

**From:** Grimm, Rita [IEDA]  
**Sent:** Wednesday, November 06, 2013 11:54 AM  
**To:** IDEDED-All Staff  
**Subject:** Request for Ideas to Reduce Costs and Increase Efficiency in State Government

All:  
This is your opportunity to offer suggestions or ideas for reducing costs and increasing efficiency in state government! If you have any suggestions for

1. Improving efficiency at IEDA or any other state agency;
2. Modernizing processes;
3. Eliminating duplication and outdated processes;
4. Reducing costs; and/or
5. Increasing accountability,

please forward them to me or to the State Government Efficiency Review Committee at <https://www.legis.iowa.gov/APPS/Feedback/ResponseForm.aspx?qid=2> by Tuesday, December 17.

Team Leaders, please reiterate this request during your next team meeting.

Thank you.

**From:** Grimm, Rita [IEDA] [mailto:Rita.Grimm@iowa.gov]  
**Sent:** Wednesday, November 13, 2013 11:58 AM  
**To:** Cook, Ed [LEGIS]  
**Subject:** FW: Request for Ideas to Reduce Costs and Increase Efficiency in State Government

Ed:  
In response to the request for ways to increase efficiency, one of our International Team members made the suggestion below. It applies particularly to IEDA, but could be used in other agencies, as well.  
Another suggestion that is likely more applicable to IEDA than to other agencies is allowing each agency to designate someone to make flight and other travel arrangements if the estimated cost of the trip is, e.g., \$500 or more, and that person would have a state credit card to which to charge the cost. IEDA employees are expected to front the cost of travel, and it can get very expensive. (This idea did NOT come from Debi!) I would suggest that each agency have a designee, rather than have a single state designee, since it is often necessary to coordinate logistics, e.g., when I travel, I insist upon a non-smoking room. Another employee might require a smoking room, and couldn't stay at a Marriott owned or affiliated property. Someone in-house could confer with the traveling employee to work out the kinks.  
Thanks

**From:** Longman, Lisa [IEDA]  
**Sent:** Wednesday, November 13, 2013 11:13 AM  
**To:** Grimm, Rita [IEDA]  
**Subject:** RE: Request for Ideas to Reduce Costs and Increase Efficiency in State Government

Here's an idea that might help everyone in the agency.... A list of all the programs we have and the staff person to contact when there's an inquiry about that program. (And keep it updated like the phone lists.)

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**From:** Grimm, Rita [IEDA] [mailto:Rita.Grimm@iowa.gov]

**Sent:** Friday, December 20, 2013 12:19 PM

**To:** Cook, Ed [LEGIS]

**Cc:** Durham, Debi [IEDA]

**Subject:** IEDA Response to Your Request for Ideas to Increase Efficiency in State Government

On November 21, I received suggestions from one of our special projects managers. ... Please note that the suggestions reflect the opinions of the IEDA employee who submitted them and do not necessarily reflect Director Durham's or my opinions.:

Here are some thoughts Rita. Most of my comments are focused on state government and all agencies in general and not specific to IEDA.

1. Here is a travel policy email we recently received regarding third-party reimbursement. This seems like a lot of wasted time in processing having several state employees involved in a process that they shouldn't even need to be involved in if the transaction were to take place just between the employee and the third party.

“Occasionally we have employees that are traveling to speak at or participate in a conference where some costs are being reimbursed by a third party. To comply with state policy, all costs associated with the trip including those to be reimbursed by a third party must be included on the employee's out of state travel authorization form and subsequent travel claim. The employee will then be paid for all allowable costs by the State. Reimbursement should then be requested from the third party based on the costs paid by the state. When the reimbursement is received the check should be turned over to IEDA for deposit.

If there are costs that are directly paid by the third party to the providing vendor, for example if the third party books and pays directly the travel agent or airline for your airfare, then you need to note this on your travel claim and still include any receipt or documentation you may have.”

2. Greater use of technology to allow state employees more flexibility to work from remote locations would likely save on office space costs as well as utilities. I believe studies exist that also show increases in productivity and reduction in staff turnover.
3. Why is there still an out-of-state travel approval process? This seems like another item that is unnecessary with professional employees and could be handled with a simple approval by that employees direct supervisor. Recent example: I was asked by EPA Region VII to attend an in-house workshop they were having for staff to brainstorm how they can improve the integration of green infrastructure practices in EPA policies and programs to improve water quality and reduce flooding. They invited me come to the meeting and to highlight the ways we are promoting green infrastructure practices in our programs. This was a one day, down and back trip with the costs being my use of a state vehicle. Still, the policy requires two or three additional people reviewing and hopefully approving an approval request form. I could travel further within the state of Iowa's borders in the same day and incur the same or more costs without any formal approval process
4. Opportunities exist to improve energy efficiency of our office space and I suspect most other state office spaces. An employee education program combined with employee shared savings benefits from energy savings generated in the workplace would be a good incentive. If the state doesn't require it already, it should consider asking potential future landlords to include utility costs per square

information for their building. Simple steps would be “turn off the lights” stickers and motion sensors to turn off lights in rooms not in use and having most lights off in our building at night on a regular basis.

