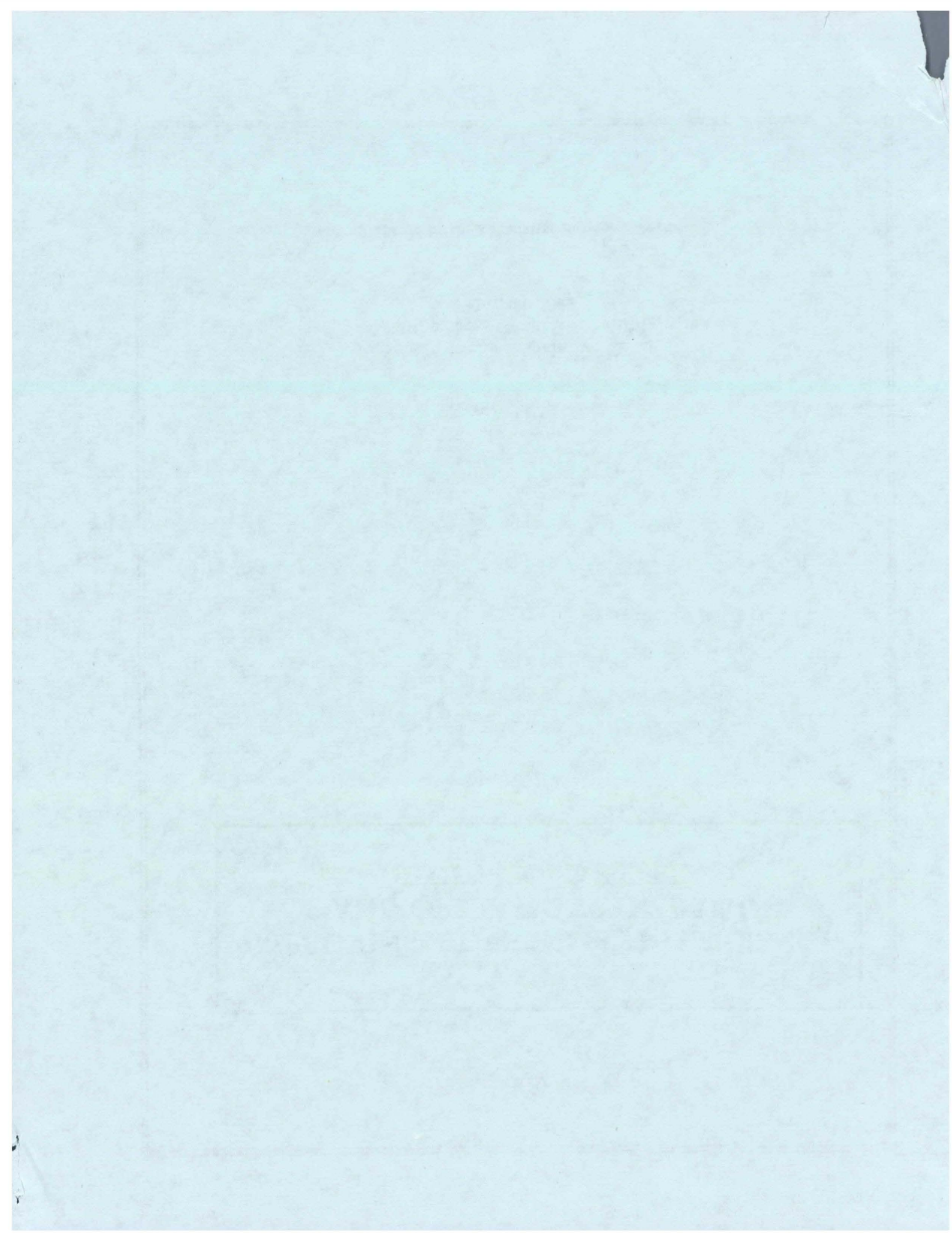


FINAL REPORT

**IMPROVING GOVERNMENT EFFICIENCY
AND OPERATIONS INTERIM
STUDY COMMITTEE**

**Presented to the Legislative Council
and the Iowa General Assembly
February 1992**

Prepared by the Legislative Service Bureau



FINAL REPORT
IMPROVING GOVERNMENT EFFICIENCY AND OPERATIONS
INTERIM STUDY COMMITTEE
January 1992

AUTHORIZATION AND APPOINTMENT

The Improving Government Efficiency and Operations Interim Study Committee was established by the Legislative Council to "review the possibility of developing an incentive-motivated management program for state government which will reduce the cost of government services by rewarding state agencies which significantly reduce their costs" and to "review the operation and structural efficiency of state agencies, including the ratio of supervisors to employees and benefits of early retirement incentives."

Legislative members serving on the Study Committee were:

Senator William Palmer, Co-chairperson
Representative Phil Wise, Co-chairperson
Senator Mary Kramer
Senator Berl Priebe
Senator Harry Slife
Senator Richard Varn
Representative Kenneth De Groot
Representative Deo Koenigs
Representative David Millage
Representative Mike Peterson

Public members serving on the Study Committee were:

Mr. Tom Bedell
Ms. Vicki Brown
Mr. Mike Whalen

COMMITTEE PROCEEDINGS

The Study Committee was granted three meeting days which were held on Tuesday, October 29, 1991, Monday, December 9, 1991, and Thursday, December 19, 1991. The minutes of the meetings and materials distributed or discussed at the meetings are on file with the Legislative Service Bureau. A list of materials distributed at the meetings is attached to this document (see Attachment 1).

FIRST MEETING - October 29, 1991

The first meeting of the Study Committee was held Tuesday, October 29, 1991, in Senate Committee Room 22 of the Statehouse in Des Moines. During this meeting, the Study Committee received several presentations.

Mr. Bill Snyder, Legislative Liaison for the Iowa Department of Personnel, discussed the concept of "span of control," relating to the ratio of supervisors to employees in state government. Mr. Snyder stated that within state government, unlike the private sector, supervisors do not engage exclusively in supervisory-type duties, noting that research conducted by the Department indicates that approximately one-third of a supervisor's time is occupied by supervisory duties. Mr. Snyder informed the Committee that, at the request of the Governor's Committee on Government Spending Reform, the Iowa Department of Personnel has developed a methodology to calculate cost savings relating to reduction in the number of supervisory personnel, using an assumption that supervisory positions having less than a 1:6 span of control ratio will be evaluated for possible reduction or other action. Discussion indicated that the Committee favors a higher span of control, closer to that reportedly found in the private sector, to trigger analysis for possible reduction. Senator Varn made the point that many supervisory positions are created to retain good employees. Mr. Snyder explained that new employment positions are reviewed by Department and usually not approved as supervisory unless at least three persons report to the new position. Information presented by the Legislative Service Bureau indicated that the span of control found in state agencies differs, by department and division. Several committee members expressed interest in the concept of motivated management to encourage employees to "own" their jobs and suggested other changes to improve efficiency.

