



**Department of
Management**

**Annual
Performance
Report for the
Iowa
Department of
Management**

FY 2026



Message from the Director

This report outlines the Iowa Department of Management's performance for fiscal year 2026 and highlights how our work supports state government and the people of Iowa.

Our core mission is service. Over the past year, we delivered key operational advances, including strengthening cybersecurity, executing major IT consolidations, modernizing budget workflows, and enhancing state data availability for Iowans.

As we move forward, our focus remains on collaboration, integrity, and delivering efficient, 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 FY2026 Operational Plan.

Of the 43 total measures tracked, performance met or exceeded targets for 37 measures. Operational performance has been reviewed where 6 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

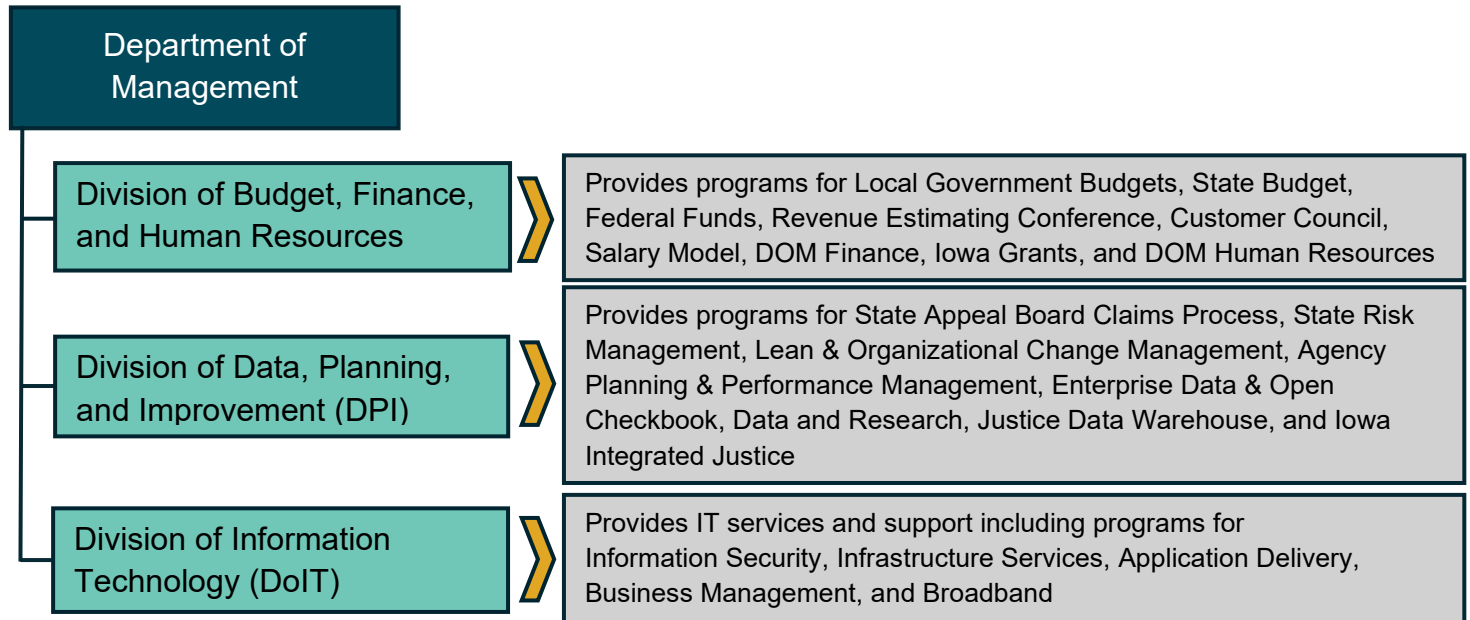
Teamwork

Service

Partnership

Organizational Structure

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



Progress Made in FY2026 on Improvement Efforts

Throughout FY2026, 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

DOM launched the State Property Tax Dashboard to give Iowans clear, accessible transparency into local government property taxes, levies, and expenditures. The dashboard makes this information available to taxpayers, policymakers, and local officials in one public location and helps residents understand how local governments raise and spend property tax dollars. The dashboard was completed and operational by the end of FY2026 and supports DOM's objective of increasing transparency into government financial activity.

DOM DPI transitioned Iowa Open Data to a new platform to provide state agencies and the public with modern, high-performance tools for data analysis and transparency. Benefits of this transition have included:

- Enhanced processing and analysis of large datasets for state agencies
- Improved data sharing capabilities, both internally and with the public
- Granular access controls and permissions to strengthen data security
- Highly customizable reports and dashboards tailored to specific needs
- A scalable foundation for future machine learning and AI initiatives
- A simplified, intuitive interface for easier data discovery

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

DOM's Lean personnel presented on "Lean in Government" to the Association of Government Accountants (AGA). DOM's Lean team along with Lean leaders in the Iowa Department of Corrections presented at the Iowa Lean Consortium on the impact of the Lean events done across state agencies.

