

DEPARTMENT
of
MANAGEMENT
PERFORMANCE
REPORT

**Performance Results
Fiscal Year 2009**

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INTRODUCTION

The Iowa Department of Management (DOM) is pleased to present our Performance Report for fiscal year 2008 (July 1, 2008 - June 30, 2009). 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 key results areas and a spreadsheet that provides all of our FY 2009 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, Results Iowa and performance auditing
- Lean/process improvement initiatives
- Policy development and analysis
- Revenue estimating and economic forecasting
- Community empowerment 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 community empowerment groups, the state empowerment board, state appeal board claimants, media and state employee labor organizations.

Organizational Structure

To deliver its services and products, DOM employed 32 staff during the first half of FY 2009 and 31 staff during the second half of the fiscal year. The department is structured into two divisions- State and Local Budget and Performance Results.

Operations Budget

DOM received \$3,309,620 in funding for general operations in FY 2009.

De-appropriations of \$50,842 and \$67,825 took place in December and March respectively. In addition, Grants Enterprise Management System (GEMS) was funded with \$160,000 in federal indirect cost recovery funds and Community Empowerment operations were funded through a \$400,000 appropriation transfer from the Department of Education.

KEY RESULT TEMPLATE

CORE FUNCTION

Name: Enterprise Resource Management

SERVICES/PRODUCTS/ACTIVITIES

Name: Planning and Accountability

Description: This SPA addresses many areas of the Accountable Government Act (AGA) including coordination of enterprise and agency strategic planning, performance planning, performance measurement and performance audits (assessments).

Why we are doing this: To help set strategic direction, provide for accountability and results and enable state government to achieve the most value for Iowans.

What we're doing to achieve results:

During FY 09, DOM continued to update AGA guidebooks and provide guidance, facilitation and technical assistance to departments in developing and updating their strategic plans, performance plans and measures, including quarterly updates of measures appearing on the Results Iowa website.

Some of the notable technical assistance and facilitation initiatives undertaken in FY 09 included assistance with strategic planning efforts within the departments of Economic Development, Natural Resources, Workforce Development, Human Rights, and the Offices of Energy Independence and Community Empowerment.

In the area of enterprise strategic planning, DOM brought together Enterprise Planning Teams (EPT's), comprised of agency directors and key staff, for two series of Leadership Agenda Deployment and Review (LADR) meetings to discuss Leadership Agenda implementation progress and to identify potential mid-course adjustments to strategies and/or action steps. These meetings helped inform the Governor's Office, DOM and all EPT participants of the significant progress made by agencies in moving forward to put the plans developed in FY 2008 into action in FY 2009. The meetings also served as checkpoints in moving forward with plans through the end of FY 2009. Several significant adjustments were made in the Energy and Environment section of the plan, with a rewrite of the section coordinated between DOM and the Energy and Environment team and approved by the Governor's Office.

In February of FY 09, DOM became responsible for oversight of new federal American Recovery and Reinvestment (ARRA) funds flowing into state government. DOM created a database to track Recovery Act funds in Iowa and worked with state agencies to collect and organize information in the database. Information from the database was used to help create visual displays related to the receipt and disbursement of funds on the state's ARRA website www.Recovery.Iowa.gov . The database also served as the data source for quarterly reports to the Governor which provided him with a look at the funds that have been expended and those that are estimated to flow through state agencies over the life of ARRA.

During the final quarter of FY 09, DOM assisted the Governor's office with the launch of the Iowa Accountability and Transparency Board (IATB), created by Governor Culver to provide additional oversight and guidance in the use of ARRA funds in Iowa. DOM helped the Board develop an action plan to guide its efforts, including creation and administration of a survey instrument to assist in the measurement of risk and availability of appropriate internal controls to reduce the potential for waste, fraud, or abuse of ARRA funds. With the data collected, and subsequent analysis, the Board will be able to move forward in FY 10 with recommendations on how best to improve the oversight of ARRA funds in Iowa.