Legislative Fiscal Bureau staff presented information regarding full-time equivalent (FTE) positions and regents employees for fiscal years 1981 to 1991, and the percentage increase in regents employees from 1982 to 1991 reflecting the increase in the number of individuals employed but not the increase in the number of full-time equivalent positions, and state employee salaries. The Legislative Fiscal Bureau found that the level of state employment excluding the state Board of Regents has increased by 14.3 percent (FTEs), while the number of Regents related employees have increased by approximately 27.8 percent (not FTEs). The Legislative Fiscal Bureau indicated that average salaries of selected state employees are higher than those of private sector employees, but comparable to those of state employees of surrounding states.

Mr. David Fisher, Chairperson of the Governor's Committee on Government Spending Reform, provided an overview of the Governor's Committee and the progress of its task forces. Mr. Fisher stated that the Governor's Committee believes that the state faces a \$300 million deficit which consists of \$150 million of excess spending over revenues, and a one-time cost of \$150 million for

GAAP-related expenditures. He stated that the Governor's Committee is developing recommendations which would provide \$300 million in savings.

Ms. Gretchen Tegeler, Acting Director of the Iowa Department of Management, discussed her department's system of departmental progress reviews. Ms. Tegeler explained that the progress review is not intended to be used for program evaluation, relating to the program itself and its necessity, but is not limited to an evaluation of performance objectives. Co-chairperson Wise expressed the opinion that information collected by the Department of Management and the Legislative Fiscal Bureau is not aligned in such a way as to make integrated use by the General Assembly possible. She also discussed the method by which her department prepares the Futures Agenda for the state.

Mr. Dennis Prouty, Director of the Legislative Fiscal Bureau, discussed the operations of his bureau, noting that its primary responsibilities include evaluation and monitoring of programs and departments for the General Assembly, providing staffing for budget subcommittees, providing expenditure oversight, and monitoring the fulfillment of legislative intent included in appropriations legislation. Mr. Prouty commented that the Legislative Fiscal Bureau is not involved in the Department of Management's progress review process, and that some aspects of the review reports might coincide with activities of the Bureau. Mr. Prouty also commented that a program evaluation division existed in the Bureau from 1979 to 1985.

Mr. Warren Jenkins of the Auditor of State's Office discussed his office's system of reviewing the fiscal impact of particular programs. Mr. Jenkins pointed out that currently there is no connection between the processes of the Auditor's Office, the Department of Management, or the Legislative Fiscal Bureau. He also expressed the belief that although here is no inherent conflict of interest in an executive branch agency reviewing another executive branch agency, such a review might not be viewed as being as independent as a review conducted by an entity not reporting directly to the Governor.

Ms. Vicki Brown, Study Committee member and American Federation of State, County, and Municipal Employees (AFSCME) representative, discussed potential recommendations for efficiency in state government which would involve using energy more efficiently, redesigning jobs, and organizing the workplace to allow for greater efficiencies.

During the first meeting, the Study Committee also discussed a document prepared by the House Democratic Research Staff entitled "Suggestions for Government Efficiencies" (referred to as the Efficiencies List), collected from a variety of sources by Co-chairperson Wise. The Study Committee was requested to review the document, submit any additional suggestions, and rank order the entire listing as compiled by the Legislative Fiscal Bureau on behalf of the Committee.

SECOND MEETING - December 9, 1991

The second meeting of the Study Committee was held Monday, December 9, 1991, in Hearing Room 2 of the Lucas State Office Building in Des Moines.

The Committee received a presentation from Mr. Roy Park of the Applied Management Company concerning incentive motivated management programs. Mr. Park expressed support for the total quality management approach to incentive motivated management, noting that trust is necessary for its implementation, and that certain disincentives which exist currently, such as the budget process, compensation structure, and emphasis on paperwork over product, must be removed. Mr. Park suggested that for Iowa government, layers of supervision and span of control should be examined.

Mr. John Lawson of Deere & Co. shared the experiences of that company's recent efforts to reorganize and downsize. Mr. Lawson indicated that most successful efforts in resizing the company occurred when many individuals were involved in providing input.

Senator Richard Varn, Study Committee member, discussed information technology and the potential for its use in state government to increase efficiency. Senator Varn stressed the need to examine the effect of information technology on government and private enterprise, pointing out that utilizing technology should involve providing access points for citizens to government services. Senator Varn stated that change in the system can begin with a small change, and proposed that use of a citizen "smart card" to store information for access to government services would be a starting point for change.

Mr. Dwayne Ferguson of the Legislative Fiscal Bureau and Ms. Patty Schroeder of the State Auditor's Office gave a joint presentation concerning program evaluations. Mr. Ferguson and Ms. Schroeder indicated that joint evaluation of programs could be performed if it were determined that the expertise of both offices would be beneficial. Co-chairpersons Palmer and Wise expressed interest in exploring this concept.

Mr. Bill Snyder of the Department of Personnel discussed span of control issues, including an analysis on the subject prepared by the consultants retained for the Governor's Committee on Government Spending Reform which recommends that the number of management layers in state government should be reduced over the next two years. Ms. Brown expressed disagreement with Mr. Snyder's assertion made at the first meeting, that supervisors spend only one-third of their time on supervisory duties.

Ms. Gretchen Tegeler of the Department of Management discussed the Iowa total quality management process currently in progress which she explained has the following goals:

1. To have the people who deal with state government know that they get value for their investment in government.
2. To improve the efficiency and productivity of state government.
3. To have all state employees know pride in their work.

According to Ms. Tegeler, the goals are achieved through an incremental long term process involving employee teams to examine and improve work procedures, improving systems rather than placing blame for poor results, using specific problem solving tools to analyze work systems, and making improvements which enhance "customer" service. The process is based upon the work of Dr. Edward Deming which has been used extensively in the private sector.

