

**DEPARTMENT
of
MANAGEMENT
PERFORMANCE
REPORT**

**Performance Results
Fiscal Year 2016**

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INTRODUCTION

The Department of Management (DOM) is pleased to present our Performance Report for Fiscal Year 2016 (July 1, 2015 - June 30, 2016). This report contains information about the services DOM provided over the past fiscal year. 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 2016 Performance Plan measures and results by core function and service, product or activity (SPA).

AGENCY OVERVIEW

Mission: The Department of Management leads enterprise budgeting and performance and accountability systems so that lowans receive the highest possible return on public investment.

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

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 and Results Iowa)
- Lean/process improvement initiatives
- Policy development and analysis
- Revenue estimating and economic forecasting
- Early Childhood Iowa (ECI) program coordination
- Enterprise project management
- State Appeal Board administration
- Local government budget certification and support
- Utility tax replacement administration
- Collective bargaining support

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, local Early Childhood Iowa (ECI) groups, the state ECI Board, and State Appeal Board claimants.

Operations Budget

DOM received \$2,550,220 in General Fund appropriations in FY 2016 to support department operations. The Department also received a \$56,000 appropriation from the Road Use Tax Fund which supports the work done on behalf of the Iowa Department of Transportation.

General Fund appropriations for the Early Childhood Iowa Office totaled \$354,600 in FY 2016. These funds are appropriated to the Iowa Department of Education.

KEY RESULT TEMPLATE

CORE FUNCTION

Name: Enterprise Resource Management

SERVICES/ PRODUCTS/ ACTIVITIES

Name: Lean

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

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.

What we are doing to achieve results: DOM's Office of Lean Enterprise works collaboratively with other state agencies in order to identify and develop Lean facilitators, lead Lean events, and develop a culture of continuous improvement. During FY 16, 13 new staff was identified as being a Lean Facilitator and began the Lean Facilitator Training. A total of 7 trainings focused on Lean methodology were offered during FY 16. The Core Training, which provides basic information on Lean methodology and facilitation of Lean events, was offered 2 times with 19 new and existing facilitators attending. The Strategy Class for Kaizen and Design, which trains on the standard process for facilitation of Kaizen and Design events, was offered 3 times with a total of 17 new and existing facilitators attending. The Strategy Class for 5S, which trains on methods for creating and maintaining an organized, clean, high-performance workplace, was offered once with 5 staff attending. Lean Facilitator training will be ongoing throughout FY 17 as a total of 44 staff, from 14 agencies, have been identified to become or are currently Lean facilitators.

Collaboration with private partners continues to assist Lean facilitators in building their skills. Alliant Energy provided a Root Cause Analysis training that was attended by twenty-five facilitators. Trainings offered through the Iowa Lean Consortium (ILC) have provided facilitators the opportunity to enhance their Lean knowledge as well.

Fiscal year 2016 events reflected several events that were cross-agency events and also continue to include customers on the teams. Utilizing customer input has allowed agencies to add value to their processes. For example, Iowa Economic Development Authority sponsored a Kaizen event that focused on streamlining the Targeted Small Businesses process. This event invited a small business owner, and external entities that work closely with small businesses to be a part of the team and provide ways to improve the application process as well as the ongoing promotion of using Targeted Small Businesses. The improvements rolled out in December 2016 and are expected to have a positive impact on the growth of TSB enrollment and utilization.

Another example is the Iowa Department on Aging (IDA) sponsored a design event focused on streamlining and aligning how the Area Plan Process is utilized between the IDA and the Area Agencies on Aging (AAA) ensure efficient and effective services for customers.

DOM will continue to ensure the processes selected for improvement by agencies are critical to the success of respective agencies, linked to their strategic plan or focused on customer expectations.

Performance Measures:

1. Number of Lean Projects achieving improved efficiencies

Performance Target: 23

Results: 23

2. Number of state government staff trained and ready to lead/facilitate Lean events

Performance Target: 35

Results: 44

Data reliability: DOM's Office of Lean coordinates the scheduling and facilitation of Lean events and monitors event follow-up.

Why we are using this measure: To identify the number of the events launched that lead to improved efficiencies.

