

**DEPARTMENT
of
MANAGEMENT
PERFORMANCE
REPORT**

**Performance Results
Fiscal Year 2024**

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EXECUTIVE SUMMARY

The Department of Management (DOM) is pleased to present our Performance Report for Fiscal Year 2024 (July 1, 2023 - June 30, 2024). This report contains information about the services DOM administered in FY24. 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 2024 Performance Plan measures and results by core function and service, product or activity (SPA).

AGENCY OVERVIEW

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.

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
- Information Technology

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)
- Lean/process improvement initiatives
- Policy development and analysis
- Revenue estimating and economic forecasting
- Enterprise project management
- State Appeal Board administration
- Local government budget certification and support
- Utility tax replacement administration
- Collective bargaining support
- Lead, direct, manage, coordinate, and provide accountability for the information technology resources of state government
- Research, data analytics, and program evaluations to assist in making data-driven decisions

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, and State Appeal Board claimants.

FY24 Operations Budget

- General Fund appropriation - \$7,188,580 to support department operations & cyber security
- RUTF appropriation - \$56,000 to support budget work done on behalf of the DOT
- Technology Reinvestment Fund (TRF) Appropriations
 - Transparency Project - \$45,000
 - Iowa Grants Management - \$50,000
 - Local Government Budget System Upgrade - \$120,000
 - Socrata/Tyler Tech license - \$382,131
 - Local Government Property Tax Technology - \$100,000 (new)
- Operating Fund - \$53,447,500 to support DoIT daily operations funded by fees for services charged to agencies
- IOWAccess - \$6,289,551 – funded by Driver Motor Vehicle Abstract Sales and Interest to support citizen-facing programs

KEY RESULT

SERVICES/ PRODUCTS/ ACTIVITIES

Name: Lean and Organizational Change Management

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

Organizational change management is a strategic framework for empowering an organization to embrace and thrive through change. Change management is the application of a structured process and set of tools for leading the people side of change to achieve a desired outcome.

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.

Change management supports the people when implementing changes identified through continuous improvement efforts, resulting in the increased likelihood of achieving the end goal.

What we are doing to achieve results: DOM's Lean/OCM team works collaboratively with other state agencies in order 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.

DOM offered 12 continuous improvement courses in FY24 with 72 individuals attending. 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 FY24 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.

Growing a continuous improvement culture requires leadership support. In FY24, 9 agencies identified an internal point of contact to assist them in improving efficiency 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 serving as customers on Lean event teams and seats for training were made available to external entities such as the City of Anamosa.

Another means for collaboration with partners is through membership to the Iowa Lean Consortium. This membership allows for sharing of improvement projects in state government, as well as making connections with stakeholders who are also building a culture of continuous improvement.

While building the mindset for daily continuous improvement is important, Lean events are still a key strategy to eliminate waste in focused processes. Lean events are a structured, team-oriented process that focus on a specific process. Customers, internal and external to state government, continue to be key players in Lean events.

One example of this is from the Department of Corrections (DOC). In February 2024, the DOC sponsored a Lean event that focused on the Iowa Domestic Abuse Program (IDAP). The event was held to address several operational inconsistencies within the IDAP program. The event brought together key players in the field with expertise. The team focused on three main areas: fee structure, intake process, and absolving state monitoring for non-reoffenders.

The team conducted a review of the current state of how the IDAP is implemented in all eight districts with the goal to create one uniformed process/model for delivery. What the team saw was a passion for the work, positive relationships being built with stakeholders, and communication occurring across districts. They also identified inconsistencies in program and restart fees across different judicial districts, variation in intake process, and monitoring of clients who have not reoffended.

By working together, the team established a future state that included:

- Establishing a standard program fee and a standard restart fee for instances where participants may need to resume the program
- A uniform procedure across all eight judicial districts for intake
- Establishing criteria to absolve the state from monitoring clients who have not reoffended after five years

The Lean event was a major step toward improving the overall efficiency of the IDAP program, providing a more consistent and equal treatment (same fee, same number of absences, same rules etc.) for all participants.