Ms. Sue Lerdal of the Legislative Fiscal Bureau discussed documents presented to the Committee concerning federally funded programs which are institutionally controlled, employee headcounts, and the tally sheet concerning the suggestions submitted to the Study Committee for consideration and evaluation.

THIRD MEETING - DECEMBER 19, 1991

The third and final meeting of the Committee was held Thursday, December 19, 1991, in Committee Room 118 of the Statehouse in Des Moines.

At this meeting, the Committee discussed the following subjects: span of control and layers of management, early retirement, total quality management, program evaluation, the Efficiencies List, and AFSCME efficiency recommendations presented at the meeting by Ms. Vicki Brown and Ms. Teri Rosen. The Committee received no formal presentations during the meeting but engaged in detailed discussions regarding the Efficiencies List. The Committee made several recommendations after long discussion.

COMMITTEE RECOMMENDATIONS

The Improving Government Efficiency and Operations Interim Study Committee adopted the following findings and recommendations at its third and final meeting held on Thursday, December 19, 1991:

1. State government needs to become more accessible to taxpayers, and there must be a reduction in the bureaucratic red tape that unnecessarily complicates

citizen dealings with government. State government also needs to be a better, more efficient place to work, and more responsibility must be given to the workers to perform their jobs well.

In order to modernize the management structure of state government, and empower the workers, the Committee recommends the following:

a. **Span of Control and Layers of Management.** That the Iowa Department of Personnel (IDOP) be directed to work with agencies to reduce the layers of management in state government by at least 50 percent by July 1, 1993, and increase agency-wide supervisor to employee ratios by up to 50 percent by July 1, 1993. IDOP would present an interim report to the General Assembly on its progress by January 15, 1993, and would present a final report by April 1, 1993.

b. **Job Classification.** That IDOP be directed to simplify the state's job classification system in order to reduce the number of job classifications, provide for a technical-skill-based career track which does not depend on an employee gaining supervisory responsibility in order to advance, and provide incentives for employees to broaden their knowledge and skill base. An interim report would be due to the General Assembly on January 15, 1993, and a final report would be due January 15, 1994.

c. **Total Quality Management.** That the General Assembly enthusiastically support efforts to implement Total Quality Management concepts throughout all segments of state government.

d. **Early Retirement.** That in order to ease the transition to broader spans of control and fewer layers of management in state government, consideration be given to implementation of an early retirement program.

2. **Citizens of Iowa demand excellence in government.** In order to improve state government's ability to ensure that taxpayers' dollars are appropriately, efficiently, and effectively spent, the Committee recommends the following:

a. That \$40,000 be appropriated, and one full-time equivalent employee (FTE) be authorized to the Legislative Fiscal Bureau (LFB) to allow for more legislative oversight and evaluation projects. LFB's current visitation process would be eliminated in favor of this process. Each appropriations subcommittee would pick a topic, agency, or program to study each session.

b. That the General Assembly maintain an open line of communication with the Auditor of State's Office concerning that office's operations audits.

3. In order to make government more efficient, eliminate duplications in service, stop funding of outdated programs, and make other efficiencies in state government, the Committee recommends the following:

That recommendations to reduce state spending developed by the Committee and recommendations developed by the American Federation of State, County, and Municipal Employees (AFSCME) be forwarded to the appropriate appropriations subcommittees for review, debate, and consideration for implementation in the fiscal year beginning July 1, 1992. (A copy of AFSCME's report is attached. See Attachment 2.)

4. The Committee makes the following specific recommendations which are included in the document entitled "Suggestions Submitted to the Interim Committee on Improving Government Efficiency and Operations" containing suggestions ranked by members of the Committee. (A copy of this document is attached as per Recommendation 5.)

a. That the General Assembly review all tables of organizations regarding supervisor to employee ratio.

b. That the General Assembly reduce the funds for dual enrollment whereby public schools receive reimbursement for students in nonapproved private schools in nonacademic programs.

c. That the General Assembly eliminate the highway patrol's presentation of the Drug Abuse Resistance Education (DARE) program.

d. That state employees who suggest efficiencies be rewarded with a percentage of the savings resulting from implementation of their suggestions.

e. That state government invest in technology for long-term savings.

f. That state government provide for direct access to state services.

5. The Committee recommends that the document entitled "Suggestions Submitted to the Interim Committee on Improving Government Efficiency and Operations" (Efficiencies List) containing suggestions ranked by members of the Committee be forwarded to the appropriate appropriations subcommittees for consideration. (A copy of this document, also referenced in Recommendation 4, is attached. See Attachment 3.)

ATTACHMENT I

MATERIALS DISTRIBUTED AT MEETINGS

ATTACHMENT I

MATERIALS DISTRIBUTED AT MEETINGS

Materials Distributed at First Meeting

1. Span of Control - produced by the Department of Personnel at the request of the consultant for the Governor's Committee on Government Spending Reform and explained to our Committee by Bill Snyder, Legislative Liaison, Iowa Department of Personnel.
2. Department of Human Services Supervisor/Employee Ratio.
3. Outlines of Programs and Services Offered by Executive Branch Agencies beginning with the Department of Agriculture and Land Stewardship -- outlines prepared using materials sent by departments upon request of a Committee member detailing programs and services offered.
4. Legislative Service Bureau Summary of Information on Impact of Loss of Personnel on Selected Executive Branch Departments October 1991 -- details by department the impact of the loss of personnel experienced due to Reductions in Force, 3.25 Across-the-Board Cuts, and General Assembly action. A chart at the beginning of the document summarizes the effects by department and division.
5. Memo to Sue Lerdal, Legislative Fiscal Bureau, from Fran Fleck, Department of Economic Development -- regarding economic impacts of Reductions in Force on the state, distributed by the Legislative Fiscal Bureau.
6. FTE Positions and Regents Headcount -- prepared by the Legislative Fiscal Bureau.
7. FTE Positions FY 1981-FY 1991 Summary -- prepared by the Legislative Fiscal Bureau.
8. Analysis of State of Iowa Employment and Salaries -- prepared by the Legislative Fiscal Bureau.
9. Supplemental Overhead Graphs and Charts -- prepared by the Legislative Fiscal Bureau.
10. Futures Agenda 1990 -- distributed and explained to the Committee by Gretchen Tegeler, Department of Management, as the Governor's Strategic Plan for the state.
11. Progress Review -- distributed and explained to the Committee by Gretchen Tegeler, Department of Management, as an example of the result

of the Department of Management's method of performance evaluation of departments.