As FY 09 came to a close, DOM continued to improve Iowa's ARRA data collection and reporting methodologies, working closely with the Department of Administrative Services Information Technology Enterprise (ITE) to develop an approach to meet federal requirements. In addition, DOM and ITE continued to work together to increase the transparency of ARRA reporting on the Recovery website and to improve the "dashboard", a visual view of Iowa's ARRA expenditures.

Results

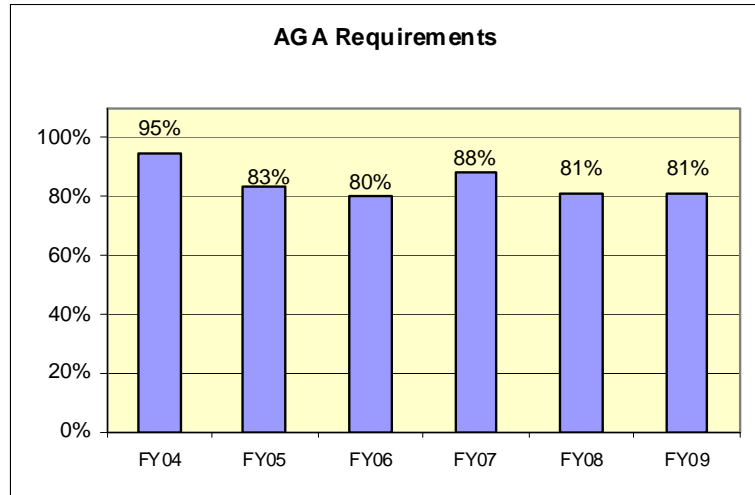
Performance Measure:

Percent of agencies that meet established AGA requirements

Performance Target:

100%

Data Sources: DOM



Why we are using this measure: To document whether agencies are meeting the statutory requirements of the AGA.

What was achieved: Most departments are complying with the AGA requirements by utilizing the performance tools to manage, monitor and improve agency performance. DOM will continue to work with departments to improve the value of planning and measures as effective management tools

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 price. 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're doing to achieve results:

Twenty three Lean improvement projects were launched in eleven different agencies in FY 2009. DOM's Office of Lean provided project training, leadership, facilitation, co-facilitation and follow-up guidance and oversight for projects.

During the fourth quarter of FY 2009, the Office of Lean hosted a two and one-half day Lean Government Exchange. The event provided state agency attendees and others from across the country with an opportunity to learn from their peers, the private sector and federal, state and local government presenters about how they applied Lean to meet challenges and improve efficiency in their organizations.

New relationships with the private sector were established in FY 2009 through the Lean Government Collaborative. The Lean Government Collaborative is a partnership between Iowa state government Lean leaders and Lean leaders from Iowa business and industry to promote Lean implementation in state government. The Lean Government Collaborative group meets quarterly to share ideas and resources.

Results

Performance Measure:

Number of new and ongoing Lean Projects achieving improved efficiencies:

Performance Target:

20

Data Source:

DOM

Twenty three Lean improvement projects were launched in FY 2009 and are achieving improved efficiencies:

1. IFA-Tax Credit-Affordable Housing
2. DAS-Leadership training
3. IWD-Laborshed Studies
4. DNR-Education Programs
5. DNR-Air Quality Stack Testing
6. IVH-Patient Centered Care
7. DOC-Reception Process-Oakdale
8. DPS-Electrical Inspections
9. IDPH-Vital Records
10. IWD-Trade Process
11. DPS-Travel Authority and Payments
12. DNR-NPDES Permits
13. DNR-Capital Assets
14. IWD-UI Tax Collection Activities
15. IVH-On Boarding-staffing
16. DHS-Fset
17. DAS-General Services Proposals
18. DNR-Bid Letting Redux
19. IWD-Re Employment Services
20. DNR-Flood Plain Mapping
21. IVH-Memorials
22. DOM-Empowerment
23. JCIO-Email discussion

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

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

What was achieved: We surpassed our target by three. For a complete listing of Lean results achieved go to <http://lean.iowa.gov/results/index.html>

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 were doing to achieve results DOM is improving performance by streamlining processes and applying technology as appropriate

Results

Performance Measure:

