

Iowa Department of
Administrative
Services

PERFORMANCE
REPORT for
Fiscal Year 2004

State of Iowa
December 15, 2004

TABLE OF CONTENTS

<i>SECTION</i>	<i>PAGE</i>
REPORT INTRODUCTION	3
DEPARTMENT OVERVIEW	5
STRATEGIC PLAN RESULTS	8
PERFORMANCE PLAN RESULTS	17
RESOURCE REALLOCATIONS.....	43
APPENDICES	
Appendix A –	44

AGENCY PERFORMANCE REPORTING

INTRODUCTION

This report is provided pursuant to Iowa Code section 8E.210 to report on fiscal year 2004 performance of the Department of Administrative Services (DAS). The report includes an overall summary of key department services, products, activities and results relating to the department's performance plan and strategic plan.

The DAS was created on July 1, 2003, as a result of the enactment of legislation combining the departments of Personnel, General Services, and Information Technology, and the Revenue and Finance Accounting Bureau. The DAS is divided into four enterprises - the General Services Enterprise, the Human Resources Enterprise, the Information Technology Enterprise, and the State Accounting Enterprise.

With the creation of DAS, Iowa state government is transitioning to an entrepreneurial management business model. Implementation of this business model gives DAS customer agencies greater input into what services and products DAS provides to them. This implementation is resulting in streamlined state government services, improved services to DAS customer agencies, enhanced resource flexibility, and cost savings.

Within the Department state government services are divided into three categories according to the type of service. Services for which customers will have a choice of where they procure those services are designated as marketplace services. Services that are to be provided by DAS as sole provider are designated as utility services, and are subject to oversight by customer councils made up of representatives from DAS customer agencies. Policy and regulation development are designated as leadership services. Marketplace services and utility services are funded by the customer agencies receiving the services. Leadership services are funded by the General Assembly through the appropriation process.

The General Services Enterprise (GSE) provides facility and space management services, including facility maintenance, assignment of space, leasing services, and design and construction project management services; mail processing and delivery services; purchasing services, including letting of competitive bids and establishment of contracts on behalf of state agencies; and fleet management services.

The Human Resources Enterprise (HRE) provides employment services including application intake and referral, recruitment, workforce planning consultation, short-term staffing needs management, data management (e.g. publication of "Just the Facts", exit survey reports), and classification and compensation studies; human resource consultation services including classification reviews, employee misconduct investigations, contract negotiations, and grievance processing; and benefits administration including group insurance, flexible spending accounts, workers' compensation, and deferred compensation.

The Information Technology Enterprise (ITE) provides information technology, develops and implements recommended standards for information technology, develops and maintains security policies and systems, and coordinates the acquisition of information technology by

participating agencies. ITE provides support for e-mail accounts and desktop computer systems throughout state government; supports the judicial branch Iowa Court Information System; operates the ITE mainframe data center; performs daily information network security scans; and provides ongoing support for the statewide budget, human resources and payroll systems administered by the DAS and the Department of Management.

The State Accounting Enterprise (SAE) manages the state's financial accounting system and the central payroll system. SAE ensures the timely and accurate processing of accounting and payroll documents; administers the state's income offset program; serves as administrator for state actions relating to the federal Cash Management and Improvement Act; and generally controls the payment of all moneys into the state treasury and all payments from the state treasury.

DEPARTMENT OVERVIEW

Vision

To be a world-class organization that is customer-focused, innovative and efficient.

Mission

To provide high quality, affordable infrastructure products and services to Iowa state government customers in a manner that empowers them to provide better service to the citizens of Iowa and support the State of Iowa in achieving economic growth.

Guiding Principles

1. Customer focus
2. Results orientation/accountability
3. Continuous improvement
4. Long-range thinking
5. Data-based decisions
6. Employee value
7. Life-long learning
8. Commitment to a diverse workforce

The two core functions of the Department of Administrative Services and related key services, products and/or activities are:

Core Function Enterprise Resource Management (67)

Description: This core function represents the primary purpose of the Department of Administrative Services (DAS). DAS provides enterprise financial services such as payroll, accounting and budget; human resource services such as organizational development, employment services, and compensation and benefits services; information technology services such as network infrastructure management and application development and maintenance; general services such as capitol complex maintenance, design and construction, mail, purchasing, printing, surplus property and customer service center activities; and leadership activities such as planning, policy development, legal counsel, media management, and enterprise information security, to achieve results for Iowans.

Services, Product and Activities (SPAs):

2004 SPAs	2005 SPAs
1. Statewide Accounting	1. Central Administration
2. Centralized Payroll	2. Information Security
3. Mail	3. Training
4. Printing	4. Employment Services
5. Purchasing	5. Benefits Administration and Oversight
6. Federal Surplus Properties	6. Personnel Services/Labor Relations
7. ITE Resource Management	7. Mail
8. ITE Infrastructure Management	8. Procurement
9. ITE Service Delivery	9. Printing
10. HRE Program Delivery Services	10. Surplus Property
11. Employment & Organizational Development	11. ITE Infrastructure
12. Risk and Benefits Management	12. Enterprise Applications
	13. Application Development
	14. State Accounting

Core Function – Physical Assets Management (52)

Description: DAS is responsible for managing state government assets including, but not limited to, state government buildings, monuments and vehicles. Related activities include parking and grounds maintenance; design, construction and maintenance of facilities; space utilization and leasing; and the upkeep and dispatch of state vehicles.

Services, Product and Activities (SPAs):

2004 SPAs	2005 SPAs
1. Fleet	1. Facilities and Space Maintenance and Management
2. Capitol Complex Maintenance	2. Fleet
3. Design and Construction	

Customers and Stakeholders:

DAS customers are primarily other state agencies and institutions. Certain services are provided to the other branches of state government and other governmental entities.

Other stakeholders are the public, Iowa taxpayers, state employees and vendors.

Delivery mechanisms

DAS provided services and products are divided into three primary categories. Services for which customers have a choice of vendors inside or outside state government have been set up as *marketplace services*. Services for which it makes sense to have a single supplier for all users have been set up and referred to as *utilities*. Policy and regulation development for these areas are separated into a category designated as *leadership*.

The DAS maintains a comprehensive website (<http://das.iowa.gov/>) that includes links for each of the Enterprises within DAS. Each Enterprise site includes information about its associated services and products as well as the necessary contact information. Requests for services and products can be made by contacting the appropriate enterprise by phone or e-mail.

Currently the General Services Enterprise maintains a customer service center for routing customer requests to the appropriate service provider within the enterprise. The Information Technology Enterprise also maintains a help desk, including a toll-free number for the benefit of its customers.

The DAS is currently in the process of redesigning and implementing a new on-line system that will provide an accurate and cohesive experience for DAS customers. This Customer Relationship Management system will provide an on-line catalog of services and products, a single electronic bill for DAS customers for all DAS services and products, and a customer service support process for receiving and tracking "trouble ticket" requests.

DAS has begun providing a newsletter to its customers to keep those customers better informed regarding the activities of DAS and its services and products offerings.

Organizational structure:

The Department is divided into four enterprises – General Services, Information Technology, Human Resources and State Accounting, a Finance division and central administrative staff.

With the implementation of DAS as an agency, three customer councils (General Services, Information Technology, and Human Resources) were formed to guide the provision of utility services – services for which the department is the sole provider for state agency customers. A fourth council has been formed on an interim basis to set rates and provide a structure for the council that will guide the state's new enterprise resource planning system when it becomes fully implemented in fiscal year 2006.

Other related advisory groups are the DAS Advisory Committee, the Accountable Government Enterprise Resource Planning Team, the Capitol Planning Commission, the Vertical Infrastructure Advisory Committee, the ADA Advisory Committee, the Monuments Advisory Committee, Friends of Capitol Hill, the Information Technology Council, the Iowa Access Advisory Council, the Chief Information Officer Council, the Pre-audit Advisory Council, the GAAP Oversight Committee, and the Empowerment Fiscal Accountability Workgroup.

Number of staff:

DAS had a total of 368 full-time equivalent employees during fiscal year 2004. Those employees were divided among the various units of the Department as follows:

DAS Core – 36 employees

General Services Enterprise – 148 employees

Human Resources Enterprise – 48 employees

Information Technology Enterprise – 112 employees

State Accounting Enterprise – 24 employees

Locations:

Main Department office locations are on the Capitol Complex in levels A and B of the Hoover Building, levels 1 and the ground floor of the Grimes Building, and in the Maintenance Building and Energy Plant. Some department staff work in other buildings on the Capitol Complex. Human Resources has a number of field staff stationed in other parts of the state.

Budget:

The DAS is funded through a combination of general fund monies appropriated by the legislature and through fees charged to DAS customers for services and products. During Fiscal Year 2004, DAS customers continued to pay for DAS products and services as they previously have, based on their utilization.

During FY 2005, most General Funds formerly appropriated to the DAS (approximately \$10,802,911) have been distributed directly to DAS customer agencies. DAS will then begin billing its customers for the services they receive, based on prior customer utilization of services. As a result the DAS appropriation will be substantially reduced in future years. (DAS will continue to request General Fund appropriations for DAS policy and regulation services categorized as "leadership.")

The DAS has a number of revolving funds and internal service funds that are associated with various services and products. Fees charged to DAS customer agencies are deposited in the appropriate fund and associated expenses are made from the fund in support of the service or product.

Total FY2004 DAS operational expenditures equaled \$134,445,080 including \$24,625,040 in general fund monies and \$109,820,040 flowing through DAS revolving funds. In addition, monies were also appropriated to the department from the state's infrastructure fund for infrastructure projects throughout state government, as well as for maintenance costs.

STRATEGIC PLAN RESULTS

Key Strategic Challenges:

Limited resources for excessive workload
 Communication of new cultural message
 Lack of strong process orientation
 Dual regulatory and customer service roles
 Difficult to measure results of some services

Opportunities:

Offer services to other public entities
 Service automation
 New service offerings
 Becoming market driven
 New systems will help with tracking and measuring results

Goal # 1: Improve services to customers

Strategies: A. Obtain and utilize relevant stakeholder input.
 B. Assure that DAS employees have the skills and information needed to succeed in a new entrepreneurial management environment.
 C. Keep stakeholders and employees better informed about their relationship with DAS.