12. Early Retirement Systems Audit -- prepared by Warren Jenkins of the State Auditor's Office.
13. Suggestions for Government Efficiencies -- prepared by Co-chairperson Representative Wise.
14. Phase I and Phase II Layoffs -- prepared by Co-chairperson Representative Wise.

Materials Distributed at Second Meeting

1. Iowa Department of Personnel's Final Report to the Executive Branch Task Force of the Governor's Committee.
2. Report of Supervisor "Bumping" prepared by the Iowa Department of Personnel.
3. Rationale for Supervisor/Employee Ratios -- Request and Responses from Department of Commerce and Department of Human Services and the Department of Management.
4. Compilation of Selected Departments' Responses to Memo of November 12, 1991, Regarding Authority of Department Directors.

Materials Distributed at Third Meeting

1. Proposed recommendations by Co-chairperson Representative Phil Wise.
2. AFSCME Council 61 -- Improving State Government.
3. Memo from Dennis Prouty -- Procedural Alternatives for Legislative Evaluations of Programs.
4. Memo from Dwayne Ferguson -- Early Retirement Proposals.
5. Memo from Bill Snyder -- Estimated Costs of Revising the Classification System.
6. Memo from Steve Wall -- Funding for Implementing Total Quality Management.
7. Statement of the Iowa State Association of Counties.
8. Top Suggestions Submitted to the Interim Committee on Improving Government Efficiency and Operations -- dated 12/9/91.
9. Suggestions Submitted to the Interim Committee on Improving Government Efficiency and Operations -- dated 12/19/91 (copy attached).

Attach1

ATTACHMENT II

AFSCME REPORT



**AFSCME
COUNCIL 61**

**IMPROVING
STATE
GOVERNMENT**

AFSCME COUNCIL 61 IMPROVING STATE GOVERNMENT

AFSCME Council 61, representing Iowa State workers, believes that there will be no meaningful, long-term solution to the problems of the state unless its employees are part of the process. Only the people who actually do the work know the day-to-day problems they face trying to do a good job. They see waste, inefficiency and poor planning everyday on their jobs.

In response to Iowa's problems, AFSCME Council 61 called a meeting of activists from around the state. AFSCME International worked with these activists to begin to reach out to state workers for their ideas to help Iowa. At the meeting, the participants were introduced to a survey form designed to help state workers look at their jobs and their work places to identify the problems they run into trying to work effectively. The activists were trained in the use of the form and asked to distribute it to their co-workers. Where possible, they were asked to hold meetings with co-workers to brainstorm about their work problems and develop possible solutions. In addition, they were given a job analysis form to use for those workers who might find it helpful in organizing their thoughts about their jobs. Copies of both forms are included in this report.

After the meeting, the activists returned home to begin a two-week whirlwind of action contacting and working with their fellow employees to gather their ideas and observations. AFSCME International organized the results by state agency and by subject matter. The outcome is this report, in which the employees who work for the people of Iowa tell their side of the story--what they encounter as they try to provide the services their fellow Iowans require.

The stories Iowa employees told provide a common sense basis for attacking the problems of the state. No amount of "expert" solutions, grandiose schemes or quick fixes will work unless some basic issues are addressed. To do otherwise would be like installing an expensive new floor on a rotten foundation. It may look good at first, but in a short time the same old problems will surface.

Supplies and Equipment

Money spent on supplies and equipment goes right down the drain if the wrong items are purchased, if time is wasted trying to get to inconveniently located materials or if perfectly good equipment is allowed to deteriorate. State workers told of numerous instances in which their work is hampered by the terrible condition of the tools they are given.

Building Maintenance

Iowa employees see state money wasted because basic preventive maintenance is not done. It is shortsighted to allow buildings to deteriorate until more expensive repairs or replacements are required. Water damage from leaky roofs or plumbing, crumbling walls and filthy conditions were all cited. State workers want the state to show more respect for what is, after all, the taxpayers' property.

In addition, workers feel that money would be saved on energy costs if buildings were properly insulated and winterized and heating and cooling systems were appropriate for the job and kept in good repair. Heaters running in the summer and fans in the winter are not good uses of precious state resources.

Training

Time and money are wasted and unnecessary errors are made when workers are untrained or improperly trained. State employees want good initial training and they want ongoing training to keep up with equipment changes and policy changes. Many said that computers could help them do their jobs much faster and with fewer errors, but existing computers are often under-utilized because the workers have not been trained in their use.

Supervisors

Iowa employees want their supervisors to be working supervisors who actually supervise. The state needs more people doing the work and fewer people sitting in offices divorced from the day-to-day realities of the job. Impractical management directives and insensitivity to the concerns of the workers result from the current situation. Workers feel that there are too many supervisors causing duplication of efforts, conflicting policy decisions and an inflated payroll on the top end. Many employees said that their lead workers were far more helpful in getting the work done than their supervisors.

Staffing

Every department reported staffing shortages. In the long run, the state loses money due to errors, stress-related illnesses and tasks that never get completed.

More on these and other observations by state workers can be found in the report which follows along with some ideas for enhancing state revenues.

State employees want to be part of the solution. In fact, without them, there can be no solution to Iowa's problems. AFSCME Council 61 and AFSCME International will continue to look for ways state services can be performed more efficiently and state resources can be better protected and conserved.



AFSCME COUNCIL 61 SURVEY

IMPROVING STATE GOVERNMENT

We need your ideas to give to a state legislative committee which is studying government efficiency. Have you noticed problems in your work site which are wasting government money? Is your work place arranged so you can do your job efficiently? Do you have to fill out unnecessary forms on your job? Please put your suggestions and comments on this form with as much detail as you can. Use extra sheets of paper if you wish. RETURN BY NOVEMBER 4, 1991

Your Building or Site - For example, are windows broken? Are faucets leaking? What do you know about?

Your Work Place - Do you waste time getting to the things you need to do your job? What ideas do you have for changing your work place so you can do your job better?

efficiently? Is time wasted due to a shortage of tools, forms, or other items needed for your job? Did you get the training you need to do the best job possible? What is it like where you work?