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 317 state employees. Other agencies offered courses focused on continuous improvement to more than 2,000 state employees. These courses provide knowledge, tools, and skills for problem solving and improving processes for customers.

Additionally, DOM's Lean Administrators partnered with Cedar Falls Utilities to teach a cohort about continuous improvement methodology and how to facilitate Lean Events.

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

- Sept. 25 – IDALS – Case Review
- Jan. 26 – DOM – Purchasing
- Feb. 26 – DPS – Procurement Process

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 – Mobile Carrier Consolidation (transition to T-Mobile)
- DOM – Iowa Contact Modernization (AWS transition)
- IUC – Iowa Contact Modernization (AWS transition)
- DOT – Iowa Contact Modernization (AWS transition)
- IDR - Iowa Contact Modernization (AWS transition)
- HHS - Iowa Contact Modernization (AWS transition)

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

DOM DoIT strengthened enterprise security governance and operational readiness. The Information Security Advisory Panel (ISAP) operated throughout FY2026, providing executive-level oversight of cyber risk and delivering recurring cyber threat intelligence briefings. DOM also published updated core cybersecurity playbooks — a statewide Security Operations Center management guide and a formal Cyber Security Incident Response Plan — strengthening governance, escalation, and response procedures across agencies.

DOM continued extending Endpoint Detection and Response (EDR) coverage across state and county systems statewide, built on an accurate, jointly maintained device inventory. DOM also advanced enterprise resilience through ongoing disaster-recovery exercises, network monitoring, and statewide security awareness training, with coverage metrics tracked operationally.

Enterprise Security also expanded its partnership with the Iowa National Guard, adding new layers of monitoring and defensive capability while conducting joint training sessions and tabletop exercises to ensure Iowa's Cyber Incident Response Team (CIRT) — a multi-disciplined team spanning the Department of Management, Department of Public Safety, Iowa Homeland Security and Emergency Management, the Iowa National Guard, Iowa State University, and the Secretary of State's Office — remains ready to respond to any cyber disruption. During periods of heightened risk, DOM has implemented internal change freezes to preserve system stability, maintained 24/7 Security Operations Center coverage, and placed its DOM teams in a heightened-vigilance posture.

The General Assembly also strengthened the legal framework supporting this work, enacting Iowa Code §8.97 (House File 1028, 2026) in FY2026, which protects communications between the Chief Information Security Officer and other entities regarding security incidents and encourages open, timely communication about cyber risk. Together, these efforts advanced the confidentiality, integrity, and availability of State of Iowa data while strengthening public trust in the state's ability to protect sensitive information.

Strategic Initiative 4: Achieve efficiencies via implementation of DoIT reorganization

During FY2026, DOM continued aligning information technology purchasing to improve consistency, transparency, and accountability for technology spending across state government. Iowa Code §8.76 establishes DOM as the IT procurement authority for supported entities. DOM used that authority to evaluate technology purchases from an enterprise perspective rather than solely as individual agency transactions and to move from agency-by-agency purchasing toward consolidated, enterprise-level agreements.

On June 8, 2026, the State executed two enterprise agreements: a managed services agreement for infrastructure and end-user services and a cloud migration and modernization agreement. Together, they support consolidated operations, more predictable costs, and clearer accountability for IT services across state government.

These efforts build on FY2025 results, in which 51 independent IT agreements were eliminated through unification and centralization, and continue to reduce fragmented IT purchasing across the enterprise. The managed services transformation is also expected to generate significant recurring savings once fully implemented.

Major Accomplishments in FY2026

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

Supporting Local Governments

DOM's Local Government team supports hundreds of cities, counties, townships, school districts, and levy authorities in budgeting and reporting. In FY2026 the team:

- Completed the system and process changes needed to implement property tax legislation from the 2024 through 2026 legislative sessions, including HF 718, SF 2442, and SF 2472, ahead of their effective dates.
- Engaged local officials through the City Finance Committee and legislative working groups to test proposed changes before implementation.
- Built a new local government debt database, which was complete and operational by the end of FY2026.
- Continued its training program for local officials, delivering in-person and web-based trainings and maintaining training videos, written directions, and example documents on the DOM website.

Strengthening Federal Program Financial Controls

During FY2026, DOM served as the State's central point of contact for audit follow-up, working with agencies, federal partners, and the Office of Auditor of State to strengthen accountability for public funds. DOM coordinated the State's response to a federal single audit of programs administered by Iowa Workforce Development, submitting the State's initial response on time and helping the agency strengthen internal controls, written procedures, reconciliation practices, and staff training. That work narrowed the federal reviewer's open items to three. DOM also worked with the Office of Auditor of State to follow up on a federal determination favorable to the State on an earlier Coronavirus Relief Fund audit finding.