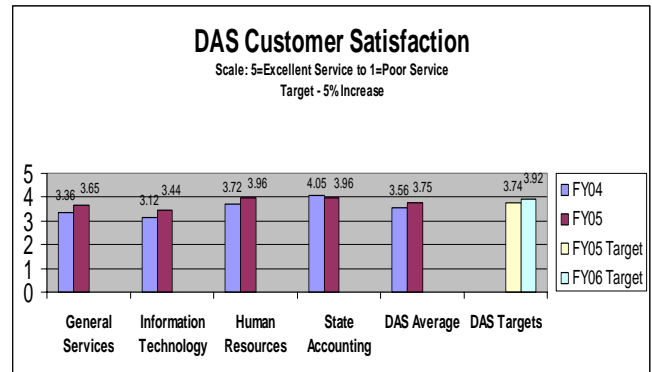
Results

Performance Measure:

Improve customer satisfaction ratings for DAS on annual customer survey by 5% over baseline.

Data Sources:

DAS customer satisfaction surveys conducted 4/2003 (labeled FY2004) and 8/2004 (labeled FY2005).

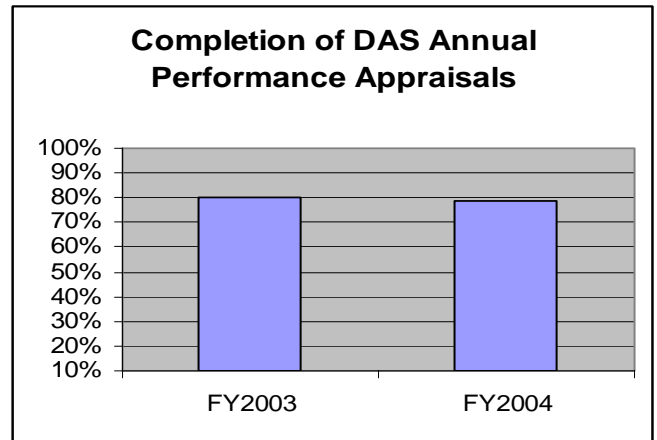


Performance Measure:

Percent completion of DAS annual performance appraisals. The goal is 100% completion each year.

Data Sources:

DAS Human Resources



Data reliability: Surveys were sent to all state agencies identified as customers (39). All customers received the same survey. Responses were received from 35 agencies and 4 divisions. The survey asked specifically about 12 out of 15 SPAs identified on the FY2004 performance plan and 12 out of 16 SPAs identified in the FY2005 performance plan. Composite scores for individual services aligned with ratings of overall customer service by the enterprise performing the service. The FY2005 survey instrument was similar to and compatible with the FY2004 survey, although some additional questions were added to the most recent survey instrument.

What was achieved: The responses to the survey indicate improvements in a number of service areas. An overall improvement target of 5.3% over the prior fiscal year was achieved.

Progress on specific strategies:

A. Obtain and utilize relevant stakeholder input.

- Customer surveys were conducted in FY04 and at the start of FY05. (see graph above)
- Results of the employee survey conducted in the spring of 2004 were published to the DAS website.
- The DAS enterprises have each proposed a process for accepting and responding to customer complaints regarding the services they provide. The procedure must be approved by the applicable customer council relative to the utility services provided by the enterprise. With the future implementation of the CRM system, the goal will be to centralize the complaint management system.

B. Assure that DAS employees have the skills and information needed to succeed in a new entrepreneurial management environment.

- Annual department-wide meetings have been held to share information with employees about the goals and values of the new department.
- Skill assessments and customer service training initiatives are beginning in FY05.

C. Keep stakeholders and employees better informed about their relationship with DAS.

- During FY04 web pages for the agencies that consolidated into DAS were linked and updated in format to display a common look and feel for the new department.
- The DAS Difference newsletter was published in February, April and June 2004.
- A special section of the website has been set up for Customer Council information and for Utility Rate information.

Goal # 2: Streamline government services

Strategies:

- A. Improve processes through business process redesign.
- B. Establish a centralized and automated DAS Customer Relationship Management (CRM) system.

Results

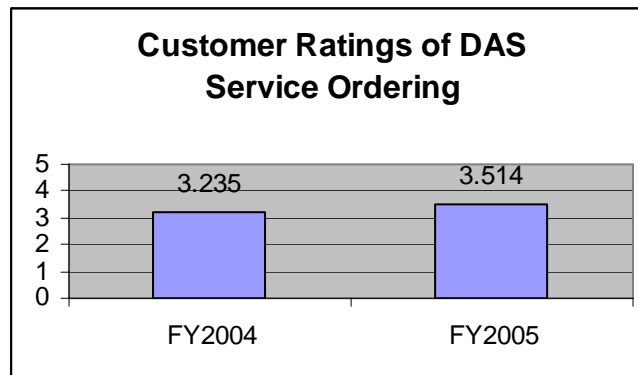
Performance

Measure:

Improve customer satisfaction ratings for DAS Service Ordering on annual customer survey by 5% over baseline.

Data Sources:

DAS customer satisfaction surveys conducted 4/2003 (labeled FY2004) and 8/2004 (labeled FY2005).



Data reliability: The average rating for customer satisfaction with the service ordering process was taken from responses to questions about four services on the FY2004 customer survey and ten services on the FY2005 survey.

What was achieved:

A. The organizational improvement process is ongoing. A process of service portfolio mapping began in FY2004 in conjunction with development of the CRM system. Each service portfolio must be mapped to identifying service delivery activities that provide the most economical process for the delivery of each service. Service portfolio mapping will identify the component elements (such as roles and responsibilities, process hand-offs, customer interfaces, etc.) that can be utilized for time reporting, billing, performance assessment and process improvement. Currently all of ITE service portfolio delivery management processes have been mapped. The process used to map ITE service portfolios will be used as a model for future DAS mapping. Process mapping will take place in relation to incorporating the requesting and tracking of DAS services in the CRM system (see below). Process improvements will be the responsibility of the Enterprise work groups based on the process mapping and input received from the customer satisfaction survey. This work will occur in fiscal year 2005.

Process redesign work is also underway as assessments occur and decisions on made on

how to best utilize the State's new Enterprise Resource Planning system called Integrated Information for Iowa (I/3).

B. Development of the DAS Customer Relationship Management (CRM) system has been in progress since September 2003. DAS leadership approved proceeding with the implementation of the proposed future state Customer Relationship Management (CRM) solution in mid-September 2004. The vision for the CRM system is *to insure that all customers have an accurate, timely, and cohesive on-line DAS customer service experience*. Based on the business requirements documentation, a Statement of Work (SOW) has been developed and the technical architect is beginning to document the structure that will provide the most efficient solution, from order entry to electronic billing. Work is underway on modifying the E-DAS system, which has been in development during FY2004, as the order entry solution for CRM. Alternatives are being developed for the service consumption database and automated billing system that will allow the use of existing technology versus new development. The goal is to have the electronic billing system begin paralleling with the current billing system by March 2005 and be fully operational for the July 2005 billing cycle.

C. One of the indicators of progress regarding this goal is a rating of customer satisfaction regarding the service ordering process. Responses to the baseline and first year survey indicate some improvement in customer satisfaction regarding service ordering for the services that were assessed on this component. An overall improvement rate of 8.6% over the baseline was achieved.

Goal # 3: Save money

- Strategies:** A. Reduce or avoid costs or increase revenue
B. Obtain new revenue sources

Results

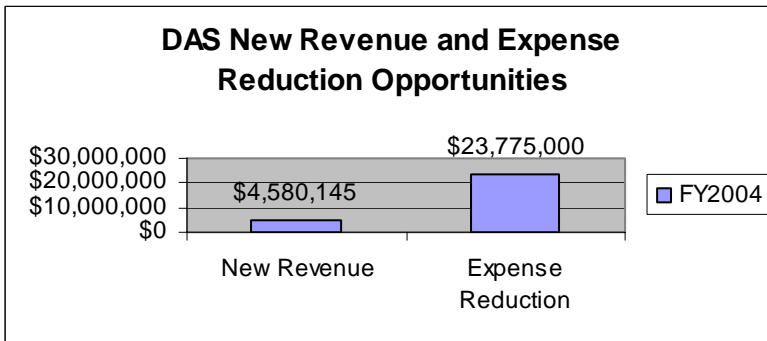
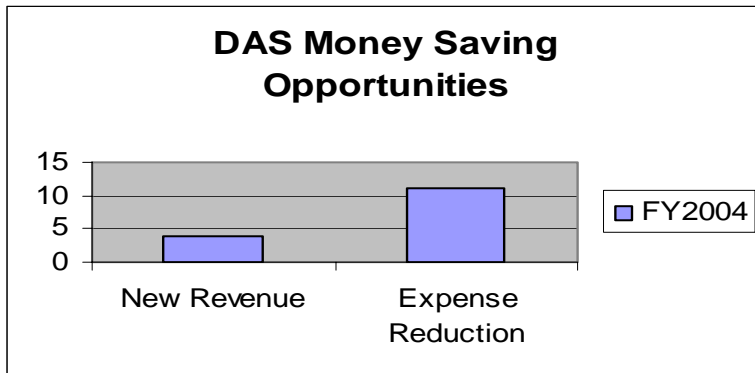
Performance

Measure:

Number of identified opportunities to reduce or avoid costs, increase revenue or find new sources of revenue and dollar value of results.

Data Sources:

Reports to the Director from DAS Enterprises



Data reliability: Data was compiled from reports provided on an ongoing basis by each DAS Enterprise Chief Operating Officer to the Director. The dollar values include estimated annual savings or revenue generated that were initiated in FY 2004.

