IOWA

Department of Management

Operational Plan for the Iowa Department of Management

FY 2026

Table of Contents

Department of Management Operational Plan for FY2026

This plan serves to guide day-to-day operations for the fiscal year, outline annual goals and the actions that will be taken to accomplish these goals, and provide measurements to track progress.
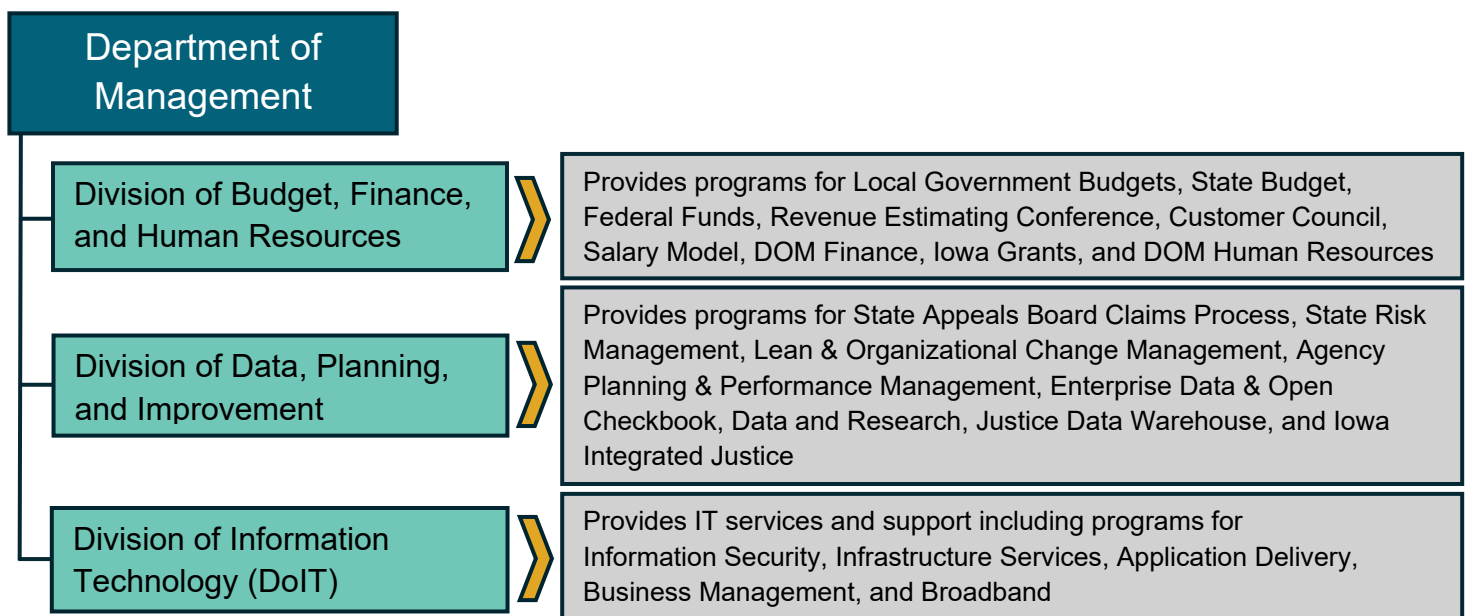
Strategic Plan Initiatives

- 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

Enterprise Priorities Supported

In FY2026, the Department of Management will support the enterprise priority Government Efficiency through the execution of this operational plan.

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 → Provides programs for State Appeals 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

Programs Provided

Local Government Budgets

Program Description: Certify property tax levies, approve local budgets and annual financial reports, and assist local governments in understanding the budget process.