Through these efforts, and through a collaborative working group with partner agencies, DOM is helping build sustainable controls that reduce the risk of recurring findings and support responsible management of federal funds.

Modernizing State Budget Development and Reporting

DOM continued modernization of state budget development and reporting during FY2026, including implementation and refinement of Workiva in production of the Governor's Budget Book, Budget-in-Brief, and related budget products.

The work streamlined production processes, reduced manual activity, improved consistency and accuracy, and strengthened DOM's ability to produce and maintain statewide budget information. The

Department also continued developing internal expertise and more sustainable processes to reduce dependence on individual staff knowledge and improve continuity of critical budget functions.

State Appeal Board

DOM DPI launched a new, modern system (Origami) for managing claims filed against the State of Iowa, as governed by the State Appeal Board. The Origami system provides significant improvements including process automation for greater efficiency, advanced dashboards and reporting capabilities, and the ability to add digital attachments and notes to significantly reduce paper files.

Data and Research Team

In FY2026, the 8-member Data and Research Team completed migration of two critical justice systems to the cloud, improving performance and reducing costs.

- The Justice Data Warehouse (JDW) now operates in Google Cloud, with significantly faster data loads and stronger predictive analytics.
- Iowa Integrated Justice (IIJ) now operates in Oracle Cloud, with reduced downtime and cost savings.

The Data and Research team also:

- Launched public-facing dashboards at justicedata.iowa.gov on criminal and juvenile justice, OWI, and other traffic charges, built on the JDW.
- Implemented two new IIJ data exchanges: one sending court protective orders to the Attorney General's office for victim notification, and one returning criminal complaint dispositions to the originating law enforcement agency.
- Built a prosecution metrics dashboard for a county attorney's office.
- Completed reports on the Tech2Connect and Higher Education in Prison programs, traffic convictions and crashes, gun violence, the annual prison population forecast, and 157 correctional impact statements for the Legislature.

Infrastructure Services

DOM successfully started the State's migration of roughly 5,500 executive branch servers and virtual workloads to the cloud. This will establish one common hosted environment and management platform for all impacted workloads at project completion. Security and compliance reviews are built into the approach, including required approvals before any automated or AI-assisted tools touch State systems, which protects the confidentiality, integrity, and availability of State data.

By replacing aging data center infrastructure with a standardized cloud foundation, DoIT is positioned to deliver improved functionality and long-term cost savings to agencies through reduced technical debt and server licensing costs.

The Mobile Phone Consolidation project drives enterprise device management through consolidation and standardization of mobile services across the State of Iowa. By migrating agencies to a single cellular provider and centralized device management platform, the project enhances service reliability, strengthens device and data security, ensures compliance with state and federal standards, and reduces costs. In FY26, 21 agencies migrated over 7,500 lines to this consolidated, standardized environment and recovered more than \$259,000 in buyback value for retired devices through a secure e-cycle program.

DOM led the effort to consolidate 51 call centers across executive-branch agencies onto a single Amazon Connect platform, replacing agency-by-agency solutions with a shared, enterprise approach. 23 of 51 call centers are now migrated to AWS, giving agencies consistent tools and a more efficient model for serving Iowans. We completed the federal tax information (Pub 1075) compliance documentation for the Department of Revenue's call center and secured the platform's infrastructure on AWS-native services, which strengthens the protection of sensitive taxpayer and constituent data. This project is scheduled to be completed in January 2027.

Information Security

On January 29 and 30, 2026, DOM DoIT and partners hosted a two-day Cyber Incident Response Training at the State Emergency Operations Center for leaders and technical experts across the state. Day one focused on the business side of incident response — decision-making, communication, and coordination — while day two offered hands-on technical training for staff responsible for technical response activities. Both in-person and virtual attendance were available, with observers welcome on both days.

This training resulted in leaders and technical staff sharing a common foundation for responding to a cyber incident — with decision-makers and hands-on responders trained side by side rather than separately — strengthening coordination if a real incident occurs.

In April 2026, DOM DoIT, in partnership with Iowa Homeland Security and Emergency Management, led the state's Annual Incident Response Exercise, known as “Cyber Flood” — a multi-day, statewide exercise that tested how state agencies would detect, respond to, and recover from a real cyberattack. Participating agencies received advance planning materials and guidance, with both in-person and virtual participation available. A separate session was held for cities, counties, and school districts, hosted in partnership with Iowa State University.

An honest after-action review found real strengths — leaders stayed engaged, agencies coordinated well with one another, and communication held up under pressure. The review also identified opportunities for continued improvement, including strengthening oversight of agency cloud services, maturing identity and access management practices, developing joint incident response playbooks with individual agencies, and deepening regular communication between DOM and agency partners. Iowa now knows, from an actual test rather than a guess, that its incident response works — and

exactly where to make it stronger. Both improvement areas identified in the review are being tracked to completion.