What was achieved:

The following opportunities for New Revenue were identified:

1. Partnering with Emergency Management Division to expend Homeland Security grant. A grant of \$1.1 million was used to establish the Chief Information Security office and to purchase enterprise-wide security products and services such as the firewall and anti-spam software, and training and development services.
2. Migrating the DHS Medicaid Management Information System from private sector vendor to ITE. The estimated value is \$10.0 million over a three-year period.
3. Creating partnership with local government by setting up contracts they can use for the purchase of goods and services that are related to Homeland Security generated \$60,000.
4. Transferring Printing services from DHS, Civil Rights, Elder Affairs, and the Attorney General's office from Iowa Prison Industries to GSE-Printing. Revenue from DHS in

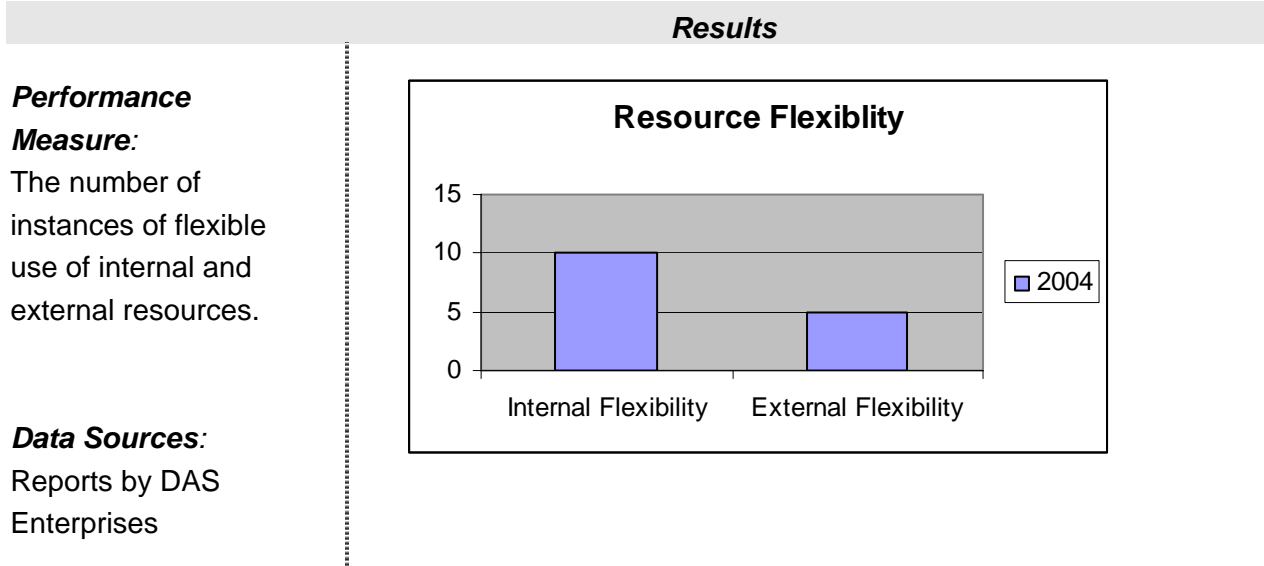
FY2004 grew to \$86,812, based for the most part on this transfer, and the marketing efforts of DAS and AFSCME.

Eleven opportunities for Expense Reduction were identified:

1. Cities, counties and schools are using DAS contracts for such items as vehicles, office supplies, and computers resulting in savings to those making purchases and lower costs for all due to the greater anticipated volume of contract usage.
2. Saved \$90,000 annually by negotiating a reduction in paper costs.
3. Implementing the Consolidated Equipment Maintenance Program will result in projected savings of approximately \$3,000,000 for state government, Regent institutions, county government, and city government.
4. Reduced mainframe processing rates (for several services) charged to state agencies by 12%. This is projected to save \$1,560,000 annually.
5. The Early Out 3 program, per DOM, is expected to save \$27 million (all funds) over five years.
6. Through negotiation, reduced the proposed new cost of employee health benefits by \$12 million.
7. Reduced the acquisition cost for new vehicles by an estimated 10%. Annual savings are projected at \$600,000.
8. Entered into an Enterprise Licensing Agreement for software with Microsoft and ASAP (software vendor). This agreement will have a significant positive impact on the cost of Microsoft software for participating organizations (state, counties, and cities). The agreement will facilitate software purchases at a lower cost. The savings related to the agreement have yet to be determined.
9. Saved \$225, 000 annually by splitting the cost of two DAS positions (CIUO and the CFO with the ICN).
10. Reduced Workers Compensation claims by approximately \$500,000 through more aggressive claim management.
11. Renegotiated Iowa Interactive contract, saving the state approximately \$400,000 over the remaining life of the contract.

Goal # 4: Enhance resource flexibility

- Strategies:** A. Make more flexible use of current staff.
B. Create agreements and utilize opportunities for strategic partnerships for the innovative use of staff from other organizations.



Data reliability: The following are examples of use of internal and external human resources in a flexible manner to accomplish the goals of the department in serving the needs of its customers.

What was achieved:

A. Internal staff flexibility

1. When the office of the chief information security officer (CISO) for the state enterprise was set up in DAS effective July 1, 2004, using Homeland Security funding, Marie Hubbard was reassigned to the office from within the DAS central administrative group. In addition, Larry Brennan from DAS-ITE works approximately 60 percent of his time with the CISO office. This flexible use of resources allowed DAS to respond to the need to set up the CISO office quickly to meet the needs of the enterprise using staff already familiar with the issues and funding that was available immediately.
2. Savings and resource flexibility have been achieved by sharing the following staff between DAS and ICN – John Gillispie, CIO and secretary, Diane VanZante; and Denise Sturm, CFO and secretary Pam Broyles. John Gillispie oversees both ITE and the ICN allowing state government to benefit from a single point of policy coordination for major IT systems of state government. Denise Sturm oversees the finance sections for both DAS and ICN.
3. DAS mail clerks, Minnie Edwards and Sam Ubaldo, are shared with the ICN accounting staff co-located with DAS accounting staff.
4. Larry Clark is shared between the DAS Finance Division and the State Accounting Enterprise to work with approval of vendors in the I/3 system for state government.
5. As I/3 is being implemented, staff from different portions of DAS as well as other departments have been involved in the project. Staff assigned full time to the project have

been funded at 1/2 of their salary. For example: DOM for Budget - Nickie Whitaker and Hugh Ceaser were funded at 50% by I/3. I/3 Finance -- SAE provided Jay Cleveland, Mike Hahn and Dave Ritchie, GSE provided Julie Economaki/Barb Sullivan, ITE provided Sharon Sperry, Louisa Perry, John Schneberger, and Tai Wang(Tai did budget). For I/3 HR SAE is providing Jean McPherson and Jay Cleveland. HRE is providing Sharleen Newton. All of these staffing assignments can receive a 50% funding reimbursement by I/3. ITE provided additional support in server, networking, and database support during the project. Some of this time was reimbursed. In addition there were staff from other agencies who assisted with testing, training, and other implementation activities. These individuals volunteered their time and were reimbursed by I/3 for any travel expenses incurred as a result of their work. Ongoing support will be handled through a customer council. For FY05 there is an appropriation that will cover the ongoing support positions and other expenses.

6. Paul Carlson, from the DAS administrative area, is shared with General Services to help administer the Printing and Federal Surplus programs.
7. In the Human Resources Enterprise, personnel officers have begun to conduct courses for the training unit. In addition, personnel officers continue to work collaboratively with each other on classification issues.
8. Nancy Williams, with DAS-GSE, provides support to the DAS-SAE I/3 interim Customer Council.
9. Mike Pringle and Kathleen Krogmeier split their time between work with DAS ITE and work of the DAS Finance Division.
10. HRE has an agreement with ITE for providing some of the Information Technology training.

B. Creative use of external staffing partnerships

11. When the office of the chief information security officer (CISO) for the state enterprise was set up in DAS effective July 1, 2004, using Homeland Security funding, Greg Fay was brought in from Public Health and Brett Vorhees came from the Homeland Security & Emergency Management Division. This flexible use of resources allowed DAS to respond to the need to set up the CISO office quickly to meet the needs of the enterprise using staff already familiar with the issues and funding that was available immediately.
12. DAS General Services Design and Construction (D&C) has an informal agreement in place for sharing professional staff services with the Department of Natural Resources (DNR). DNR provides structural engineering services on an as needed basis, and as a result, D&C does not need to hire an outside structural engineer for some limited scope structural design projects.
13. DAS General Services Design and Construction (D&C) has an informal agreement in place for sharing professional staff services with the Department of Transportation (DOT). An intern architect with the DOT works in the D&C office three days per week under the supervision of the D&C administrator, a registered architect. Registration requirements call for an intern to work directly under the supervision of a registered architect for a period or time prior to registration, and DOT has no architects on staff.
14. DAS-HRE has a contract with Drake University for conducting the State's Certified Public Manager training program.
15. Staff from other agencies were selected for involvement, as stakeholders, in the work of the Enterprise Infrastructure and Personnel assessment.

PERFORMANCE PLAN RESULTS

CORE FUNCTION

Name: Enterprise Resource Management (67)

Description: This core function represents the primary purpose of the Department of Administrative Services. DAS provides enterprise financial services such as payroll, accounting and budget; human resource services such as organizational development, employment services, and compensation and benefits services; information technology services such as network infrastructure management and application development and maintenance; general services such as capitol complex maintenance, design and construction, mail, fleet, purchasing, surplus property and customer service center activities; leadership; planning; policy development; media management; and enterprise information security, to achieve results for lowans.

Why we are doing this: To provide high quality accounting, human resource services, information technology, and general services to state agencies at a competitive price while adhering to strict principles of financial accountability in order to support the work of state agencies and other government entities.

Our strategies to achieve results:

DAS strategies include improving customer satisfaction by addressing the following issues:

- Product and service timeliness
- Product and service accuracy
- Saving money for our customers
- Making automated services reliably available to customers

(See DAS Performance Plan)

The annual DAS customer satisfaction survey provides information on how well the department is serving its customers and the importance of the service component to customers. The survey helps DAS understand where customer service improvements are needed.

The department's performance target for this year has been changed from the goal of 75% of the customers rating DAS at a grade level of "b" or above to an improvement measure. The department's goal is to improve the overall department score on the customer satisfaction survey by 5% over the baseline year. While an improvement goal may not be realistic indefinitely, it best reflects the department's current focus.

Results

Performance Measure:

Improved customer satisfaction with

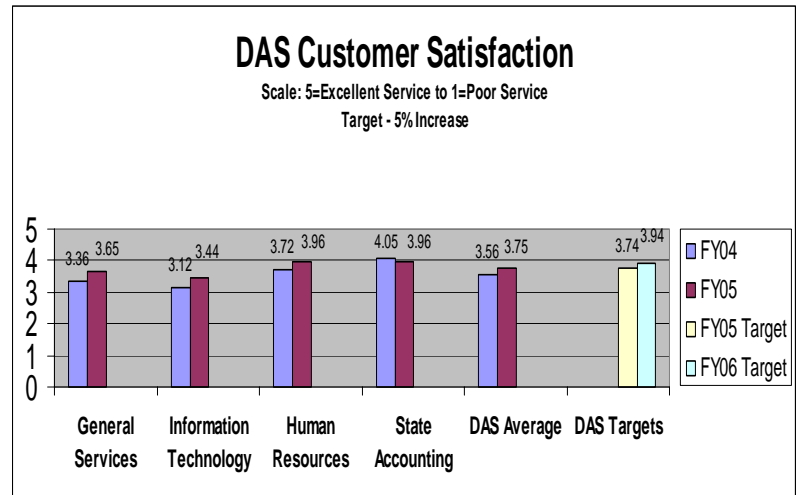
- Service reliability
- Timeliness of service delivery
- Competitive prices, and
- Customer service

Performance Target:

Improve departmental satisfaction score on customer ratings by 5% over the previous year.

Data Sources:

DAS customer satisfaction surveys conducted 4/2003 (labeled FY2004) and 8/2004 (labeled FY2005).