What are your regular working hours? (8:30-4:30, 9:00-5:00, etc.) _____

What is your regular work week? (M-F, Tu-Sat, etc.) _____

What are the operating hours of your workplace? _____

If your working hours include weekends, evenings, or nights, please answer the next two questions. If not, please go to the next page.

Do your duties change depending on the time of day or day of the week? If so, please describe these changes.

During your work shift, when are you most productive and why?

Your Job - Do you have ideas for eliminating unnecessary or duplicate tasks you do on your job? Can you think of ways to simplify parts of your job so they can be done faster and with fewer errors letting you concentrate on the more difficult parts of your job?

DEPT./AGENCY _____ **JOB TITLE** _____

WORKSITE _____ **Local No.** _____

OPTIONAL:

Name _____ **Phone Number** _____

Address _____

Please contact me--I'd like to help _____ **Yes** _____ **No**

Return to: AFSCME Iowa Council 61
4320 N.W. 2nd Avenue
Des Moines, Iowa 50313

by November 4, 1991



AFSCME COUNCIL 61 SURVEY

JOB ANALYSIS CHART

Please fill out the form on the back of this page to help us understand how your job is organized and how it can be improved. Please return this form to AFSCME Council 61, 4320 N.W. 2nd Avenue, Des Moines, Iowa 50313, by **NOVEMBER 4, 1991**.

Instructions:

1. Choose two major tasks you perform to do your job.
2. Think about all the different steps you have to take for each task. Include the times you have to wait for someone else to do something before you can finish the task.
3. Write a brief description of each step in the tasks you have chosen.
4. Study the explanation of the symbols below.
5. Draw a line through the symbol that best describes each step of your job. (See example below)
6. If you can, write your estimate of the distance in feet and/or number of minutes in each step (optional).

EXPLANATION OF SYMBOLS

EXAMPLE

Symbol	Name	Definition	DIST. IN FEET	TIME IN MINS	CHART SYMBOLS	TASK / DESCRIPTION
○	Operation	An item is acted upon, changed or processed.		15	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	TAKE PHONE REQUEST TO CHANGE ADDRESS
⇒	Transportation	An object is moved from one place to another.	35	5	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	GO TO FILES TO PULL FOLDER
□	Inspection	An object is examined to be sure quantity and/or quality is satisfactory.	20	3	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>	TYPE CHANGE ON DATA RECORDING FORM
D	Delay	The process is interrupted as the item awaits the next step.		45	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	TAKE FORM TO DATA RECORDING FORM WAITING FOR DATA INPUT
▽	Storage	The item is put away for an extended length of time.		5	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	CHANGE OF ADDRESS PUT IN COMPUTER
				60	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	FORM WAITING TO BE MATCHED WITH OUTPUT
			15		<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	OUTPUT TO SUPERVISOR TO REVIEW

NAME (Optional) _____ Phone No. _____

ADDRESS _____

DEPT./AGENCY _____ LOCAL NO. _____

WORK SITE _____ JOB TITLE _____

Please contact me--I'd like to help Yes No





AFSCME COUNCIL 61 IMPROVING STATE GOVERNMENT

DEPARTMENT OF EMPLOYMENT SERVICES

Iowa Department of Employment Services employees help Iowa residents find employment. They work with federal and local programs to provide this service. They feel that time and money are wasted due to the lack of proper equipment and training, poor layout of their offices and unnecessary delays in their interaction with other agencies. Their main concerns:

■ Training

Lack of proper training sometimes results in expensive equipment sitting idle because too few employees are trained in its use. Employees expressed frustration and their desire to expand their knowledge and better use the tools available to work more efficiently.

■ Computers

Employees told us that computers and good programs for them could help them serve the public better. They had some complaints about poorly designed programs and about public self-service programs.

■ Supplies and Equipment

Employment Services workers' problems with the shortage of supplies and equipment is compounded by the fact that they often have to share facilities with other programs. Time spent waiting for a phone or machine to be available or looking for necessary supplies is wasted time.

■ Office Layout/Job Design

Employees described office layouts which prevent them from seeing if an applicant is waiting without leaving their desks, coming to the front and checking. This gives poor service to applicants who are kept waiting and interrupts the employees' work. Workers also feel that they need time to conduct interviews uninterrupted by phone calls. Several workers expressed their concerns about forms designed by people who never work with the clients. They also told us that the value of one part of the employment services program is sometimes undone because of lengthy delays before the next part of the program is implemented.

Representative comments in Iowa State employees' own words. (Where available, the job titles of the respondents are shown in parentheses.)

■ Training

"I would like training on using the new pieces of equipment in our office. Presently only one person can use the computer that makes resumes. I watched while she did one, but I need hands-on training. I would like to be able to use the computer that self-administers a typing test also. These pieces of equipment take up a lot of space in the office and are not used but rarely. However, they are a good resource, especially if more of us could help the public use them." (Job Service Interviewer)

"New employees do not receive the necessary training on the basic duties of their jobs because the job service does not recognize and utilize lead workers. Lead workers, if used, could free management from the details of the work so they could focus their attention on more important things." (Job Service Interviewer)

■ Computers

"I don't believe the JIF form is as efficient as we are told it is. It requires 5 screens to view an applicant's qualifications and there is wasted space on each screen." "The computer requires too many different screens to be used to enter data on applicants and transactions. The number of screens should be condensed and combined to save time and effort." (Job Service Interviewer)

"Our agency, Job Service of Iowa, should redirect its automation expenditures towards computer equipment that is used by its employees rather than directly by the public. For example: office automation has helped me identify qualified job applicants. I still consume too much time in clerical work, writing up notices to be sent out to applicants. We need the hardware to automate the mailing of notices and making phone calls. Automation would cause faster service to our applicants and also to the employers. The cost of this automation equipment would, in my opinion, be offset by savings in postage and paper work. Public use automation, specifically our expenditures for the public to basically make resumes and conduct typing tests should be put on hold. This money could be better spent upgrading our own computer system. Automation dollars for equipment that spits out general information like an instant-cash teller machine is simply not cost effective in job placement." (Job Service Interviewer)

"I need to use a computer to enter and check data. One is not always available for Promise Jobs." (Promise Jobs Interviewer)

■ Supplies and Equipment

"I am unable to secure a new local office stamp and therefore must walk from my desk to the center of the office where one is kept for everyone. This is a distance of 30 feet over and 30 feet back to my desk, then another 60 feet repeat to return it...issue each person a

local office stamp device." (Job Service Interviewer)