DOM also deepened its partnership with Iowa Homeland Security and Emergency Management and facilitated numerous multi-agency working groups focused on protecting Iowa's critical infrastructure, including the water and power sectors. These partnerships connect the people who run and protect Iowa's water and power systems with the broader state cybersecurity community, strengthening preparedness and coordination before a cyber incident affects the services Iowans depend on every day.

All FY2026 Performance Indicators

Division of Budget, Finance, and Human Resources

The FY2026 operational goals for the Division of Budget, Finance, and Human Resources were to :

- Maintain support for local government budgets
- Maintain support for state budget development
- Maintain salary model and projections as requested
- Maintain support for federal fund programs
- Maintain support for the REC
- Maintain support for state agencies through the Customer Council
- Reduce number of manual processes for IT purchasing
- Increase state agency usage of IowaGrants.gov for grant management
- Create dashboard for leadership to review and monitor KPIs related to HR
- Reduce paper-based processes

Performance was tracked using the following measures:

Measure	Target	Actual
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%	100%
Percentage of Annual Urban Renewal Reports (AURRs) Submitted by December 1	100%	100%
Percentage of Bill Summaries & Legislative Action Provided Timely	100%	100%
Percentage of Salary Projections 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%
Number of Meetings Held for the Revenue Estimating Conference	3	3
Number of Meetings Held for the Customer Council	3	3
Count of Manual Processes for IT Purchasing	-	100
Percentage of State Agencies Receiving Grants Using IowaGrants.gov	100%	100%
Percentage of HR KPIs Published to Dashboards	100%	100%
Count of Paper-Based Processes Reviewed	-	100

Division of Data, Planning, and Improvement (DPI)

The FY2026 operational goals for DPI were to:

- Enhance efficiencies with moving State Appeal Board Process and Data to an online format
- Identify trending, especially for preventable claims
- 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
- Make state government data available to Iowans
- Drive connection between departmental strategic planning and the governor's priorities
- 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.

Progress towards these goals was tracked using the following measures:

Measure	Target	Actual
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 Times Issues Are Addressed to Reduce Trending of Higher Volume/Expense Claims	-	3
Number of People That Attended DOM-Developed Lean/OCM Training Opportunities	125	317
Number of People that Attended Lean/OCM Training Opportunities Hosted by Other State Agencies	2,000	2,007
Number of Agencies Engaged in Lean/OCM Opportunities	-	12
Percentage of Agencies That Met Established Accountable Government Act Requirements	100%	100%
Percentage of Agencies Engaged with Outreach During Planning Process	100%	100%
Percentage of State, County, or Local Agencies Reporting Satisfaction with Research and Evaluation Services Provided	100%	100%
Count of State, County, or Local Iowa Agencies Informed Via Reporting to Make More Effective Data-Driven Decisions	12	28
Count of Unique Requestors (Agencies or Iowans) Requesting and Receiving Data Reports from the Justice Data Warehouse and Staff	40	44
Number of New Data Sharing Agreements and IIJ Charters Established Between State/County/Local Agencies Using the Data-Sharing System	3	3

Division of Information Technology (DoIT)

The FY2026 operational goals for DoIT were to:

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

Progress towards these goals was tracked using the following measures:

Measure	Target	Actual	Comments
Percentage of Uptime for the Core Network	99.9%	99.99%	
Number of Disaster Recovery Drills Performed	5	5	
Percentage of State Employees That Completed Security Awareness Training	100%	93%	The decline reflects an influx of new employees; automatic training enrollment did not consistently occur in a timely manner for incoming staff, leaving a growing number of new hires that did not complete the training.
Percentage of Agencies That Completed an Annual Inventory	100%	100%	
Percentage of Business Interfaces Protected by the Layer 7 Firewall	100%	99%	
Percentage of Statewide Information Systems with the Enterprise Endpoint Protection and Response (EDR) Installed	100%	96%	
Number of Active IT Projects Reported on the IT Projects Dashboard	170	164	
Number of Independent IT Agreements Eliminated Due to Unification/Centralization	15	10	DOM continues to consolidate IT contracts from other agencies into the DOM IT Contract portfolio. DOM Contracting has focused on moving contracts to DOM to gain a broader view of IT contracts in effect throughout the state agencies. Plans to analyze the single-agency IT contracts for possible consolidation are being developed.
Count of Locations in Iowa Served with Broadband Services	17,000	12,209	A number of projects from NOFA 7 and NOFA 8 were granted extensions to finish building out into FY27. NOFA 9 (BEAD) finished subgrant agreement execution in FY26. These projects are beginning the environmental review stage and have four years to complete buildout.