Data reliability: Surveys were sent to all state agencies identified as customers (39). All customers received the same survey. Responses were received from 35 agencies and 4 divisions. The survey asked specifically about 12 out of the 15 SPAs identified on the FY2004 performance. Composite scores for individual services aligned with ratings of overall customer service by the enterprise performing the service. The FY2005 survey instrument was similar to and compatible with the FY2004 survey, although some additional questions were added to the most recent survey instrument.

Why we are using this measure: This measure represents the customers' viewpoint of their experiences with the department's services. As a customer-focused organization, the department views these results as an important indicator of the perceptions our customers have of our performance.

What was achieved: The responses to the most recent survey indicate improvements in a number of service areas. An overall improvement over the prior fiscal year of 5.3% was achieved.

Analysis of results: Results of the most recent survey are being analyzed within each enterprise and will be used by work units to plan service improvements.

Factors affecting results: The 2004 survey was conducted prior to the formation of DAS as a consolidated department. The most recent survey was conducted at the end of the department's first year. Intervening variables include the formation of the department, establishment of customer councils and partial implementation of the new enterprise resource planning system, I/3.

Resources used: Customer Satisfaction Surveys from April 2003 and August 2004

**DAS - FY2004 SPA 005_67100
SAE - Statewide Accounting System**

Name: Accounting Transactions Processed Nightly (Measure 005_67100_001)

Description: Percent of accounting transactions that are processed in the nightly cycle on the same day as received.

Why we are doing this: To provide quick payment service to the department and the vendors they are paying.

What we're doing to achieve results: We monitor timeliness of transactions completed daily and try to add resources when needed to cover large fluctuations or delays in processing.

Results

Performance Measure:

% of accounting transactions processed in nightly cycle same day as received

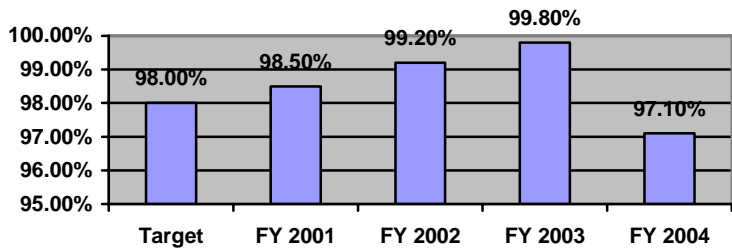
Performance Target:

98% of transactions processed within one working day

Data Sources:

Documents stamped in when received, Manager tracks document approval

Percent Accounting Transactions Processed Nightly



Data reliability: Very reliable as both agencies and vendors complain when payments are not processed timely.

Why we are using this measure: It is critical that we have a fast process to meet the requirements of state agencies and satisfy the vendors and citizens of the state.

What was achieved: 99.5% of transactions were processed daily through 5/31/04 in IFAS. In June under I/3 it went down to 70% because of new process. The 12 month average was 97.1%.

Analysis of results: Results under IFAS were above target and new I/3 process created a problem for one month. Expect to be above target once I/3 becomes stable.

Factors affecting results: I/3 required changes in all processes and had a negative effect in the month of June.

Resources used: Daily Processing statistics

**DAS - FY2004 SPA 005_67100
SAE - Statewide Accounting System**

Name: Post Audit Accuracy Rate (Measure 005_67100_002)

Description: Determine department accuracy in claims they approve for payment.

Why we are doing this: To assure departments are processing payments in compliance with state laws and DAS policies and procedures.

What we're doing to achieve results: We are doing semi-annual random sample post audits and determining an accuracy rate for each department.

Results

Performance Measure:

% of accounting transactions processed in compliance with laws and policies and procedures

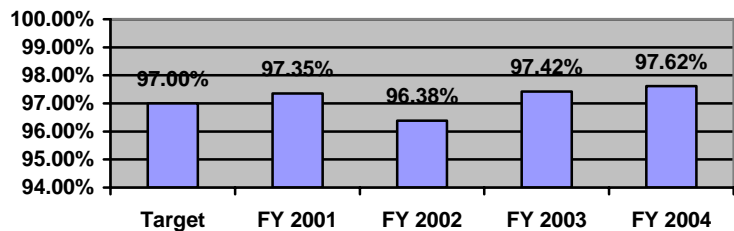
Performance Target:

97% of transactions processed in compliance

Data Sources:

Post audit reports for individual departments

Post Audit Accuracy Rate



Data reliability: Reliable as departments will dispute rate if they believe there were errors in post audit

Why we are using this measure: When payment processing audit approval was moved from Daily Processing to departments there was a need to be assured that departments were following procedures.

What was achieved: 97.62% of transactions were processed in compliance with laws and policies and procedures.

Analysis of results: Results were above targets and demonstrated departments are materially in compliance.

Factors affecting results: SAE cannot maintain timely post audits.

Resources used: Semi-annual post audit reports

DAS - FY2004 SPA 005_67100
SAE - Statewide Accounting System

Name: Annual and Monthly Accounting Reports (Measure 005_67100_003)

Description: The percentage of required annual and monthly accounting reports that are being completed in a timely manner.

Why we are doing this: To assure that we are in compliance with state and federal requirements for annual and monthly reporting.

What we're doing to achieve results: We track the due dates and the submission dates to ensure we are in compliance.

Results

Performance Measure:

% of state and federal reports completed by due date

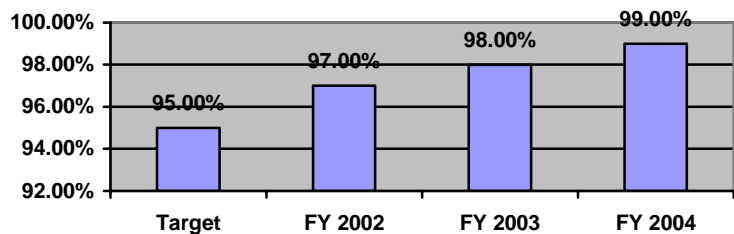
Performance Target:

95% of reports completed by due dates

Data Sources:

Report submission dates

Percent Accounting Reports Completed Timely



Data reliability: Reliable as the state will incur penalties and fees if dates are missed.

Why we are using this measure: To determine if the state is in compliance with state and federal requirements for completing reports that are due to regulatory departments.

What was achieved: 99% of reports were completed by required due date.

Analysis of results: State is materially in compliance.

Factors affecting results: SAE staffing is being spread too thin. Compliance could be in jeopardy in future years.

Resources used: Date reports are submitted

**DAS - FY2004 SPA 005_67101
SAE - Centralized Payroll System**

Name: Payroll Rewrites (Measure 005_67101_001)

Description: Minimal number of payroll checks required to be rewritten each pay period

Why we are doing this: To assure employees are paid in a timely and accurate manner.

What we're doing to achieve results: We track the % of rewrites and work with the departments to eliminate mistakes.

Results

Performance Measure:

% of rewrite paychecks per pay period

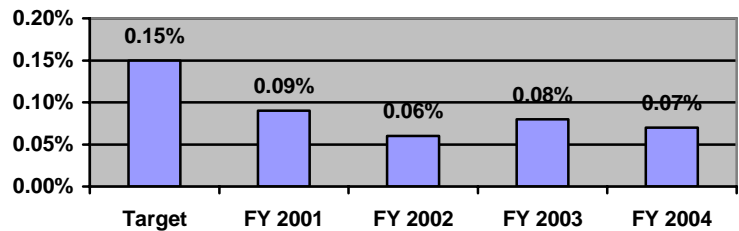
Performance Target:

Rewrites will average no more than .15% of total pay warrants written

Data Sources:

Rewrite report

Percent Payroll Rewrites



Data reliability: Reliable, reported each pay cycle.

Why we are using this measure: To determine if the State is paying its employees in a timely and accurate manner.

What was achieved: Rewrites were .07% of total payroll warrants written.

Analysis of results: State is materially in compliance.

Factors affecting results: Departments enter data so SAE can only directly impact the parts of payroll we control.

Resources used: Reports of warrants rewritten

**DAS - FY2004 SPA 005_67101
SAE - Centralized Payroll System**

Name: Payroll Deductions (Measure 005_67101_002)

Description: Payroll deductions processed by required due dates

Why we are doing this: To assure payroll deductions are paid in a timely and accurate manner.

What we're doing to achieve results: We track when deduction payments are made and if we receive any late penalties.

Results

Performance Measure:

% of deductions processed within required due dates

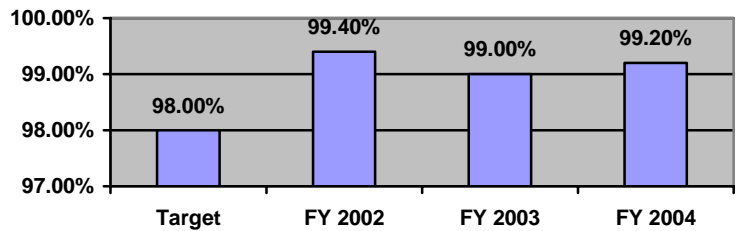
Performance Target:

98% of all mandatory and discretionary deductions processed within established timeframe requirements

Data Sources:

Dates deductions are paid and penalties assessed

Percent Payroll Deductions Processed Timely



Data reliability: Reliable, tracked each pay cycle.

Why we are using this measure: To determine if the state is paying payroll deductions as required by statute and employee specifications.

What was achieved: 99.2% of deductions were processed within established timelines.

Analysis of results: The state is materially in compliance.

Factors affecting results: 1/3 caused a problem with getting payments out in the 4th quarter of FY04.

Resources used: Tracking of date deduction payments were made.

**DAS - FY2004 SPA 005_67101
SAE - Centralized Payroll System**

Name: Payroll Reports (Measure 005_67101_003)

Description: Annual and monthly payroll reports completed in a timely manner

Why we are doing this: To assure that we are in compliance with state and federal requirements for annual and monthly reporting.

What we're doing to achieve results: We track the due dates and the submission dates to ensure we are in compliance.

Results

Performance Measure:

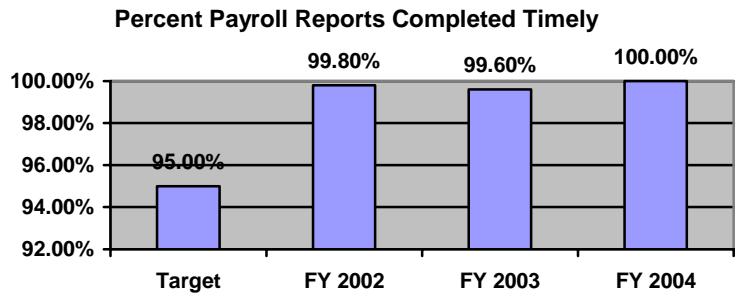
% of state and federal reports completed by due date

Performance Target:

95% of reports completed by due dates

Data Sources:

Report submission dates



Data reliability: Reliable as the state will incur penalties and fees if dates are missed.