"When JTPA, Promise Jobs or Older Worker Specialists are using our office, we sometimes have to wait for quite a while for a phone. We could use three telephone lines." (Job Service Interviewer)

"We frequently run out of supplies of necessary forms, pencils, correction fluid, etc." (Job Service Interviewer)

■ **Office Layout/Job Design**

"The open front reception area which allows applicants to walk into the employees' work area and interrupt should be more restrictive." (Job Service Interviewer)

"Rearrange the office so as to be able to more easily see if another applicant is waiting. Takes too much time getting another applicant there to walk up to the front to see if some one is waiting." (Job Service Interviewer)

"We should take turns answering phones and writing up job orders, etc. There are too many interruptions while I am interviewing claim problems, etc. It takes time to get back to where you were interrupted at a certain point in the interview. All the interruptions make it hard to be professional." (Job Service Interviewer)

"Eliminate phone calls while interviewing applicants." (Job Service Interviewer)

"We need new forms with input from persons working with them, not just program people who never fill out a form with a client." (Promise Jobs Interviewer)

"Our forms allow too much time between call-ins. I feel that after my clients have finished Job Club, Job Services should have the Work Experience part. They are inspired after Job Club, but must wait 30 days or more until JTPA can do Work Experience. Most need this due to poor or no work history." (Promise Jobs Interviewer)

■ **Miscellaneous**

"Don't close offices or cut hours--cut management--that's where the expense is. One supervisor can handle 20 people or more--certainly if a teacher in a classroom can." (Job Service Interviewer)

"The money spent to have the necessary installations made for piped-in music to our work area does not seem necessary. The music distracts some workers from their duties and increases the error rate. The cost of the electricity and the musical equipment could be better spent elsewhere. Music in the Job Service office is an unnecessary expense." (Job Service Interviewer)



AFSCME COUNCIL 61 IMPROVING STATE GOVERNMENT

DEPARTMENT OF HUMAN SERVICES

By far, the greatest concerns Department of Human Services (DHS) employees expressed were with the quality and availability of supplies and equipment, short staffing and the deteriorating state of the buildings they work in and their patients and residents live in. They believe that state money is wasted because of energy inefficiencies, poor design of their jobs and their worksites and the lack of proper training. They told us about many problems:

■ Supplies and Equipment

DHS workers feel they waste an inordinate amount of time and state money because of shortages of supplies, looking for missing or inconveniently placed supplies, working with poor quality equipment or having to go through bureaucratic hurdles to get the tools they need to do their day to day work. They believe that computers could help them organize and accomplish their work more efficiently, but are frustrated by their lack of training, the inaccessibility of computer equipment, and the poor quality of programs designed without input from the people who do the work.

■ Energy Efficiency/Climate Control/Building Maintenance

State workers told us that money is wasted because of poor or nonexistent maintenance which causes energy loss and frequent repairs and prevents them from concentrating on their work. The basic common sense people use in preserving their own property is neglected when it comes to state property, and the workers feel terribly frustrated by this.

■ Training

DHS employees want to do a good job for their clients and the people under their care. Without proper training, they rely on trial and error, which they feel is an inefficient way of doing business.

■ Shortstaffing

The workers told us how shortstaffing wastes money by causing injuries and illness and preventing them from working efficiently.

■ Supervisors

DHS employees told us about supervisors who do little to help them get the job done. Many said that their lead workers helped them far more in their work.

Representative comments in DHS employees' own words:

(The job titles of the respondents are shown in parentheses when available.)

■ Supplies and Equipment

Shortages

"In my eight years with the department, it seems that every year, somewhere around the eighth to tenth month into the fiscal year, the district runs out of money in their forms budget, which means we are not allowed to purchase additional forms until the next fiscal year. Since we can not perform the necessary operations of the office without these forms, what usually happens is that individual offices end up copying them, some of them running as long as 14 pages. Copying these forms has got to be more expensive than buying them preprinted, when you take into consideration the employee's time spent at the copying machine and then assembling and stapling the forms together, etc., the wear and tear on the copy machine, paper and overhead." (Clerk Typist III)

"The proper tools are not always provided and at times I have to use my own personal tools." (Electronics Technician)

"We cook for our clients and are always replacing items for cooking, such as salt, pepper, sugar, etc., because not enough supplies were provided. It is a waste of time and money for us to be going to the store to get them." (RTW)

"We do not have enough mops or bags on hand and have to waste time trying to find them." (Custodial Worker)

"Our sterilizer has been broken for several months. Before ours broke, 3 West's was broken so ours had to do double duty. Now their's has to do double duty. We have to load up basins and graduates and urinals, run them over to 3 West and then go back and get them. This wastes time, labor and money." (RTW)

"Many times, man hours are wasted trying to get equipment working due to the lack of needed parts to do the job right."

"I need a computer on my desk. I have to wait for a computer to become available before I can complete a job." (Clerk-Typist III)

"We have a computer which is very efficient, but no printer. We have to go to the next building to get our print-outs." (Central Supply WK I)

"I don't have a computer at my desk. The one I am to use is in another corner of the office,

so when the door opens or phone rings, I have to jump up and go back to my desk. Our office is hectic, we have residents, family, staff traffic, and too many phone calls. Having set hours for the office would give us time to work quietly and not be interrupted. There are so many forms and other paperwork—possibly some could be eliminated." (Secretary I)

"We need material on hand or in stock. It ends up costing more in labor and materials because we either have to make the piece or order what we need." (Carpenter)

"Supplies are always short. I spend time locating what should be close at hand." (LPN)

"Time is wasted in that we often type letters to family members regarding financial information, and a memory typewriter or word processor would save lots of time with letter formats. A computerized check writing system would greatly reduce our lack of updated accuracy in the clients' files." (Accounting Clerk II)

"Get a pager system that is separate from the rest of the facility so there isn't as much time wasted when waiting for other staff to finish using this paging system—waiting for access time." (Receptionist)

"Over a year ago there was supposed to be a computer installed here at the switchboard, but due to Data Processing not having enough staff, energy, time, etc. it has never been completed. We really need this computer to organize the work more efficiently." (Receptionist)

"Dietary department is short on carts, which are in use constantly throughout the day. If a cart isn't available, it may take longer to complete a task or a task may be delayed until one is available. These carts are used in many ways, from aiding to serving to carrying large or heavy items or many of a particular item." (Food Service Worker)

"Have Physical Therapy, Occupational Therapy, Therapeutic Carpentry and ISU Engineering Department join efforts to develop a mechanical lift to lift non-ambulatory patients. This would prevent numerous back injuries from lifting patients repeatedly day after day."