What was achieved: During FY 16, there was a focus on building capacity for Lean facilitators which centered on implementation of the Lean Facilitator training process. This focus resulted in a steady number of staff being identified to facilitate Lean events. The number of new and existing Lean facilitators are as follows: 28 in FY 14 to 31 in FY 15 to 44 in FY 16. The number of events doubled from FY 15 to FY16. As part of the continued training process, agencies will begin to identify opportunities for improvement, which should allow for the number of improvement opportunities to increase.

For a complete listing of Lean results achieved go to: <https://dom.iowa.gov/completed-lean-events>

KEY RESULT TEMPLATE

Core Function

Name: Adjudication (State Appeal Board)

Description: DOM coordinates and processes the State Appeal Board 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:

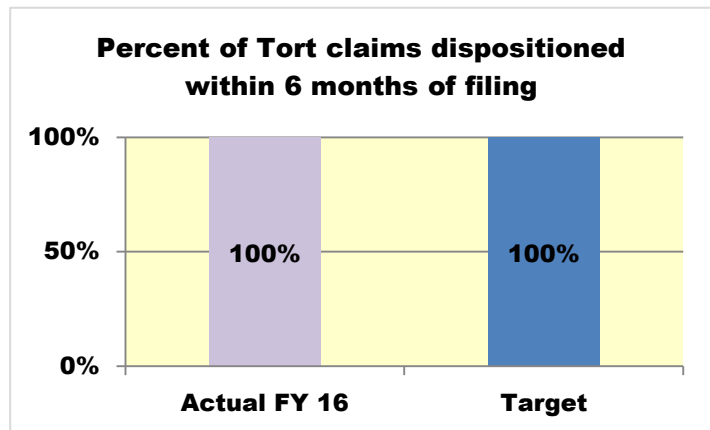
% of tort claims dispositioned within 6 months of filing

Performance Target:

100%

Data Sources:

DOM



Data reliability: An independent audit by KPMG is conducted each fiscal year.

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

KEY RESULT TEMPLATE

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 April 30

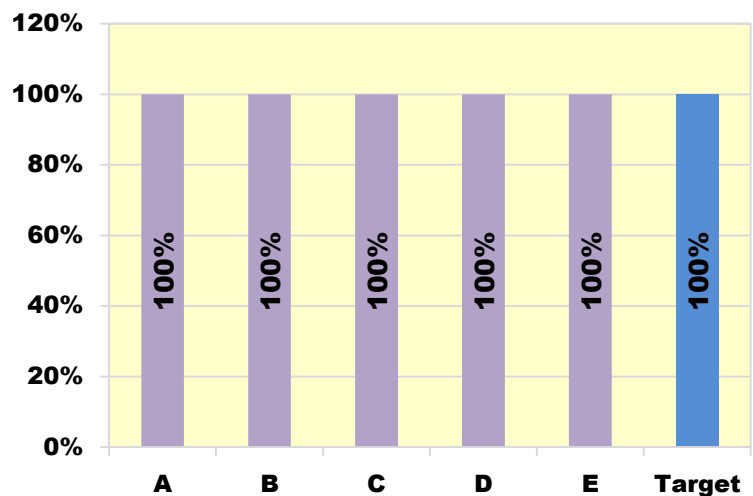
Performance Target:

100%

Data Sources:

DOM

State Appeal Board Claims



Data reliability: An independent audit conducted by KPMG during each fiscal year

Why we are using this measure: Agencies, individuals, legislators, general public rely on the timely and accurate work that DOM performs with regard to the State Appeal Board.

What was achieved: Claims were filed timely and within the guidelines of Iowa law.

KEY RESULT TEMPLATE

CORE FUNCTION

Name: Local Government Assistance

Description: DOM certifies local government property tax levies. DOM assists local governments in meeting statutory requirements related to budgets, valuations, annual reporting, Tax Increment Financing (TIF) reporting, and utility replacement taxes.