5. Some programs like CDBG seem to be audited by both federal and state audit staff. Are both necessary?
6. Why do essentially salaried state employees complete bi-weekly timesheets? Maybe a timesheet only needs to be completed if an unusual event happens such as illness or vacation.
7. State agencies could realize savings through increased use of technology and less use of paper. A lot of square footage is used and rent paid for storing paper. Maybe again there is some type of a shared savings with employees when money is saved by reducing paper use. Set an annual or semi-annual allotment of paper and when it is gone, it's gone.
8. There may be some savings from looking at more shared positions that would give stay-at-home-parents for example an opportunity to work in a professional office setting 20-30 hours per week where they share a position with another person.
9. Look for more opportunities to charge for services and share in revenue generated from projects supported with state and federal dollars. Examples: Charge an application fee for financial assistance programs. Charge more for workshops and trainings. Convert some grant programs to revolving loan programs at the state or regional level, such as the CDBG single-family owner occupied rehabilitation program.
10. Go to an online travel reimbursement process instead of the three hard copies process currently used.
11. Use DAS bid process to establish statewide bulk purchase contract prices for commodities often used by our grant recipients such as extruded foam board insulation, housewrap and windows for department funded building projects.
12. Replacing all the various employee/employee group purchased older refrigerators, coffee makers, space heaters, etc with state purchased high efficiency versions seems like it could be a cost saver, especially on the refrigerators. Should also use economizers or some type of occupant sensing device on vending machines to save substantial energy use. Research in two schools in Michigan showed annual utility savings of \$100-\$250 per vending machine.
13. Going to a flexible office space with different types of work spaces, mobile technology combined with laptop computers and the elimination of individual offices replaced with different types of shared work spaces could also reduce the square footage of state office space leased. When one considers the average percentage of state employees that are actually out of the office on a daily basis, I suspect it is a significant percentage. This approach also has the potential for reducing paper and storage costs and improving employee productivity throughout state government. See the case study of Interpolis in the Netherlands.
14. If state government created one website that listed comprehensively all of the financial assistance programs of state government in one place, that site would be very valuable, would save the public lots of research time, would be an asset for state employees to use in responding to financial assistance requests, and probably would be valuable enough that people would pay a subscription to access it. Iowa has such a site, [www.iowagrants.gov](http://www.iowagrants.gov), but it is not fully utilized by all state agencies and is therefore incomplete. It also only list current available funding opportunities and not all opportunities within the agencies currently using the system.

On December 2, IEDA's State Energy Office submitted a memo regarding energy efficiency. See the attachment.

I sent a reminder email to all IEDA staff on December 17. I received no additional suggestions since then.

In addition to sending the emails to staff, at two Management Team Meetings since November 6, I reminded team leaders to seek suggestions during their weekly team meetings.

Since November 6, IEDA has actually implemented an efficiency measure by adopting LockPrint. We believe the adoption of LockPrint will result in substantial savings in paper costs in that the likelihood that documents will be printed more than once and the risk that an ordinary document will inadvertently be printed on letterhead or other special paper are substantially decreased.

Please let me know if we can be of further assistance.

**Rita C. Grimm** | COO/General Counsel



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## Efficiency in State Government

To: State Government Efficiency Review Committee  
From: Iowa Economic Development Authority, Energy Office  
Re: Reducing Costs and Increasing Efficiency in State Government  
Date: December 2, 2013

The Iowa Economic Development Authority (IEDA) houses the State Energy Office, the mission of which is to create economic growth opportunities for Iowa through energy efficiency and clean energy technologies. In response to the recent request for suggestions to improve efficiency in state government, the Energy Office offers the following information as an opportunity to reduce operating costs for state facilities through energy efficiency measures.

Previous reports by the State Energy Office's predecessor, the Iowa Office of Energy Independence, indicate that state agencies in Iowa, including Regents facilities, can reduce their energy use by 20% through efficiency measures. It is estimated that this reduction in energy usage would save \$6.9 million over a five year period.

There are a number of actions that can be taken to increase energy efficiency in state buildings, including the following:

- Monitor and measure energy use at state buildings.
- Conduct regular energy audits of all buildings to identify opportunities to install more efficient technologies.
- Complete retro-commissioning studies of additional buildings to optimize the performance of existing systems.
- Adopt standards for new construction that exceed energy building code criteria.
- Increase the energy awareness of all state employees and how energy is consumed.

Considerable progress has been made in the area of energy efficiency in our state. Our office has worked with a number of state agencies to enroll selected state buildings in a statewide benchmarking system called the B3 program to allow improved tracking of energy use based on utility billings. This database also identifies those buildings with the greatest potential for energy savings. State agencies that are enrolled in the Benchmarking system are starting to realize the benefits. These agencies are using the information generated to target buildings for energy efficiency improvements that result in the greatest return on investment. Currently, this program is a volunteer program. Participation by additional state agencies could provide valuable information and result in cost cutting measures for the State of Iowa public buildings.

In addition, some state agencies have partnered with our office to enroll their buildings in the US Department of Energy's Better Buildings Challenge (BBC), a voluntary program which sets a goal of 20% energy savings by 2020, with a 2009 baseline. This Lead by Example program challenges an organization to set energy savings goals, showcase their success, and share progress with others across the nation. We believe that, if all state agencies in Iowa adopted this goal, the State of Iowa would see substantial savings in our efficiency use.

Our office realizes the economic and energy benefits of a well developed, state-wide energy efficiency program, and our staff is available to assist in this effort in any way possible. Please feel free to contact our office for more information on using energy efficiency as a cost saving measure.