Operational Goal supported: Maintain support for local government budgets

Action Items for FY2026:
- Facilitate the annual collection of property valuations -includes preparing the collection software, receiving software, and related instructions
- Compute and distribute the utility tax replacement data -includes preparing supporting background information/instructions and delivering replacement tax data in an electronically readable format
- Certify property tax levies and process county, assessor, county hospital and assessor budgets and payments -includes preparing forms, budget software, instructions
- Respond to questions and provide data related to local government budgets
- Assist local government staff in understanding the budget process, meetings requirements, and preparing reports
- Analyze data and prepare reports
- Provide training to local government staff
- Certify property tax levies and process city government budgets and payments - includes preparing forms, budget software, instructions, and computer programs
- Respond to questions and provide data related to city government budgets
- Assist city government staff in understanding the budget process, meetings requirements, and preparing reports
- Analyze data and prepare reports
- Provide training to local government staff
- Calculate amount of state foundation aid
- Certify property tax levies for school districts
- Implement legislative changes into budget forms
- Provide training and technical assistance to school business officers
- Create and receive county Annual Financial Reports-GAAP and Cash (AFR)
- Provide software and keep software up to date with Code of Iowa changes
- Provide AFR training and instructions
- Provide AFR data as requested by various sources
- Use AFR data to complete debt report to the General Assembly due January 1 (2025 and after)
- Collect Annual Urban Renewal Reports (AURRs) in cooperation with the Legislative Services Agency; includes preparing instructions and online tutorials
- Respond to questions and provide data related to local Tax Increment Financing (TIF) usage

- Assist local government staff in understanding the AURR, submission requirements, and preparing reports
- Analyze data and maintain AURR data on data.iowa.gov
- Provide training to local government staff

Measures and Targets for FY2026:
- The percentage of accurate property valuations on file – target is 100%
- The percentage of timely utility tax replacement tax data – target is 100%
- The percentage of utility replacement tax accurately spread – target is 100%
- The percentage of timely city annual budget report materials – target is 100%
- The percentage of timely state school aid payments – target is 100%
- The percentage of city government rates certified timely – target is 100%
- The percentage of county government rates certified timely – target is 100%
- The percentage of school district rates certified timely – target is 100%
- The percentage of local government requests for budget materials delivered timely – target is 100%
- The percentage of city requests for budget materials delivered timely – target is 100%
- The percentage of county AFRs submitted by December 1 – target is 100%
- The percentage of AURRs submitted by December 1 – target is 100%

State Budget Program

Program Description: State budget recommendation and execution as specified in Chapter §8.21 - 8.54

Operational Goal supported: Maintain support for state budget development

Action Items for FY2026:
- Prepare reports and analysis of appropriations and program bills
- Assist with governor's budget development and drafting of bills

Measure and Target for FY2026:
- The percentage of bill summaries & legislative action provided timely – target is 100%

Salary Model Administrator

Program Description: Administer state salary model and projects salary adjustment. As specified in §8.6.16

Operational Goal supported: Maintain salary model and projections as requested

Action Item for FY2026: Provide salary projections as needed

Measure and Target for FY2026:
- The percentage of time that salary projections are provided timely – target is 100%

Federal Funds Program

Program Description: Federal Funds programs - Coronavirus Aid, Relief, and Economic Security Act (CARES)/Coronavirus State and Local Fiscal Recovery Funds (SLFRF), awarding/tracking and monitoring grants issued by the two federal grants to Iowa.

Operational Goal supported: Maintain support for federal fund programs

Action Item for FY2026: Contact agencies and follow up with recipients

Measures and Targets for FY2026:
- The percentage of federal funds obligated by the end of the calendar year – target is 100%
- The percentage of federal funds expended by the end of the calendar year – target is 100%

Revenue Estimating Conference Staffing

Program Description: The Revenue Estimating Conference (REC) determines revenue estimates under Iowa Code Section 8.22A and is responsible for evaluating the fiscal and policy impacts of program and budget proposals and making this information available to decision makers.

Operational Goal supported: Maintain support for the REC

Action Items for FY2026:
- Provide assistance for estimating state revenues
- Facilitate meetings for the REC

Measure and Target for FY2026:
- The number of meetings for the Revenue Estimating Conference – target is 3

Customer Council

Program Description: In consultation with the department of administrative services, determines which services provided by the department of administrative services shall be funded by an appropriation and which services shall be funded by the governmental entity receiving the service. As specified in §8.6.15

Operational Goal supported: Maintain support for state agencies through the Customer Council

Action Item for FY2026: Facilitate meetings for the Customer Council

Measure and Target for FY2026:
- The number of meetings for the Customer Council – target is 3

DOM Finance

Program Description: Provides financial and accounting services throughout the Department of Management

Operational Goal supported: Reduce number of manual processes for IT purchasing

Action Item for FY2026: Move IT purchasing to Iowa Advantage where possible

Measure and Target for FY2026:
- The count of manual processes for IT purchasing – target is to establish a baseline