Why we are doing this: To meet statutory requirements and to provide a central point of contact providing 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:

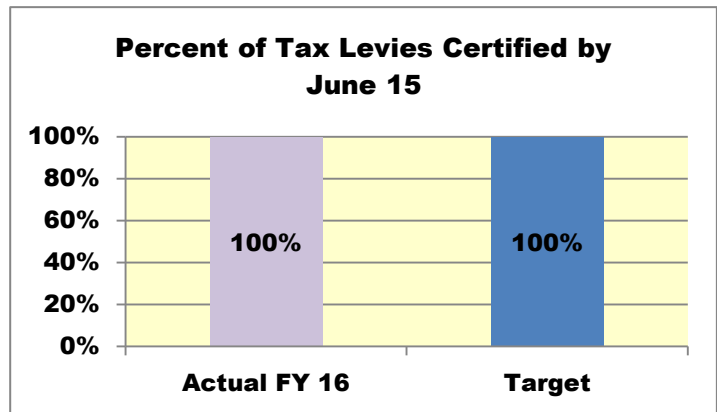
% of tax levies certified by June 15

Performance Target:

100%

Data Sources:

DOM



Data reliability: Independent audit by State Auditor's Office.

Why we are using this measure: Taxpayers, county auditors, legislators, local governments, and the business community rely on DOM's timely and accurate work with regard to property tax certifications, local budgets, school aid, annual reports, property valuations, and utility replacement taxes.

What was achieved: All property tax levies were certified on time.

KEY RESULT TEMPLATE

SERVICE/ PRODUCT/ ACTIVITY

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, and 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, to provide oversight and statewide consistency in these complex functions, and to serve as an independent central repository for budget and valuation information.

What we are doing to achieve results: DOM is improving performance by streamlining processes and applying technology as appropriate.

Results

Performance Measure:

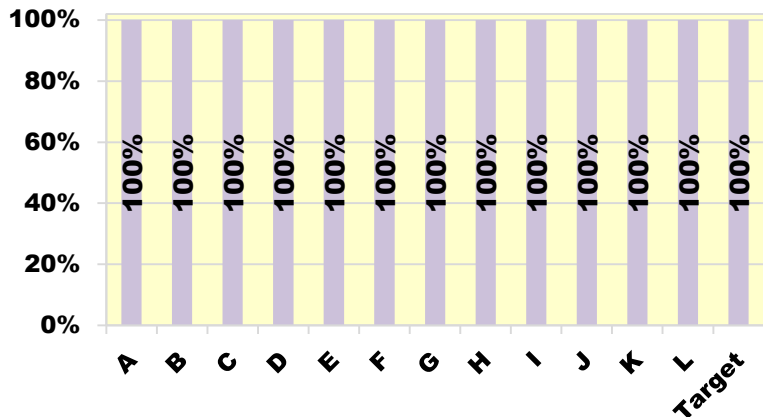
- A. % of city requests for budget materials that are timely
- B. % of city requests for budget materials that are accurate
- C. % of city government rates certified by June 15
- D. % of accurate property valuations on file
- E. % of utility tax replacement tax data delivered to the counties accurately
- 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

Local Government Budgets



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.

What was achieved: DOM met the 100% target goal for each of the 12 measures included in this key results template.

AGENCY PERFORMANCE PLAN RESULTS FY 2016

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 Standard and Poors highest rating of AAA Data Source: Standard and Poors
Service, Product or Activity: Planning & Accountability			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
% of agencies that meet established AGA requirements (Strategic Plans, Performance Plans, Link to Enterprise Plan and Performance Measures, Performance Reports)	100%	98%	All AGA related plans and reports are posted on the Data.Iowa.Gov and on the Results Iowa website
Number of new and ongoing Lean projects achieving improved efficiencies	23	23	See Key Results Template
Number of state government staff trained and ready to lead/facilitate Lean events	35	44	During FY 16, there was a focus on building capacity for Lean facilitators which centered on implementation of the Lean Facilitator training process.

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 time frame 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

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

Core Function: Education			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
Service, Product or Activity: Early Childhood Iowa (ECI)			
% of parents receiving Early Childhood Iowa family support reporting an increase in confidence and compliance in parenting abilities	80%	83%	This item is reported through a nationally approved assessment
% of preschool-age children receiving Early Childhood Iowa preschool support that demonstrate age appropriate skills	84%	92%	Age appropriate skills are determined by a variety of instruments
% of Early Childhood Iowa budgets reviewed at the state level within 10 working days	96%	100%	The ECI Office, with the assistance of the ECI technical assistance team, continues to improve the efficiency of the budget review process
% of contracts in place with Early Childhood Iowa areas by August 1	87%	87%	The 100% represents 38 of the 38 ECI Area Boards