Why we are using this measure: To determine if the State is in compliance with state and federal requirements for completing reports that are due to regulatory departments.

What was achieved: 100% of reports were completed by required due date.

Analysis of results: The state is materially in compliance.

Factors affecting results: SAE staffing is being spread too thin. Compliance could be in jeopardy in future years.

Resources used: Date reports are submitted

**DAS - FY2004 SPA 005_67102
GSE - Mail**

Name: Discounted Postage Rates (Measure 005_67102_001)

Description: All mail is metered before sending it to the United States Postal Service (USPS). The cost to send each piece of mail can be reduced (discounted) if it is pre-sorted before sending it to the USPS.

Why we are doing this: To save money for our customers on the cost of postage.

What we're doing to achieve results: Encouraging agencies to prepare their metered mail for pre-sorting whenever possible.

Results

Performance Measure:

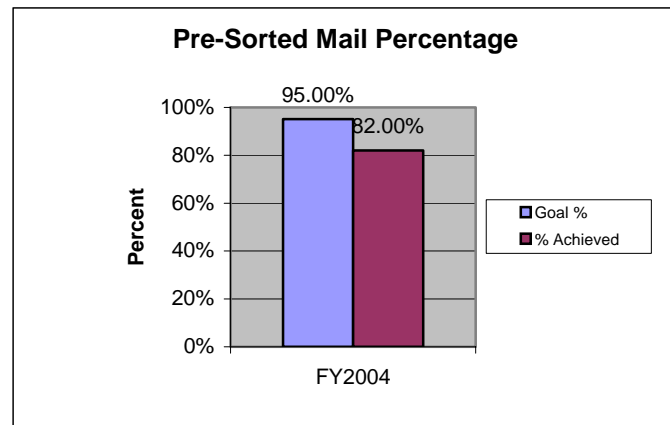
Percent of metered mail pre-sorted and eligible to receive a processing discount.

Performance Target:

95% of metered mail shall be pre-sorted.

Data Sources:

Pitney-Bowes Mail Management System



Data reliability: The data is highly reliable because the Pitney-Bowes Mail Management System tracks all metered mail. This system receives data directly from the postage machines located in the mail centers and is used to issue bills to our customers for services provided.

Why we are using this measure: To measure the number of pieces of metered mail being pre-sorted. If our customers' metered mail is pre-sorted, they will be able to save on postage costs.

What was achieved: This is the first time pre-sorted metered mail was measured to establish a baseline.

Analysis of results: This shows there is still potential mail eligible for discounted postage rates.

Factors affecting results: We are currently not pre-sorting flat pieces. Metered mail pieces must be prepared for automation processing. Our customers must plan and prepare their mail pieces in advance to meet pre-sorting time frames. Emergencies and inadequate lead-time interfere with opportunities for mail automation discounts.

Resources used: The Pitney-Bowes Mail Management System is funded by the mail budget, which functions as a utility.

**DAS - FY2004 SPA 005_67103
GSE - Printing**

Name: Timely printing services (Measure 005_67103_001)

Description: Printing requests processed internally.

Why we are doing this: Customers may request a variety of printing services. Some services are sent to private vendors for processing and some are processed internally. This measure shows the efficiency of services processed internally.

What we're doing to achieve results: Tracking turnaround time and communicating it to staff providing the service in order to improve employee efficiency. Looking for patterns based on machine, people or process that impact delivery dates.

Results

Performance Measure:

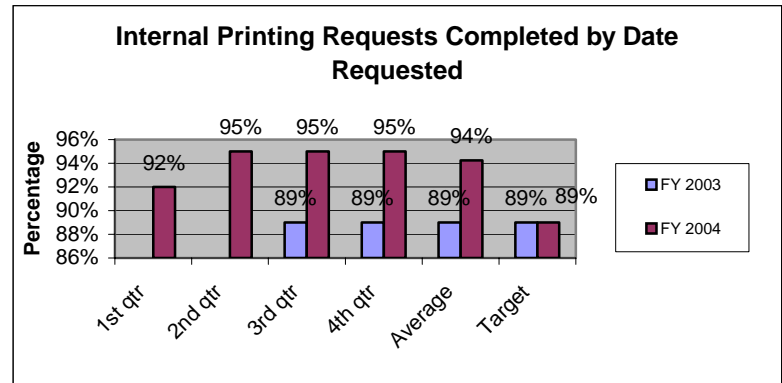
Percent of work processed internally that is completed and delivered on the date requested.

Performance Target:

89% of work processed internally is completed and delivered on the date requested.

Data Sources:

Quarterly manual compilation of data from each job ticket.



Data reliability: Data is only as reliable as the dates recorded on the job tickets and the compilation by persons tallying the results.

Why we are using this measure: This measure tracks internal employee productivity. The more efficient our services are, the happier our customers will be, and the more likely they will be to return as a customer.

What was achieved: This chart shows progress being made over the last four quarters.

Analysis of results: Shows continuous improvement.

Factors affecting results: None noted.

Resources used: These services are funded by the printing budget, which functions as a marketplace service.

**DAS - FY2004 SPA 005_67104
GSE - Purchasing**

Name: Current and available contracts (Measure 005_67104_001)

Description: Percent of GSE contracts current and available for use by agencies.

Why we are doing this: To provide state agencies/facilities with contracts for goods, services and construction to save them time and money

What we're doing to achieve results: Invitations to bid are sent to vendors, (who provide the commodity needed), to achieve the best price and quality for the goods, services and construction. Our web site at: <http://das.gse.iowa.gov/iowapurchasing> shows "Current Bidding Opportunities" and "Current Contracts".

Results

Performance Measure:

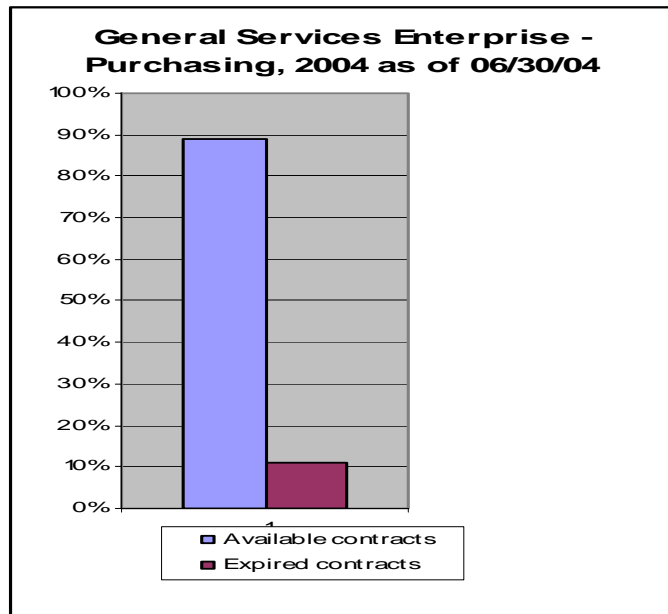
Percent of GSE contracts current and available for use by agencies.

Performance Target:

98% of GSE contracts current and available for use by agencies.

Data Sources:

Information was compiled from I/3 Data Warehouse.



Data reliability: Information is from the I/3 Data Warehouse, and is reliable according to the system vendor, AMS.

Why we are using this measure: It is critically important to keep contracts available for agencies/facilities to use. Contracts are negotiated to acquire the best price at the best quality. If the contracts are in an expired state, they are unavailable for use.

What was achieved: Tracking the status of contracts provides for prior notice of contract expiration so that needed contracts can be renewed or rebid. As of the end of the FY2004 fiscal year 89% of the contracts were current and available for use.

Analysis of results: Our goal of 98% was compromised due to the conversion to I/3. There was a

period when the IFAS system was non-usable because the information had been converted to I/3 and the new I/3 system was not completely up and running, therefore contract renewals could not be processed during that time.

Factors affecting results: The conversion to I/3 and the inability to use the IFAS system.

Resources used: I/3 Date Warehouse files

**DAS - FY2004 SPA 005_67105
GSE – Federal Surplus Properties**

Name: Savings for Federal Surplus Property (FSP) Customers (Measure 005_67105_001)

Description: Percent of money saved by customers as compared to buying items at market value

Why we are doing this: To provide agencies/facilities, counties, city, schools, and other non-profit organizations with the opportunity to purchase functional items at a substantially discounted price that have been disposed of as surplus by the federal government.

What we're doing to achieve results: We have federal auctions, special promotions and this information is posted on our web site at http://das.gse.iowa.gov/federal_surplus . In addition, FSP attempts to obtain items requested by customers in order to pass on the property with less storage expense.

Results

Performance Measure:

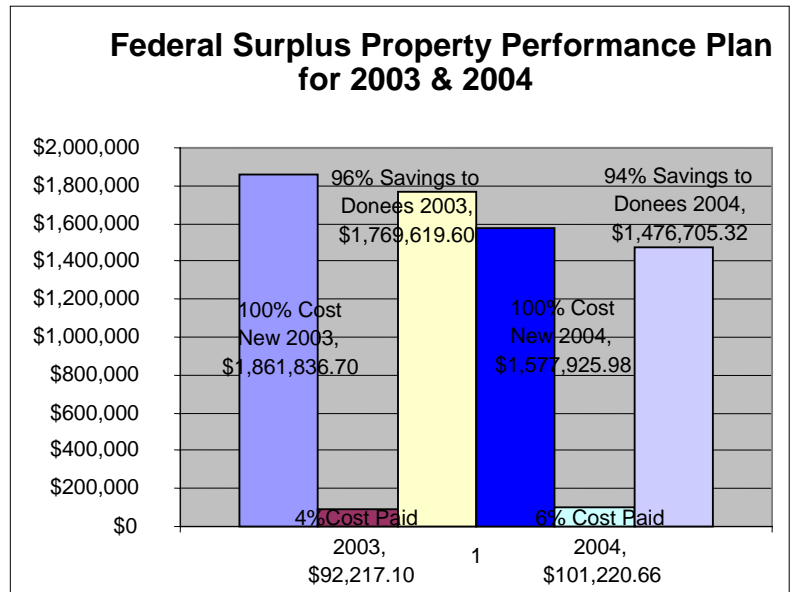
Percent of money saved by customers as compared to buying item at market value

Performance Target:

70% savings realized in goods received by customers through Federal Surplus Property

Data Sources:

Information was compiled from the MP2 database



Data reliability: This information is entered into the MP2 system when items are received, and updated

when items are sold.