Iowa Grants

Program Description: The department manages the grants enterprise management system which simplifies the grant identification and application process for state customers and provides a unified grant management approach within state government. Iowa Grants provides an all-inclusive grant identification portal and a comprehensive grant management system that encompasses the entire life cycle of the grant. Pursuant to Chapter §8.9

Operational Goal supported: Increase state agency usage of IowaGrants.gov for grant management

Action Item for FY2026: Conduct trainings for agencies to enable usage of IowaGrants.gov

Measure and Target for FY2026:
- The percentage of state agencies receiving grants that use IowaGrants.gov – target is 100%

DOM Human Resources

Program Description: Provides human resources services throughout the Department of Management

Operational Goal supported: Create dashboard for leadership to review and monitor KPIs related to HR

Action Item for FY2026: Create list of KPIs to monitor

Measure and Target for FY2026:
- The percentage of KPIs published to dashboards – target is 100%

Administration

Program Description: Provide department leadership and support services.

Operational Goal supported: Reduce paper-based processes

Action Item for FY2026: Identify paper-based processes

Measure and Target for FY2026:
- The count of paper-based processed reviewed – target is to establish a baseline

State Appeals Board Claims Process

Program Description: Oversee the approval and payment of claims against the State or State employees. Ratifies payments associated with court judgements and settlements against the State. Pursuant to Iowa Code §24.26

Operational Goal supported: Enhance efficiencies with moving State Appeal Board Process and Data to an online format

Action Items for FY2026:
- Post monthly packet to DOM website for public access
- Respond to inquiries and assist citizens and agencies in understanding the claims process, filing of the claims, status of claims, and payment of claims.
- Process all SAB tort and general claims, outdated warrants, settlements and judgments; includes preparing affidavits for attorneys, preparing meeting notices and meeting minutes, providing data, payment of claims through the Iowa Advantage system, analyzing data, and preparing annual reports to the General Assembly.

Measures and Targets for FY2026:
- The percentage of time the monthly packet is published to the DOM website on the day of the SAB meeting – target is 100%
- The number of audit findings – target of 0
- The percentage of SAB claims with full documentation processed within 3 weeks of SAB decision – target is 100%

State Risk Management Program

Program Description: Coordination and monitoring of risk control policies and programs in the executive branch. Consults and coordinates with the Attorney General's Office with respect to policies and procedures that trend and fall in line with Iowa Code §669. Engages with other state agencies regarding trends/expenses/exposures to the State that can be modified, changed, or eliminated depending on how the State is affected.

Operational Goal supported: Identify trending, especially for preventable claims

Action Item for FY2026: Collaborate with all agencies that need help/support/verbiage for self-insurance through the state

Measure and Target for FY2026:
- The number of times issues are addressed to reduce trending of higher volume/expense claims – target is to establish a baseline

State of Iowa Lean & Organizational Change Management

Program Description: DOM's Lean/OCM team works collaboratively with other state agencies to identify and develop Lean facilitators, lead Lean events, and develop a culture of continuous improvement. The team also works with agencies to support change management efforts.

Operational Goals supported:
- Implement Organizational Change Management (OCM) program to support enterprise needs
- Deepen skills across departments in Lean, continuous improvement, and OCM practices
- Showcase success with Lean/OCM across the enterprise

Action Items for FY2026:
- Sustain the type and number of Lean/OCM courses offered
- Engage departments to share success stories
- Support agencies with Lean/OCM implementation where possible

Measures and Targets for FY2026:
- The number of overall people who attend DOM-developed Lean/OCM training opportunities – target is 125
- The number of overall people who attend Lean/OCM training opportunities hosted by other state agencies – target is 2,000
- The number of agencies engaged in Lean/OCM opportunities – target is to establish a baseline

Agency Planning & Performance Management

Program Description: Maximizes the performance of state executive branch agencies through implementation of longer-term strategic plans and annual operational plans. Advises agencies on the development of performance measures and ensures that agencies effectively track their performance metrics to drive operational outcomes. Publishes agency plans and performance results to inform Iowans about their return from investment in state government as required by Iowa Code §8E (the Accountable Government Act aka AGA).

