



FINAL REPORT

State Government Efficiency Review Committee

February 2014

MEMBERS:

Senator Jeff Danielson,
Co-chairperson
Senator Robert E. Dvorsky
Senator Janet Petersen
Senator Roby Smith
Senator Jack Whitver

Representative Guy Vander Linden,
Co-chairperson
Representative Vicki S. Lensing
Representative Mary Mascher
Representative Dawn E. Pettengill
Representative Ralph C. Watts

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AUTHORIZATION AND APPOINTMENT

The State Government Efficiency Review Committee is established in Iowa Code §2.69. The committee's charge is to meet, as directed by the Legislative Council, every two years to review state government organization and efficiency options and receive state government efficiency suggestions offered by the public and public employees.



State Government Efficiency Review Committee

I. Proceedings

The committee was authorized to conduct one meeting during the 2013 Legislative Interim. The committee met on Wednesday, October 9, 2013, in Room 103 of the State Capitol.

II. State Expenditures for Organizational Dues

Mr. Dave Reynolds, Senior Legislative Analyst, Fiscal Services Division, Legislative Services Agency (LSA), reviewed information regarding the state's expenditures for membership organization dues. Mr. Reynolds noted that total dues expenditures over the past three fiscal years were \$2.14 million in FY 2010-2011, \$2.06 million in FY 2011-2012, and \$2.24 million in FY 2012-2013.

III. Information Technology Consolidation

Mr. Robert von Wolfradt, Chief Information Officer (CIO), reviewed legislation from the 2013 Legislative Session that consolidated information technology management and resources and established the independent Office of the Chief Information Officer separate from the Department of Administrative Services. The new agency is in the formative stages of organizational structuring and information technology consolidation efforts within the executive branch have currently been on a selective basis, utilizing voluntary Iowa Code chapter 28D agreements to consolidate information technology staff and resources where appropriate. Current information technology activities include implementing cloud-based e-mail, communications, and collaborative solutions, data center consolidation, infrastructure time reporting, web portal services, invitation to quality for web development, new service desk tools, improved information technology incident response, alignment of technology-related contracts, information technology staff sharing using Iowa Code chapter 28D agreements, and a partnership with the state of Michigan for limited disaster recovery capabilities.

IV. Human Resources Consolidation and Other Efficiency Measures

Ms. Michelle Minnehan, Chief Operating Officer, Department of Administrative Services-Human Resources Enterprise (DAS-HRE), discussed the provisions of Iowa Code §8A.402 and the broad authority it provides to DAS for human resources management related to employment, compensation, benefits, labor relations, and other issues. While legislation was proposed in 2013 to require human resources consolidation within the executive branch with an anticipated future cost savings of approximately \$3.4 million, the legislation that was enacted in 2013 provides for human resources consolidation as a voluntary initiative for agencies. As of the end of September 2013, 11 agencies with 3,700 employees have agreed to partner with DAS-HRE.

In assessing best practices in human resources management, an examination of the ratio between human resources personnel and employees served is utilized. The two types of human resources services, with differing target ratios, are technical and professional. In examining the effects of the consolidation with the 11 agencies, Ms. Minnehan noted that staffing levels have been reduced for both types of services but the agencies have had a positive response to the consolidation. In addition to reduced costs through personnel efficiencies, consolidated human resources management can have the effect of reduced human resources errors.



V. Department of Administrative Services Efficiency Efforts

Mr. Mike Carroll, Director, Department of Administrative Services, discussed how DAS works to make the government more efficient in information technology and human resources. Mr. Carroll then described several additional efficiency efforts. The efforts include increasing the use of telework and work from home, requiring employees to choose either employer-provided cell phone or desk phone services, elimination of required reports, fleet restructuring and risk management relative to accidents and damages to state-owned vehicles, expansion of the purchasing card program, establishment of a separate central procurement enterprise within the department, and school bus cooperative purchasing.

VI. Executive Branch Boards/Commissions

Mr. David Roederer, Director, Department of Management, discussed executive branch boards and commissions relating to the philosophy behind boards, types of boards, and challenges in appointing members to boards. Suggestions for legislative consideration include examination of the boards in the regular budget process, providing for a sunset date for boards, and continual review of boards as to how the public is served by that board and has the need for the board passed.