Why we are using this measure: It measures the savings to FSP customers and the proceeds to the state from the sale of federal goods

What was achieved: The Federal Surplus Property (FSP) section has achieved 94% savings to customers in FY2004 by selling goods received from the federal government while requiring a relatively small investment (overhead cost and the cost of acquiring the goods) from FSP.

Analysis of results: Reductions in overhead costs have helped FSP cover operating expenses and allow FSP to purchase items customers request for quicker resale.

Factors affecting results: Results could be affected by government auctions, public auctions and the type of items FSP receives for resale.

Resources used: MP2 system

**DAS - FY2004 SPA 005_67106
ITE Resource Management**

Name: ITE Overhead (Measure 005_67106_001)

Description: Percentage of overhead costs as compared to total costs

Why we are doing this: Maintain accountability to customers by controlling costs.

What we're doing to achieve results: Monitoring results to ensure compliance with the standard.

Results

Performance Measure:

Percentage of administrative to total costs

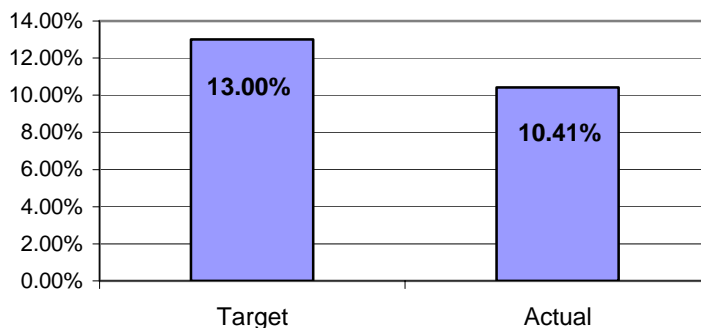
Performance Target:

13%

Data Sources:

DAS Finance Division

ITE Percent Administrative Costs as Compared to Total Costs, Fiscal Year 2004



Data reliability: Financial information collected by DAS Finance

Why we are using this measure: Maintain accountability to customers by showing how ITE is controlling costs.

What was achieved: ITE was able to manage costs under the established target.

Analysis of results: Administrative costs remain below target levels.

Factors affecting results: None noted.

Resources used: DAS Finance for monitoring, ITE management

DAS - FY2004 SPA 005_67106 ITE Resource Management

Name: Automated Intake Services (Measure 005_67106_002)

Description: Number of services available through the DAS automated intake system

Why we are doing this: To streamline the intake points of contact for our customers and internal assigning, tracking and managing service requests.

What we're doing about this: Working to provide an automated, streamlined solution for customers to contact DAS for service assistance. The first phase has included reviewing our current processes for service intake procedures within the ITE enterprise.

What we're doing to achieve results: Adding services to the automated intake system was set as a goal for FY2004. However, since then the automated intake system, called E-DAS has been assessed for further development so that it can be incorporated most effectively into the overall Customer Relationship Management System. (See results of Strategic Measures for Goal #2 above).

Results

Performance Measure:

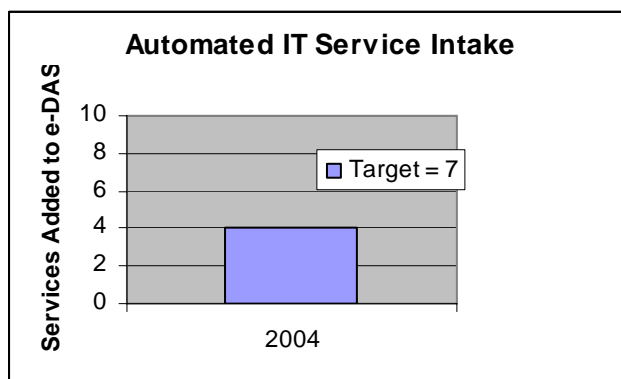
Number of services available through an automated intake process

Performance Target:

Seven automated intake services

Data Sources:

DAS-ITE Performance Statistics



Data reliability: Data is provided by actual outcome of services automated in the new e-DAS intake

system.

Why we are using this measure: This measure is an indicator of efforts to improve services to our customers by providing a single electronic entry point into ITE to access or inquire about service offerings.

What was achieved: Four networking service offerings have been defined within the e-DAS intake system and piloted within the enterprise.

Analysis of results: 57% accomplished

Factors affecting results: This activity is now planned for integration with the new DAS Customer Relationship Management system, which includes billing, time reporting and intake.

Resources used: Staff, web development and web hosting servers.

DAS - FY2004 SPA 005_67107 ITE Infrastructure Management

Description: Mainframe Availability Rate and Core Server Services Availability (Measure 005_67107_001 and 002)

Why we are doing this: This measure is an indicator of the reliability of the state's primary computer systems.

What we're doing about this: A high rate of system availability is critical for the state to acceptably conduct business.

What we're doing to achieve results: Monitoring and measuring service availability

Results

Performance Measure:

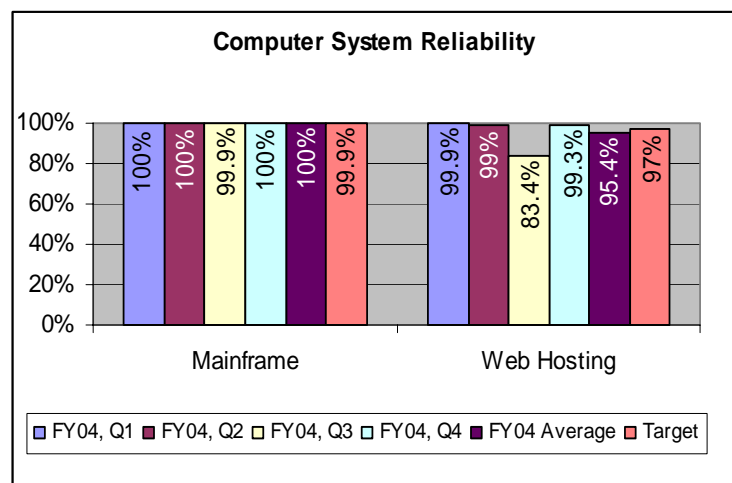
Mainframe availability rate
Core server services availability rate

Performance Target:

99.9% mainframe availability and
97% core server* availability
*Defined as Web Hosting server services

Data Sources:

DAS-ITE Performance Statistics



Data reliability: Data is provided from automated monitoring and report tools.

Why we are using this measure: This measure is an indicator of the reliability of the state's primary computer systems.

What was achieved: Demonstration of service availability; daily monitoring of our critical hardware infrastructure servers.

Analysis of results: 99.98% FY 04 average mainframe availability; 95.4% FY 04 average web hosting.

Factors affecting results: Internet outages outside of our control, application production challenges.

Resources used: Existing monitoring tools and staff time

**DAS - FY2004 SPA 005_67106
ITE Resource Management**

Name: Security Services Reliability (005_67101_003)

Description: Security Services Intrusion Detection Services Reliability

Why we are doing this: This measure is an indicator of the reliability of the state's intrusion detection sensors used to detect and prevent inappropriate cyber penetrations.

What we're doing about this: A high rate of system availability is critical for the state to acceptably conduct business.

What we're doing to achieve results: Tracking, monitoring and managing critical devices to ensure a high availability of critical state information systems.

Results

Performance Measure:

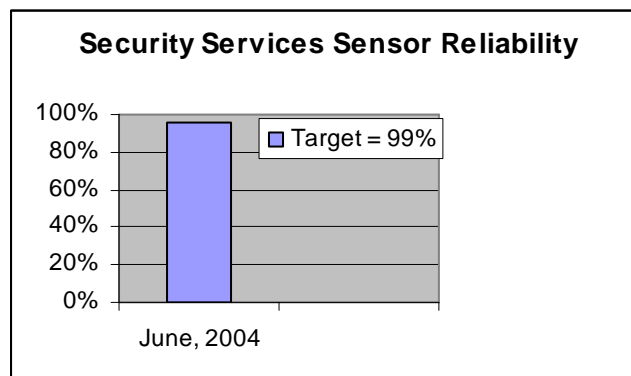
Security services intrusion detection sensor reliability

Performance Target:

99.9% reliability

Data Sources:

DAS-ITE Performance Statistics



Data reliability: Data is provided from automated monitoring and report tools.

Why we are using this measure: This measure is an indicator of the reliability of the state's primary

computer systems.

What was achieved: Demonstration of service availability; daily monitoring of cyber activity.

Analysis of results: We began tracking these statistics formally the last part of FY '04. Therefore, only one month of data is readily available. In June, 2004 we achieved a 96% reliability with a target of 99%.

Factors affecting results: Cyber attacks, hardware purchases and maintenance

Resources used: Existing monitoring tools and staff time

DAS - FY2004 SPA 005_67108 ITE Service Delivery

Name: Timely delivery of services (Measure 005_67108_001)

Description: The percent of time database service deliverables are delivered within documented turnaround time limits. Service include service requests and work to support service level agreements for the database platforms of IDMS, SQL Server, Teradata, Business Objects and DB2

Why we are doing this: To better ensure we meet customer time expectations.

What we're doing about this: Set up a process to track and record requests.

What we're doing to achieve results: Tracking and monitoring timeliness of service delivery from customer request to delivery of results.

Results

Performance Measure:

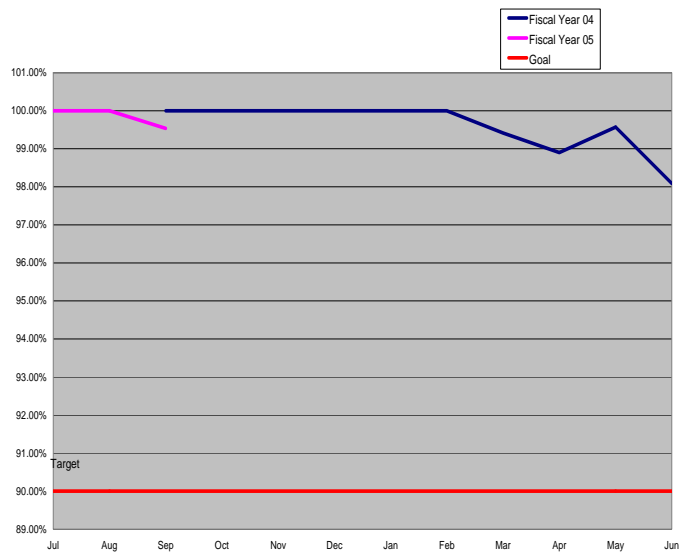
The percent of time database service deliverables are delivered within documented turnaround time limits.