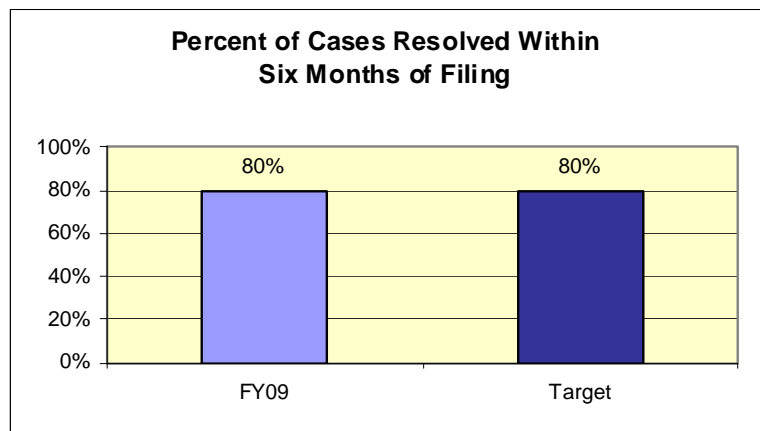
% of cases resolved within 6 months of filing

Performance Target:

80%

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're 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
- D. % of SAB claims processed accurately
- E. % of SAB budget appeal hearings held by April 30

Performance Target:

100%

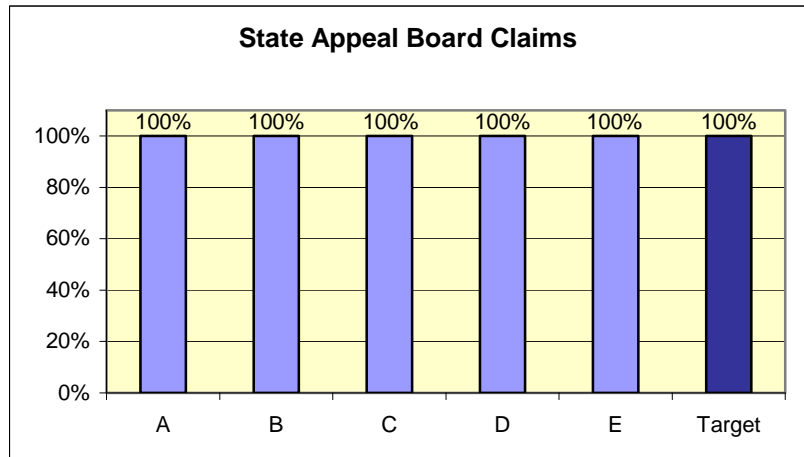
Data Sources:

DOM

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're doing to achieve results: DOM is improving performance by streamlining processes and applying technology as appropriate.

Results

Performance Measure:

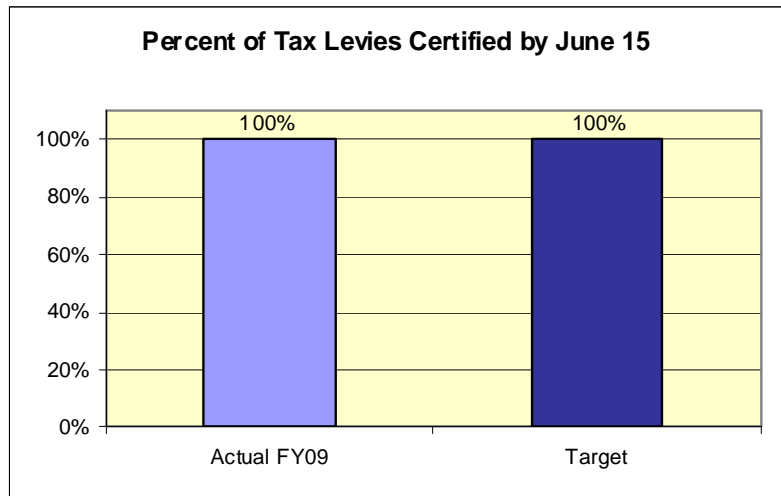
% of tax levies certified by June 15.

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: DOM continued to meet the June 15 statutory certification deadline.