Poor Quality/Outdated/Poor Purchasing Decisions

"We are supplied plain envelopes, which must then be stamped with the return address. This means some employee, making somewhere between \$7.25/hour to \$11.25/hour has to stamp them. Since it takes approximately one hour to stamp a box of 500 envelopes, you have then increased their cost by that amount. I checked with one supplier, and the cost of preprinted envelopes bought in lots of 25 boxes of 500 envelopes was only negligibly more expensive than plain envelopes—\$14.92 for preprinted as opposed to \$14.05 for unprinted ones." (Clerk Typist III)

"The state has a contract with Teleconnect to handle conference calls which costs them \$3000 per month. When they found they could initiate their own conference calls on their own phone system they realized some \$2000 a month savings." (Clerk Typist III)

"When I was reassigned to this unit, a unit which processes sometimes as many as 27 investigative reports in a day, they were using a broken-down copy machine that refused to copy one third of a page. You had to place your copy so the least important third of the paper came out in that space—thankfully it would be either the top or bottom third, not the middle third of the page. After a couple of years of this, we were supplied with a new copying machine. The machine selected, not by the people who were to be using it but by district staff, was purchased with the belief that we would be running about 6000 copies a month through it. After a few months, it was discovered that we were running around 18,000 copies through it." (Clerk Typist III)

"One typewriter is 8 1/2 years old and always being repaired. One typewriter is 15 years old and beyond repair. Much time is wasted because of this. There is no time to do computer training because of understaffing." (Pharmacy Technician)

"We have antiquated copy machines in the Admissions Office and in the Reynolds Building. They are not functioning half the time, which necessitates going to another building to make desired copies, which is a waste of time and state money." (Clerk Typist)

"After being with this unit for four years using a typewriter so old that every time the repairman worked on it, the cost was more than the typewriter was worth, it was finally decided that we would have either new typewriters or word processors. Finally, in the spring of the following year, we received two new wordprocessors. One arrived broken and had to be returned. We set the other one up and began teaching ourselves how to use it using the manual which came with it. We were then informed that ribbons and other such essential supplies were not available through central supply. We were unable to use the word processor until a supplier was located as the machine was profligate in the use of ribbons, sometimes going through one a day. Somewhere along the way, we discovered that the machine purchased was designed for home or student use and not the usage that could be expected in an office. After a few months, the machine was already showing signs of fatigue and needed repairs. That was when we discovered that no one could repair the machine closer than Chicago." (Clerk Typist III)

"When I came to Des Moines County as one of the support staff for the Child Abuse Neglect Team Unit, we had an excellent phone system. Then we changed administrators and the new administrator began harping on how excessive the phone bill was every month. I was not surprised when we walked in one morning to discover that we had a new phone system that was supposed to save us money. However, we were soon to discover that there were any number of things we could not do on this new system that we had come to take for granted with the old system, such as: I could no longer access my officemate's phone from mine so I had to get up from my desk and walk across the room to answer it—sometimes the phone had stopped ringing by the time I got there. I could no longer put a caller on hold and find the party they were calling and have them pick up the call. There was a lag time when I picked up the phone before I actually got the calling party on the line—meaning I usually wasted the 'good morning' or 'good afternoon' with which I greeted each caller. We have now filled the system with as many options as it can handle—new equipment will have to be installed before we can add anything else to it. What makes this ironic is that the old system was capable of handling any expansion we desired and had been bought and paid

for by the time it was pulled out and the new system installed." (Clerk Typist III)

"The telephone system has old and faulty wiring throughout the hospital. Equipment is old and obsolete. Outside assistance could be eliminated if a new system and wiring were installed." (Electronics Technician)

"When using the word processing equipment, I have noticed a slowdown of functioning and, in some machines, the complete loss of product being entered. I question whether the electric wiring is adequate. Are more circuits needed? Is the amperage adequate to handle the demand?" (Clerk Typist III)

"We need our equipment updated because we have to improvise to have tools to do the job." (Maintenance Repairer)

"It is terrible that it takes ten minutes to open a can of vegetables because the can opener doesn't work well." (Food Service Worker)

"A five-hole punch that worked would save time and money. The punches we have currently do not punch more than 3 sheets at once. A small expenditure for a proper punch would be efficient and save time and money." (Clerk Typist III)

"Buy better linens, so that they will last longer. Sometimes we've had to send some back after we've already marked them because they fell apart in the first wash." (Linen Worker)

"When we initially received our computers, it was very obvious that they were not conducive to our program. We were given one day of instruction and no more. We cannot run needed reports or print information that we need. We had to continue pulling the information manually." (Accounting Clerk II)

"Perhaps a consideration would be to buy better quality goods as this could lead to less waste. For example, trash can liners are so thin they rip or tear making it necessary for a second, and at times a third, liner to be used. The time it takes to resack waste and clean cans so often in a day's time could be spent on more important tasks." (Food Service Worker)

"We should repair our own electrical cable in house, because this year alone outside repairs have cost over \$35,000. It may be more cost-effective to replace the cable."

"Liquid soap instead of bar soap is more sanitary and less wasteful." (RTW)

Accessibility

"If we need mops or rags on the unit, we can not get them until 7 A.M. so we are late getting upstairs and getting started. I feel we should be able to get these early. We need a place on the south end of the main floor to keep pads. If I have a stool runover, I have to call my Leader or supervisor to report it. Then I have to go down to the Malloy Dishroom to get pads, then walk all the way back to the restroom to soak up the water. After this is done,

I have to bag them and take them down to my closet across from the elevators. So you can see this is a lot of extra time and carrying wet, heavy pads." (Custodial Worker)

"Why aren't certain supplies locked up in cupboards in utility rooms instead of staff having to run down to other places to get them? Example: mouthwash, gloves, toothpaste, etc." (RTW/CMA)

"It takes longer, and we have more back injuries, because we store and deliver large cases that weigh at least 30 pounds, but space is so cramped it is hard to maneuver. The door is small and would work better if it were a double door so we could get the cart closer to our work instead of having to leave the cart in the hall." (Central Supply WK I)

"Our patients' phone is on the opposite side of our observation area, which ties up two people to watch both areas."