Performance Target:

90% of services are delivered within the documented turnaround time limits.

Data Sources:

DAS-ITE Performance Statistics



Data reliability: Data is provided by actual outcome of services tracked and monitored.

Why we are using this measure: This measure is an indicator to improve services to our customers by meeting or exceeding their time requests.

What was achieved: Database service requests were delivered above the target.

Analysis of results: 99% of services were delivered within the documented turnaround time limits.

Factors affecting results: None

Resources used: Staff and monitoring tools.

**DAS - FY2004 SPA 005_67109
HRE – Program Delivery Services**

Name: Classification and Position Reviews (Measure 005_67109_001)

Description: Review job classifications

Why we are doing this: To determine that persons employed by the State are properly classified and paid at a rate appropriate to that classification

What we're doing to achieve results: Providing high quality customer service to departments of state government and tracking the delivery of services through internal HRE systems

Results

Performance Measure:

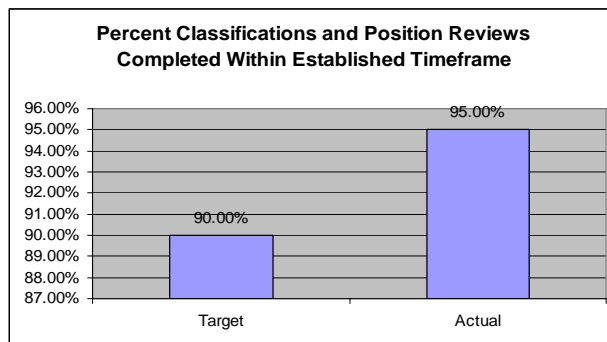
Percent of classifications and position reviews delivered within established delivery timeframes.

Performance Target:

90%

Data Sources:

DAS HRE Database and Worksheets



Data reliability: This information comes from a database updated by personnel officers entering their individual assignments.

Why we are using this measure: This measure is used to evaluate the effectiveness of personnel officers' responsiveness to basic classification needs of state departments.

What was achieved: Departments have a higher degree of certainty that positions are reviewed and

classified in a timely manner.

Analysis of results: The analysis of results indicates that DAS-HRE is exceeding the performance target.

Factors affecting results: Availability of personnel officers with adequate time and resources to complete classifications and reviews.

Resources used: Personnel Officers

**DAS - FY2004 SPA 005_67110
HRE – Employment and Organizational Development**

Name: Training (Measure 005_67110_001)

Description: Delivery of training services.

Why we are doing this: To improve the technical, professional and managerial skills of state employees.

What we're doing to achieve results: Arranging for a broad range of training to cover management, supervisory and administrative training needs of state employees.

Results

Performance Measure:

All training delivered within timeframe

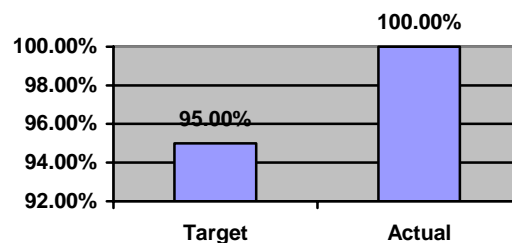
Performance Target:

95%

Data Sources:

DAS-HRE

**Percent Training Delivered Within
Established Timeframe**



Data reliability: Data is tracked by support personnel who are responsible for scheduling training. The only occurrences of training not held on the date scheduled were two classes rescheduled due to inclement weather.

Why we are using this measure: To assure that we are meeting the training needs of the employees of state government.

What was achieved: Employees of state government have increased their skills and are better able to fulfill the demands of their jobs.

Analysis of results: By delivering training on time, state departments have confidence that course work

is available when they need it.

Factors affecting results: Dedicated staff, automated systems, clear direction

Resources used: Training Coordinator and Administrative Assistant

**DAS - FY2004 SPA 005_67111
HRE – Risk and Benefits Management**

Name: Counties covered by State’s Health Plans. (Measure 005_67110_001)

Description: 100% of the counties will be covered under at least one of the State’s Health Plans.

Why we are doing this: To ensure that the State maintains a Health Plan that allows access to all employees regardless of location, given that the State’s employees are situated throughout the state.

What we're doing to achieve results: Providing oversight of the State’s contracts with Health Insurance vendors.

Results

Performance Measure:

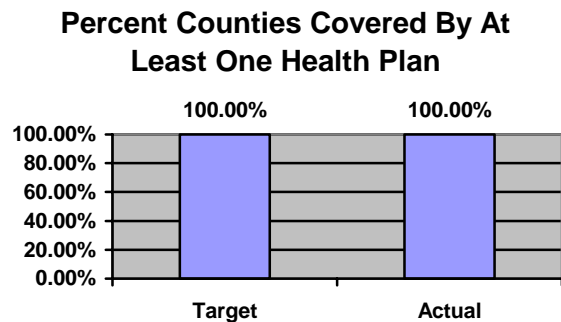
100% of the counties will be covered under at least one of the State’s Health Plans.

Performance Target:

100% county coverage

Data Sources:

Vendor network information



Data reliability: The reliability of the measure is very high as it has not changed for years. Likewise, the reliability of the data that supports the measure is static and accurate due to health insurance vendor provider network requirements.

Why we are using this measure: To ensure the State maintains a Health Plan that allows access to all employees regardless of location, given that the State’s employees are situated throughout the state.

What was achieved: 100% county coverage

Analysis of results: The State maintains a Health Plan that allows access to all employees regardless of location.

Factors affecting results: Number of health insurance vendors under contract and the size of their

provider networks.

Name: Core Function – Physical Assets Management (52)

Description: DAS is responsible for managing state government assets including, but not limited to, state government buildings, monuments and vehicles, and the computing network backbone. Related activities include the management of surplus property; parking and grounds maintenance; design, construction and maintenance of facilities; space utilization; the upkeep of state vehicles, and network planning and management.

Why we are doing this: To provide high quality management of the physical assets of the State of Iowa.

Our strategies to achieve results:

DAS strategies include improving customer satisfaction by addressing the following issues:

- Product and service timeliness
- Product and service accuracy
- Saving money for our customers
- Making automated services reliably available to customers

(See DAS Performance Plan)

The annual DAS customer satisfaction survey provides information on how well the department is serving its customers and the importance of the service component to customers. The survey help DAS understand where customer service improvements are needed.

The department's performance target for this year has been changed from the goal of 75% of the customers rating DAS at a grade level of "b" or above to an improvement measure. The department's goal is to improve the overall department score on the customer satisfaction survey by 5% over the baseline year. While an improvement goal may not be realistic indefinitely, it best reflects the department's current focus.

Results

Performance Measure:

Improved customer satisfaction with

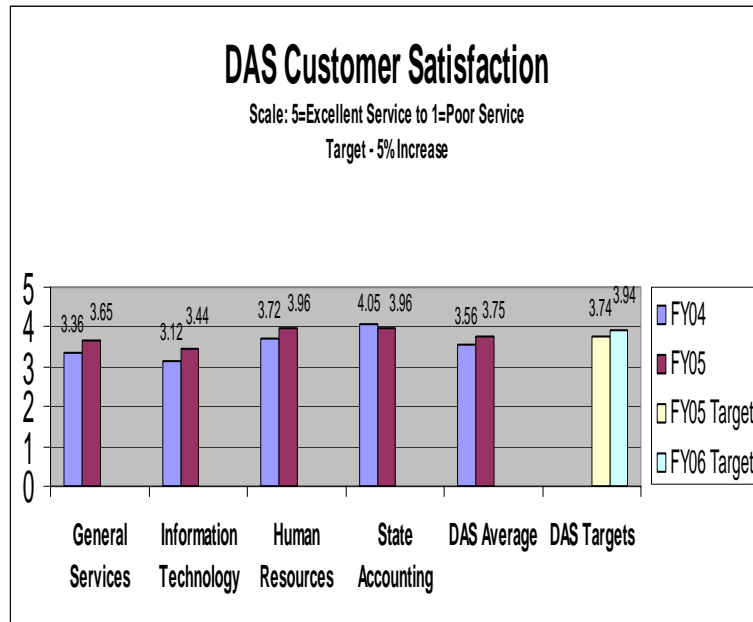
- Service reliability
- Timeliness of service delivery
- Competitive prices, and
- Customer service

Performance Target:

Improve departmental satisfaction score on customer ratings by 5% over the previous year.

Data Sources:

DAS customer satisfaction surveys conducted 4/2003 (labeled FY2004) and 8/2004 (labeled FY2005).



Data reliability: Surveys were sent to all state agencies identified as customers (39). All customers received the same survey. Responses were received from 35 agencies and 4 divisions. The survey asked specifically about 12 out of 15 SPAs identified on the FY2004 performance plan and 12 out of 16 SPAs identified in the FY2005 performance plan. Composite scores for individual services aligned with ratings of overall customer service by the enterprise performing the service. The FY2005 survey instrument was similar to and compatible with the FY2004 survey, although some additional questions were added to the most recent survey instrument.

Why we are using this measure: This measure represents the customers' viewpoint of their experiences with the department's services. As a customer-focused organization, the department views these results as an important indicator of the perceptions our customers have of our performance.

What was achieved: The responses to the most recent survey indicate improvements in a number of service areas. An overall improvement over the prior fiscal year of 5.3% was achieved.

Analysis of results: Results of the most recent survey are being analyzed within each enterprise and will be used to plan service improvements.

Factors affecting results: The prior year's survey was conducted prior to the formation of DAS as a consolidated department. The recent survey was conducted at the end of the department's first year. Variables include the formation of the department, establishment of customer councils and implementation of the new enterprise resource planning system, I/3.

Resources used: Customer Satisfaction Surveys from April 2003 and August 2004.

**DAS - FY2004 SPA 005_52100
GSE - Fleet**

Name: Vehicle Repairs (Measure 005_51100_001)

Description: Auto mechanic service for state vehicles.

Why we are doing this: To measure the quality of workmanship of emergency repairs and scheduled preventative maintenance performed by the State Garage.

What we're doing to achieve results: We are tracking the number of serviced vehicles returned due to less than quality service.

Results

Performance Measure:

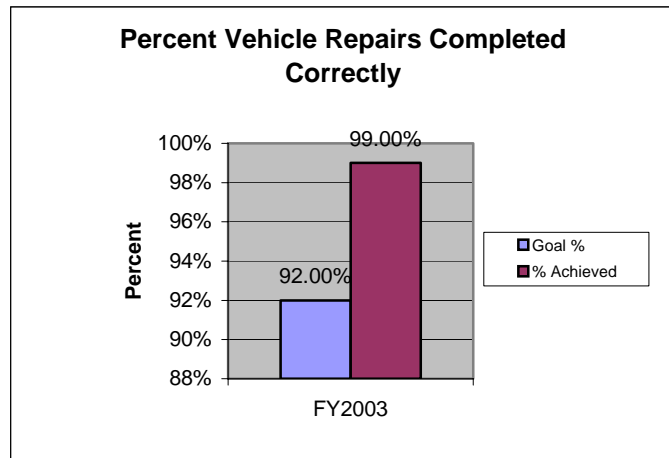
Percent of vehicle repairs in state garage completed correctly.