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're doing to achieve results: DOM is improving performance by streamlining processes and applying technology as appropriate.

Results

Performance Measure:

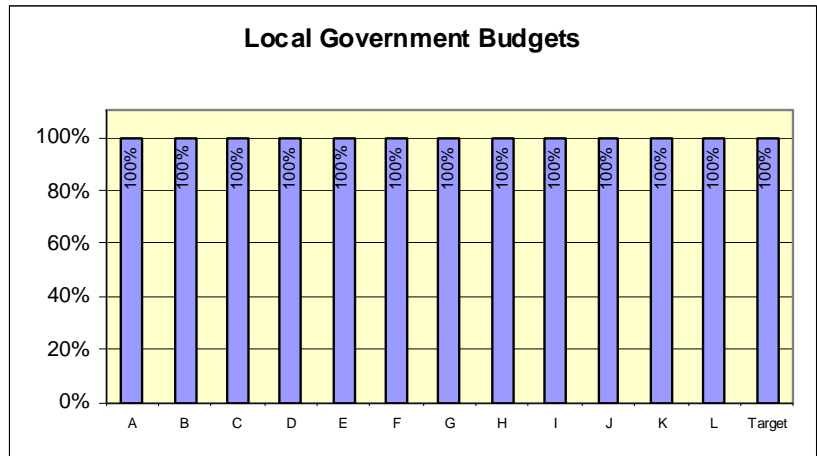
- A. % of city requests for budget materials that are timely
- B. % of city requests for budget materials that are accurate
- C. % of city government rates certified by June 15
- D. % of accurate property valuations on file
- E. % of utility tax replacement tax data delivered to the counties accurately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



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 has consistently the 100% target. Those relying on our products/services/activities are better able to meet their responsibilities.

AGENCY PERFORMANCE PLAN RESULTS FY 2009

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%	Standard and Poors highest rating is 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%	81%	See Key Results Template
Number of new and ongoing Lean Projects achieving improved efficiencies	20	23	See Key Results Template
Number of Performance Audits completed	4	2	What Occurred: Performance Audits were completed for Department of Education and DHS's Child Support Recovery Unit. DOM's Performance Auditor was reassigned to help administer federal ARRA funding in February 2009. Data Source: DOM

Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
% of time budget system operational and accessible to departments for budget submission	100%	100%	<p>What Occurred: Budget system was accessible for 100% of time during budget submission timeframe June 1-October 1.</p> <p>Data Source: DOM</p>
% of agencies that submit budget on time (Oct. 1)	100%	100%	<p>What Occurred: All agencies submitted budgets by the statutory deadline.</p> <p>Data Source: DOM</p>
% Governor's recommendations delivered to the legislature on time (Feb 1)	100%	100%	<p>What Occurred: Governor's recommendations were delivered in mid January and within the statutory time frame.</p> <p>Data Source: DOM</p>
% of bill summaries/legislative action completed by IGOV deadline	100%	100%	<p>What Occurred: All bill summaries/legislative action requests from IGOV were completed timely by DOM.</p> <p>Data Source: DOM</p>
Number of people trained in Grants Enterprise Management	400	608	<p>What Occurred: Completed two series of training sessions (3 courses per series) in grant identification, grant writing and grant management. Provided eight. two-day Grant Writing training sessions at Community College sites throughout the state.</p> <p>Data Source: DOM</p>
Number of competitive grant applications filed by state agencies	100	104	<p>What Occurred: Exceeded target and GEMS continues to provide resources to increase competitive grant activity in state government.</p> <p>Data Source: DOM</p>

Core Function: Adjudication			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
% of SAB cases resolved within 6 months	80%	80%	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. County Budgets			
% of county budget annual report materials delivered timely	100%	100%	See Key Results Template
% of county budget annual report materials delivered accurately	100%	100%	See Key Results Template
% of county rates certified by June 15	100%	100%	See Key Results Template

E. School Budgets			
% of school aid payments that are accurate	100%	100%	See Key Results Template
% of school aid payments that are timely	100%	100%	See Key Results Template
% of school district rates certified by June 15	100%	100%	See Key Results Template