VII. Local Government Efficiency Opportunities

Mr. Alan Kemp, Executive Director, Iowa League of Cities, and Ms. Linda Hinton, Government Relations Manager, Iowa State Association of Counties, addressed the committee relative to local government efficiencies and concerns. Issues identified by the presenters included infrastructure funding, pension and health care costs, newspaper publication of notices, certain city elections for vacancies, diversified funding options to recover costs, implementation flexibility when major policy changes are adopted, such as property tax reform and mental health redesign, state agency downsizing with reduced local offices, document storage requirements, such as manure management plans, and access to the Iowa Communications Network (ICN).

VIII. Committee Recommendations

The committee agreed to the following recommendations:

- Request that department heads seek input from their employees relating to current and new government efficiency efforts, and that the directors encourage employee input through the departments themselves or through the State Government Efficiency Review Committee's public comment Internet site.
- Request that department heads offer recommendations for the consolidation or elimination of boards and commissions within their department's purview, and that the department heads provide such recommendations to the committee and to each department's respective budget subcommittee.

Departmental responses to the committee requests are listed in Part IX of this report, Materials Filed With the Legislative Services Agency.



State Government Efficiency Review Committee

IX. Materials Filed With the Legislative Services Agency

The materials listed were distributed at or in connection with the 2013 Interim meeting and are filed with the Legislative Services Agency. The materials may be accessed from the “Committee Documents” link on the committee’s Internet site:

<https://www.legis.iowa.gov/committees/committee?qa=85&groupID=578>

1. LSA – Fiscal Overview – State Expenditures for Organizational Dues
2. LSA – Fiscal Overview – Boards and Commissions
3. Iowa State Association of Counties Presentation
4. Iowa League of Cities Presentation
5. DOM – Boards and Commissions Presentation
6. DAS Efficiency Efforts
7. DAS – HR Consolidation Update
8. DAS – Budget Highlights
9. CIO – ITE Initiatives
10. CIO – IT Strategy
11. Chief Information Officer Presentation
12. Efficiency Suggestions – Treasurer of State
13. Efficiency Suggestions – Public Employment Relations Board
14. Efficiency Suggestions – Office of the State Public Defender
15. Efficiency Suggestions – Iowa Utilities Board
16. Efficiency Suggestions – Iowa Public Information Board
17. Efficiency Suggestions – Iowa Public Employees’ Retirement System
18. Efficiency Suggestions – Iowa Insurance Division
19. Efficiency Suggestions – Iowa Finance Authority
20. Efficiency Suggestions – Iowa Emergency Response Commission
21. Efficiency Suggestions – Iowa Economic Development Authority
22. Efficiency Suggestions – Iowa Division of Banking
23. Efficiency Suggestions – Iowa Department of Public Health
24. Efficiency Suggestions – Iowa Department of Human Rights
25. Efficiency Suggestions – Iowa Communications Network
26. Efficiency Suggestions – Iowa College Student Aid Commission
27. Efficiency Suggestions – Iowa Civil Rights Commission
28. Efficiency Suggestions – Iowa Braille and Sight Saving School
29. Efficiency Suggestions – Iowa Board of Medicine
30. Efficiency Suggestions – Ethics and Campaign Disclosure Board
31. Efficiency Suggestions – Education Department



- 32.** Efficiency Suggestions – Division of Credit Unions
- 33.** Efficiency Suggestions – Department of Veterans Affairs
- 34.** Efficiency Suggestions – Department of Transportation
- 35.** Efficiency Suggestions – Department of Public Safety
- 36.** Efficiency Suggestions – Department of Public Defense
- 37.** Efficiency Suggestions – Department of Natural Resources
- 38.** Efficiency Suggestions – Department of Inspections and Appeals
- 39.** Efficiency Suggestions – Department for the Blind
- 40.** Efficiency Suggestions – Board of Regents
- 41.** Efficiency Suggestions – Board of Educational Examiners
- 42.** Efficiency Suggestions – Auditor of State
- 43.** Efficiency Suggestions – Alcoholic Beverages Division
- 44.** Efficiency Suggestions – Iowa Lottery Authority
- 45.** Boards and Commissions Suggestions – Iowa Insurance Division

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