number of Independent IT Agreements Eliminated due to Unification/Centralization	15	51	Several opportunities were presented to consolidate disparate agreements.
Count of Locations Served with Broadband Services in Iowa	17,000	12,313	The federal BEAD award was delayed, pushing project construction dates out farther than anticipated.