Performance Target:

Complete 92% of vehicle repairs in state garage correctly.

Data Sources:

Reynolds & Reynolds work order system and manual tracking by Shop Supervisor.



Data reliability: The Reynolds & Reynolds work order system totals the number of completed work orders, which can be pulled for any time period. Manual tracking by the Shop Supervisor of vehicles returned for “rework” is as reliable as the Shop Supervisor’s records.

Why we are using this measure: To improve the quality of service provided to our customers. If customers receive quality service, they will return to use our service again.

What was achieved: This establishes the baseline measurement.

Analysis of results: The state garage completed 5,387 work orders and less than 45 were returned. This shows 99% of customers received satisfactory service.

Factors affecting results: None noted.

Resources used: These services are funded by customer payments based on repair order billings. The state garage is a marketplace service.

**DAS - FY2004 SPA 005_52101
GSE – Capitol Complex Maintenance**

Name: Standard Work (Measure 005_53101_001)

Description: Percent of staff skill levels meeting industry standards

Why we are doing this: Capitol Complex Maintenance provides facility maintenance for the day-to-day operations and upkeep of state owned facilities on the Capitol Complex. The skills assessment helps maintain a safe and healthy environment by ensuring staff skills are in place to provide services that will meet or exceed industry standards. The skills assessment provides valuable focus for employee training and development to raise the competency level of employees.

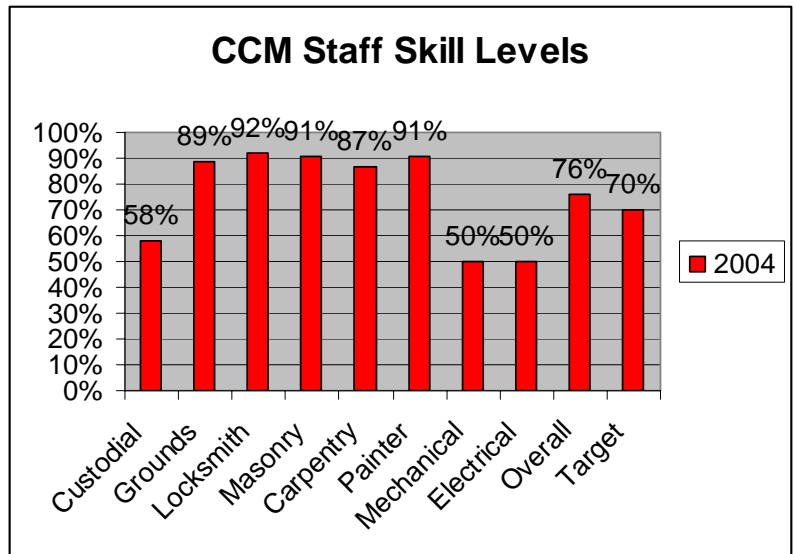
What we're doing to achieve results: Inspecting work against standards on an ongoing basis, gearing training to identified needs, and reviewing results at least semi-annually.

Results

Performance Measure: % of staff skill levels meeting industry standards

Performance Target: 70% of work completed by in compliance with industry standards

Data Sources: Supervisor and lead workers knowledge of staff skills and performance capabilities



Data reliability: Data is collected from managers and lead workers conducting facility inspections, reviews of individual employee performance, and customer surveys.

Why we are using this measure: Supervisor's will use these results as a tool to focus training to maximize the quality of work in order to ensure benchmark standards are met and to provide our customers with a quality and cost effective services.

What was achieved: The overall percentage of skill levels meeting industry standards is 76%, exceeding the target of 70%. The review process identified areas of deficiencies and established the need for additional training to improve service levels to our customers.

Analysis of results: Percentages were arrived at by comparing the performance of all the employees in

each of the eight trades on each of the skills required for that trade against industry standards. While work is being performed at acceptable levels, overall 76% of performance on each of the required staff skills is meeting or exceeding industry standards.

Factors affecting results: Employee turnover, time for training and quality of training programs.

Resources used: Supervisor and lead workers knowledge and experience with staff through performance reviews and facility inspections.

DAS - FY2004 SPA 005_52102 GSE – Design and Construction

Name: Major Maintenance Spending(Measure 005_53102_001)

Description: Assessment of the expenditure of major maintenance funds for statewide building repairs as a way of measuring the timeliness of project completion.

Why we are doing this: A 1999 inventory and assessment of more than 900 buildings statewide identified a serious backlog of major maintenance repair needs. While major maintenance funding is appropriated on an annual basis, the timeliness of completing projects as they are funded must be improved to protect the health and safety of state employees and residents of institutions around the state.

What we're doing to achieve results: The Governor's Vertical Infrastructure Advisory Committee meets with agency representatives on a monthly basis to review project funding needs, to discuss project status and to provide recommendations on project scope and approaches to most effectively accomplish work required. On an annual basis, the advisory committee ranks major maintenance project requests to establish funding priorities. Design and Construction Division project managers meet on a monthly basis with representatives of Human Services, Corrections and General Services to review the status of projects underway and to coordinate project needs and schedules. The division is working to streamline the consultant selection process for design services, to streamline the contracting process and to work more effectively with on-site staff members on accomplishing the work.

Results

Performance Measure:

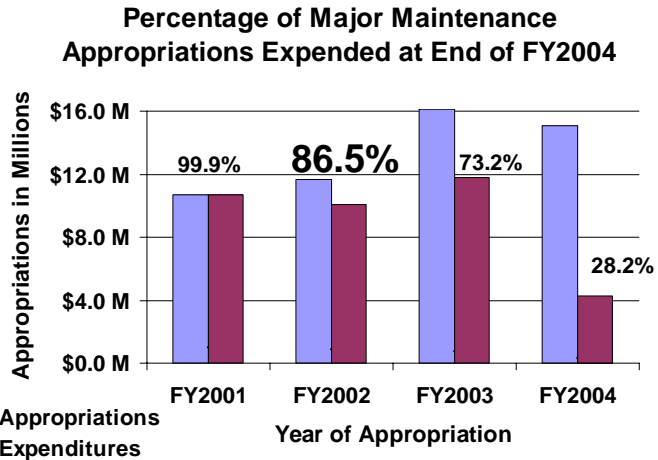
% of annual Major Maintenance appropriations expended as an indication of work completed

Performance Target:

95% of major maintenance funds expended at the end of three years

Data Sources:

DAS Financial Reports for Infrastructure Expenditures



Data reliability: Financial reports are updated on a monthly basis and reviewed by project managers and agency representatives for accuracy. The reports document total funds appropriated, total funds under contract and total payments made.

Why we are using this measure: Expenditure of appropriated funds means major maintenance work has been completed. While funds are generally appropriated for a period of four or five years, with the extensive backlog of repair needs, completion of the work as quickly as possible is essential both in terms of protecting the health and safety of our workers and institutional residents but also as a way of assuring legislators that funds are being used effectively.

What was achieved: 86.5% of the FY2002 appropriation was expended at the end of three years, short of the division's target of 95%. By comparison, 99.9% of the FY2001 appropriation had been expended at the end of the fiscal year, but over a four year period.

Analysis of results: A comparison of the FY2001 and FY2002 appropriations and expenditures indicates that the pace at which major maintenance work has been completed is improving. The rate of expenditures for the FY2003 appropriation are on track to meet the target by the end of the next fiscal year. However, only 28.2% of the FY2004 work has been completed after one year, and the division will need to focus its efforts on advancing those major maintenance projects.

Factors affecting results: Timeliness of project completion is affected by the availability of project managers to schedule the work, the ability to select consultants efficiently, the ability to review design and bidding documents effectively and in a timely manner and the ability to award construction contracts effectively and efficiently. Effective management of consultants and contractors is also essential to ensure that project schedules are maintained.

Resources used: Major maintenance work requires the work of in-house project managers, on-site agency representatives, private architectural and engineering consultants and contractors.

RESOURCE REALLOCATIONS

The DAS reallocated many resources during FY04. This occurred in the form of transferred appropriations, use of personnel, and other actions designed to increase the flexibility of the Department to use its limited resources in the most efficient manner.

The State Accounting Enterprise has devoted significant support to the implementation of the new enterprise resource planning system, 1/3, while maintaining regular workload activities. It appears that this will be a continuing situation for the foreseeable future.

The General Services Enterprise's Printing section experienced declining revenue and overall financial losses for several fiscal years prior to FY04. During FY04, teams were assembled to review printing operations assist in resolving operational issues related to the transition to a marketplace service. As a result of this process, resource and staff adjustments were made that resulted in a smaller workforce that focused on services that could be provided in a cost effective manner. These efforts resulted in the elimination of a projected deficit and this division is expected to end FY05 with a positive balance.

With the implementation of entrepreneurial management, the DAS has reorganized staff consistent with the philosophy of operating the Department like a business and reassigning staff in a manner that makes economic sense. The DAS has entered into sharing arrangements with other state agencies that reduces the cost to each agency. *See results for Strategic Goal #4 on pages 15-16.* An example of this is the sharing arrangement entered into with the ICN that provides for the sharing of the Information Technology Enterprise's Chief Operating Officer and the DAS Chief Financial Officer with the ICN, thereby freeing up resources in each agency that would have otherwise been committed to those positions.

With respect to the reallocation of funds within the DAS, \$305,000 was transferred from other funds appropriated to DAS to offset a shortfall associated with the cost of utilities for Capitol Complex buildings. The shortfall resulted from reductions to utility funding in recent years coupled with rising utility rates. The DAS also requested a transfer of \$362,239 from the agency distribution to allow billing for costs incurred by the GSE - Design and Construction on specific projects and \$83,369 for costs associated with the parking structure after the Customer Council decided to consider this cost part of ceremonial space rather than costs billed to customers.

APPENDIX A

AGENCY CONTACTS

Copies of Iowa Department of Administrative Services' Performance Report are available on the DAS Web site at www.das.iowa.gov. Copies of the report can also be obtained by contacting Patti Allen at 515-281-7056.

Iowa Department of Administrative Services
Hoover State Office Building, Level A
1305 East Walnut
Des Moines, Iowa 50319

Mollie Anderson, Director
515-281-5360