Operational Goals supported:
- Make state government data available to Iowans
- Drive connection between departmental strategic planning and the governor's priorities

Action Items for FY2026:
- Conduct outreach with agencies to inform of AGA requirements and provide guidance
- Publish agency data to KPI dashboards monthly
- Publish updated agency plans to DOM website for public access

Measures and Targets for FY2026:
- The percentage of agencies that meet established AGA requirements – target is 100%
- The percentage of agencies engaged with outreach during planning process – target is 100%

Data and Research Team

Program Description: DOM's Data and Research Team is designated as Iowa's Statistical Analysis Center and tasked with conducting research, analyses, and evaluations for Iowa agencies so that those agencies can make data-driven decisions for resource allocation. Research projects can be requested by Iowa agencies; some are required by Iowa Code while others are supported by federal or state grants.

Operational Goal supported: Improve ability for Iowa's Executive, Legislative, and Judicial Branches, in addition to county and local agencies, to make data-driven decisions by providing high-quality research, data reporting, data analysis, and data sharing capabilities among agencies.

Action Items for FY2026:
- Publish report and analysis of Iowa's DOC Tech2Connect program, providing valuable information and data to the DOC to aid that agency and the legislature in making data-driven decisions regarding re-entry programs in Iowa prisons
- Publish report and analysis of two (2) Iowa Co-Responder programs, and begin analysis of three (3) additional programs, providing valuable information and data to Iowa communities as they build and design their own Co-Responder programs
- Publish report and analysis of Iowa's "2nd Chance Pell" program, providing information to the DOC to aid that agency and the legislature in making data-driven decisions about higher education in Iowa prisons
- Complete and publish annual Prison Population Forecast to aid the DOC and legislature in making data-driven decisions regarding legislation that impacts Iowa's prison population
- Timely provide all Correctional Impact Statements requested by the Iowa Legislature in the 2026 session (110+ reports), providing valuable information about how proposed bills would affect Iowa's correctional system
- Publish final revised SCIP Gun Violence Report for the Office of Drug Control Policy
- Contribute data to the Criminal and Juvenile Justice Three-Year Plan
- Fulfill data requests and reports for agencies as requested

Measures and Targets for FY2026:
- The percentage of state, county, or local agencies reporting satisfaction with research and evaluation services provided – target is 100%
- The count of state, county, or local Iowa agencies informed via reporting to make more effective data-driven decisions – target is 12

Manage Enterprise Data & Open Checkbook

Program Description: Manage the State of Iowa's fiscal transparency initiative. Work in this area makes checkbook level transactions recorded in the State's central accounting system accessible to the public on the Iowa Checkbook. Manage the Enterprise Data Warehouse which is a centralized collection of databases from multiple sources, to reduce duplication, ensure data quality, and provide data and analytics across departments.

Operational Goal supported: Make state government data available to Iowans

Action Items for FY2026:
- Implement new Iowa Data Hub
- Develop Action Audit Log, Site Traffic, and Asset Usage reports

Measures and Targets for FY2026:
- The number of visits to Iowa Data Hub – target is to establish a baseline
- The number of downloads from Iowa Data Hub – target is to establish a baseline
- The number of datasets, reports, and dashboards created and published – target is to establish a baseline

Justice Data Warehouse

Program Description: Iowa's Justice Data Warehouse (JDW) is a central repository of key criminal and juvenile justice information received from the Judicial Branch, Department of Corrections, and the Department of Health and Human Services. The mission of the JDW is to provide the justice information to system officials, the legislature, and the general public, and to provide decision-makers with improved statistical information about justice system activities.

Operational Goal supported: Improve ability for Iowa's Executive, Legislative, and Judicial Branches, in addition to county and local agencies, to make data-driven decisions by providing high-quality research, data reporting, data analysis, and data sharing capabilities among agencies.

Action Items for FY2026:
- Complete JDW migration from Teradata to Google Cloud Platform
- Create two (2) self-service dashboards for public access to adult and juvenile criminal justice data
- Serve state agencies and the public by timely responding to all data requests
- Maintain all regular data reports in order to serve the agencies that rely upon them

Measure and Target for FY2026:
- The count of unique requestors (agencies or Iowans) requesting and receiving data reports from the Justice Data Warehouse and staff – target is 40

Iowa Integrated Justice

Program Description: Iowa Integrated Justice (IIJ) is a real-time data exchange system for critical data that needs to be shared among state, county, and local Iowa agencies. IIJ was created to increase efficiency and improve public safety. IIJ is part of Iowa's behind-the-scenes critical infrastructure, moving data for 10 state-level agencies, 67 county attorneys, 99 county sheriffs, 268 police departments, and the Iowa State Patrol. IIJ is not a public-facing system and security transmits sensitive data nearly one million times every month.