In FY24, the Data, Planning, and Improvement office became responsible for Organizational Change Management for the enterprise. The team has been working to build standard programming for change management and will continue the efforts in FY25.

Performance Measures:

- Number of Lean Projects achieving improved efficiencies

Performance Target: 20

Results: 19

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

Performance Target: 30

Results: 33

- Number of staff attending Lean training

Performance Target: 100

Results: 72

Data reliability: DOM's Office of Lean and agency designated Lean Liaisons coordinate the scheduling and facilitation of Lean events and monitors event follow-up. DOM also tracks training attendees.

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. These measures also provide professional development so staff are trained on continuous improvement and successful change strategies. Also to provide professional development so staff are trained on improvement and successful change.

KEY RESULT

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:

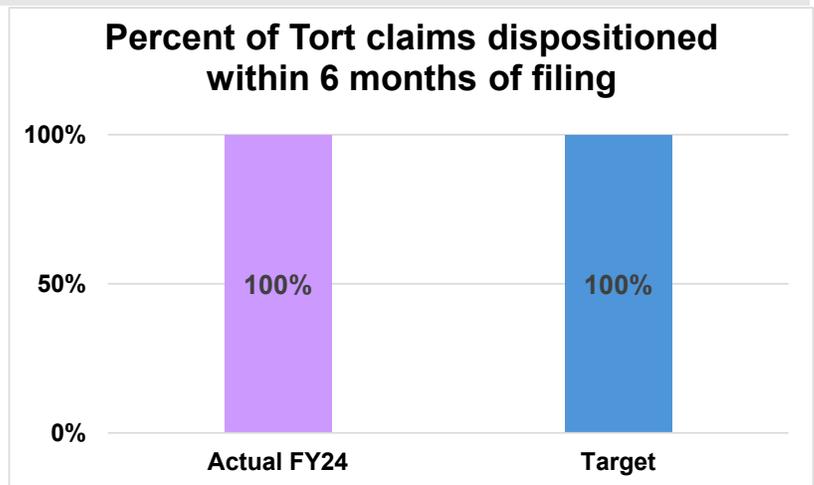
% of tort claims dispositioned within 6 months of filing

Performance Target:

100%

Data Sources:

DOM



Data reliability: An independent audit was conducted by FORVIS LLP.

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

KEY RESULT

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

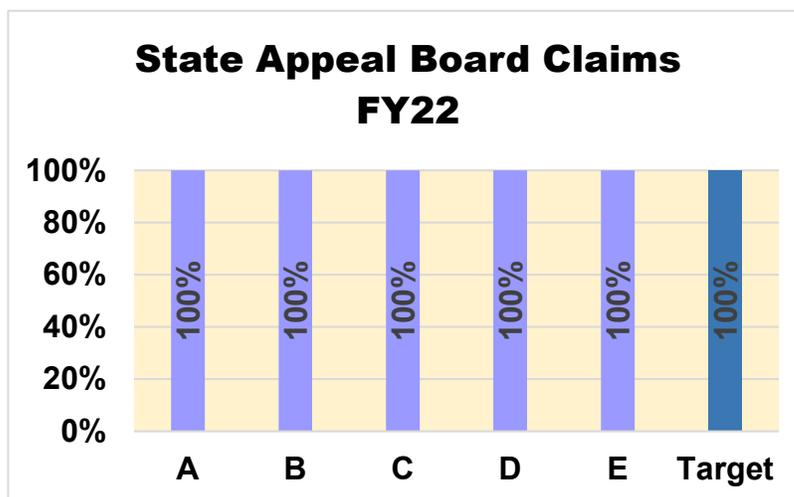
- A. % of requests for SAB information delivered within 7 days
- B. % of requests for SAB information delivered accurately
- C. % of SAB claims processed within 3 weeks of SAB decision
- D. % of SAB claims processed accurately
- E. % of SAB budget appeal hearings held by June 30

Performance Target:

100%

Data Sources:

DOM



Data reliability: An independent audit was conducted by FORVIS LLP

KEY RESULT

SERVICES/ PRODUCTS/ ACTIVITIES

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, providing extensive local government training and assistance geared to help in the understanding of the processes and reporting requirements.