Operational Goal supported: Improve ability for Iowa's Executive, Legislative, and Judicial Branches, in addition to county and local agencies, to make data-driven decisions by providing high-quality research, data reporting, data analysis, and data sharing capabilities among agencies.

Action Items for FY2026:
- Complete migration of IIJ from DPS network to Oracle Cloud Infrastructure
- Complete development of three (3) new data exchanges
- Maintain 24 existing exchanges and modify/upgrade as needed to adapt to agencies' changing technology

Measure and Target for FY2026:
- The number of new Data Sharing Agreements and IIJ Charters established between state/county/local agencies using the data-sharing system – target is 3

Infrastructure Services

Program Description: Responsible for infrastructure technology management and operations support throughout state government, including the management and administration of information technology (IT) assets such as data centers, servers, mainframes, networks, storage, desktops, mobile devices, and related infrastructure components

Operational Goal supported: Commoditize cyber operations, improve cyber resiliency, and improve senior leadership transparency related to cyber risk

Action Items for FY2026:
- Test/upgrade utilizing in redundant infrastructure to minimize downtime
- Utilize redundant infrastructure to serve as failover in the event of an outage
- Perform planned quarterly disaster recovery drill targeting files and servers
- Perform annual 'unplanned' disaster recovery drill

Measures and Targets for FY2026:
- The percentage of uptime for the core network – target is 99.9%
- The number of disaster recovery drills performed – target is 5

Information Security

Program Description: Responsible for developing, implementing and maintaining information security policies, standards, and practices for state government

Operational Goals supported:
- 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

Action Items for FY2026:
- Leverage DAS consolidated LMS
- Deliver annual unified training
- Establish statewide ITSM tool
- Feed inventory data into central CMDB
- Centralize enterprise patching to unified tool (ManageEngine) where possible
- Leverage Endpoint Detection Response software to deploy patching tool to inventoried devices
- Continue to provision multi-factor accounts to new staff for access to Workday and State of Iowa applications
- Conduct annual inventory of executive branch websites
- Ensure layer 7 firewall in place for all identified websites
- Conduct annual inventory of existing endpoints
- Ensure identified endpoints enrolled in endpoint detection

Measures and Targets for FY2026:
- The percentage of State Employees that have Completed Security Awareness Training – target is 100%
- The percentage of Agencies that Completed Annual Inventory – target is 100%
- The count of Statewide Information Systems that have an Enterprise Patching Tool Installed – target is to establish a baseline
- The count of Statewide Accounts that have Multi-Factor Authentication – target is to establish a baseline
- The percentage of Business Interfaces Protected by the Layer 7 Firewall – target is 100%
- The percentage of Statewide Information Systems that have the Enterprise Endpoint Protection and Response (EDR) Installed – target is 100%
- The count of state and local government information systems that have the Enterprise Endpoint Protection and Response (EDR) Installed – target is to establish a baseline
- The number of Vulnerabilities Patched or Managed – target is to establish a baseline

Application Delivery

Program Description: Responsible for software application, development, maintenance, and training and for providing advice and assistance in developing and supporting business applications throughout state government

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

Action Item for FY2026: Continue to seek visibility and clarity into the existing work underway with an IT component, meeting the definition of an IT project, and ensure compliance with the reporting requirements

Measure and Target for FY2026:
- The number of active IT projects reported on the IT projects dashboard – target is 170

Business Management

Program Description: Responsible for procurement, contracting, vendor management, financial management, brokerage services, and related business support activities

Operational Goal supported: Centralize IT contracting through Department of Management

Action Item for FY2026: Work with vendors and resellers to centralize licensing/contracts, co-term billing cycles and negotiate pricing, to eliminate redundant, independent agreements

Measure and Target for FY2026:
- The number of independent IT agreements eliminated due to unification / centralization – target is 15

Empower Rural Iowa Broadband Grant Program

Program Description: Administers broadband programs designed to increase access to high-speed Internet services in underserved and unserved areas of the State of Iowa.

Operational Goal supported: Increase locations in Iowa served with broadband access

Action Item for FY2026: Collect and review broadband infrastructure project completion data to confirm the awarded locations are served

Measure and Target for FY2026:
- The count of locations served in Iowa – target is 17,000