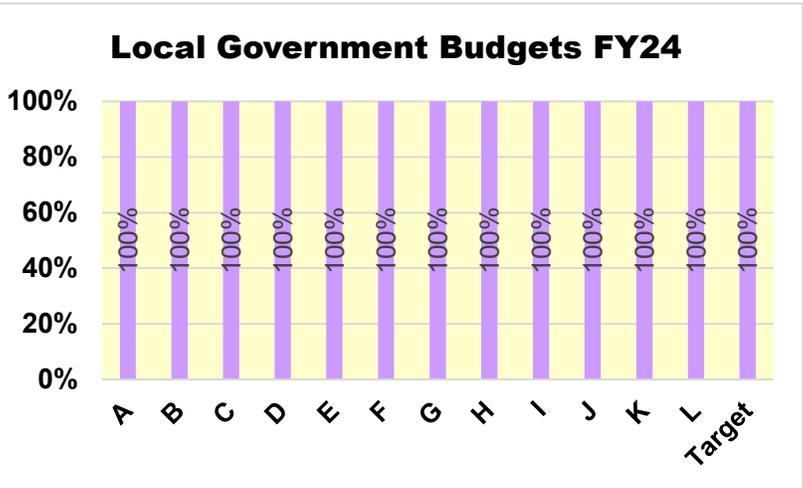
Why we are doing this: To meet statutory requirements and to provide oversight and statewide consistency for these complex functions, while providing a central repository for budget and valuation information.

What we are doing to achieve results: DOM is 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.

AGENCY PERFORMANCE PLAN RESULTS FY 2024

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 from S&P, Moody's, and Fitch, the highest ratings of AAA Data Source: S&P Global Ratings, Moody's Analytics, and Fitch Ratings
Service, Product or Activity: Planning & Accountability			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
% of agencies that meet established AGA requirements (Performance Plans, Performance Reports)	100%	100%	AGA plans and reports were required to be submitted by July 1, 2024, and all agencies are in compliance.
Number of Lean projects achieving improved efficiencies	20	19	See Key Results Template
Number of state government staff trained or in training to lead/facilitate Lean events	30	33	See Key Results Template
Number of state government staff completing Lean training classes	100	72	See Key Results Template
Total number of downloads from Iowa Data	16,200	17,695	Top five datasets with most downloads in FY2024 were Insurance Producer Business Entities Licensed in Iowa, Iowa Liquor Products, Active Iowa Business Entities, Insurance Companies Licensed in Iowa, Claims Against State of Iowa.

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
% of departments receiving grant funding that use IowaGrants to track, manage and report activity	100%	71%	What Occurred: Continued working to promote IowaGrants to agencies not using the system and provided technical assistance for those using IowaGrants

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
City Budgets			
A. % of city requests for budget materials that are timely	100%	100%	See Key Results Template
B. % of city requests for budget materials that are accurate	100%	100%	See Key Results Template
C. % of city government rates certified by June 15	100%	100%	See Key Results Template
Property Valuations			
D. % of accurate property valuations on file	100%	100%	See Key Results Template
Utility Tax Replacement			
E. % of utility tax replacement tax data delivered to the counties accurately	100%	100%	See Key Results Template
F. % of utility tax replacement tax data delivered to the counties timely	100%	100%	See Key Results Template

Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
County Budgets			
G.% of county budget annual report materials delivered timely	100%	100%	See Key Results Template
H.% of county budget annual report materials delivered accurately	100%	100%	See Key Results Template
I.% of county government rates certified by June 15	100%	100%	See Key Results Template
School Budgets			
J.% of school aid payments that are accurate	100%	100%	See Key Results Template
K.% of school aid payments done timely	100%	100%	See Key Results Template
L.% of school district rates certified by June 15	100%	100%	See Key Results Template