"We do not have accessible bathing facilities for the handicapped. We have a seclusion room, but it is not equipped with bathroom facilities." (Resident Treatment Technician)

"The room where supplies and forms are stored is very small. When that room gets full, the overflow goes into an unused office or the furnace room. We have to look all over the building to find what we need or if it needs to be ordered." (Clerk Typist III)

"There is not enough space to sort my mail during the day. The hallway, to me, does not seem wide enough--sometimes everyone is trying to do their sorting at the same time by the switchboard area." (Messenger/Clerk)

"Nursing could keep things away from our closet doors so we could get to them without having to move things."

"We do a lot of lock and key work with over 800 residents and all the office doors. I think if we have some cylinders already keyed so when we need one in an emergency we can just change cylinders it would save on overtime. We need a new key machine because ours doesn't cut truly and we end up cutting 2 or 3 keys sometimes which costs labor and materials." (Carpenter)

"Time and money are wasted while we wait for things like bleach to remove stains from a stool because we have to wait for a lead worker to bring it--we are not allowed to have it in our closets. We run out of rags to clean with--sponges are rationed. We are not allowed to get our materials ready until 7:00, which makes us late getting to our work site. We'd save time if we could get them ready before seven." (Custodial Worker)

"The switchboard is very unorganized. If, for instance, you need to check on where to find a particular resident, you must turn your back to the person asking this and look over to the resident cards, which are 3 to 5 feet away from the desk and flip through all the other cards to find the one person you are looking for!" (Receptionist)

■ **Energy Efficiency/Climate Control/Building Maintenance**

"Provide better climate control within the buildings. Pharmaceuticals have dropped below or risen above temperatures required for safe storage on several occasions."

"Heating and cooling are uneven. Some rooms are overly warm or cool which has people running space heaters in the summer time and fans in winter." (Clerk Typist III)

"Air conditioning unit should be vented to all rooms instead of just cooling the hallway." (Resident Treatment Technician)

"The windows are cracked at Stewart Hall." (Resident Treatment Worker (RTW))

"Windows need plastic on them year round because they are in bad shape and wind and dirt blows in. Roof leaks in the restroom area." (Maintenance Engineer)

"There is a sink in the store room that is falling off the wall. If it should fall and injure one of the employees, it would cost the state money." (Pharmacy Technician)

"In the kitchen in the main building, almost every window leaks cold air. There is a window in the kitchen that has been broken for well over a year. We have faucets that drip continually." (Food Service Worker)

"The roof over many parts of our building leaks noticeably. The walls are discolored and many ceiling tiles have been destroyed as a result. The heating and cooling system has also deteriorated with age and requires constant monitoring from our maintenance department. Some areas are extremely warm and others are extremely cool." (Activities Specialist I)

"Storm windows are not shut--windows do not fit tight into frame." (RTW)

"Roof leaks constantly--has for years--they always seem to be working on it to no avail. Toilets leak quite often." (Interviewer II)

"We have no windows, no fresh air." (Clerk Typist III)

"The toilets overflow a lot in two bathrooms." (RTW/CMA)

"The roof needs to be repaired in Malloy Building so unnecessary work would not have to be done. Windows need to be caulked because the windows leak making unnecessary work." (Custodial Worker)

"I work in nursing. The water is a costly problem. It takes several minutes to get the water warm enough to fill a basin to do cares." (RTW/CMA)

"Water has to run forever before it is hot enough to do cares." (RTW)

"When it rains hard, water flows in under the outside doors in the stairways on Malloy Building main floor. Water also runs down the wall from the roof in the Women's southeast restroom. There is water on the ceiling tiles by the Chapel. Something must be leaking from the second floor restroom." (Custodial Worker)

"When they remodeled Heinze Hall, why didn't they spend the extra money for new windows because the old windows let in lots of cold air in the winter and hot air in the summer which is a big loss of heat energy and money every year. The roof leaks destroying insulation, ceiling tile, furniture and beds which then need replacing. That costs money to replace. Plus, we're talking about Building Service, plumbers, painters, carpenters and etc. to do all this work which could have been prevented by putting a better roof on to start with. If the state wouldn't take the cheapest way to go all the time, it would save on all departments' work." (Carpenter)

"There are windows in the Loftur Breezeway that ice over. Also, when it is windy, the doors swing open and don't stay shut." (Messenger/Clerk)

"One whole wall is all windows which is very, very low in efficiency. When the wind blows, the curtains move even though the windows are shut. In the winter we can keep our soda pop cold just by placing it on the window sill. They also ice up on the inside. Come winter days we wear our winter coats at work. Plans have been drawn by maintenance to block in our window wall to give us the storage space we need, but abandoned due to budget." (Central Supply WK I)

"The main buildings need repair. They need to be tuck pointed very badly. Also, there are cracks on buildings that need to be repaired. This is a very poor way of doing business to allow buildings to deteriorate in this manner." (A/C Mechanic)

"We have a wall in our house which has been reported several times because of water damage and never repaired. Mold and mildew are evident." (RTW)

"Outside running fountains are unnecessary and wasteful. Also, flowers that come back year after year should be planted." (Custodial Worker)

"We have experienced two burglaries recently where telephones, PC's and typewriters were taken. This makes me question the security of the building. Does the state have insurance which covers these losses or is it self-insured?" (Clerk Typist III)

"You need to get rid of the bugs in the units. The units are dirty, windows are filthy. I don't feel it is the nursing staff's job to do house cleaning. I was hired for the residents, to take care of them." (Nurse's Aide)

"The inside windows are filthy, scummy, dirty, making looking out to tell what kind of weather there is outside impossible. Worse yet are the hundreds of cockroaches running around this place—on dresses, in closets, even in residents' beds!!!" (RTW/CMA)

"Either rewire the circuit breaker necessary to power each cottage after each power failure

so they may be done easily and swiftly or train and equip personnel on each shift with the key to the panel to reset the breaker. This would save time and effort on the part of the maintenance people who have to travel on foot to each living unit to flip the breaker—and if they go off even briefly again, they must start over. Each round takes 30–45 minutes in good weather, longer in inclement weather when their efforts could be used elsewhere."

"Select main entrances/exits and close others during bad weather. By closing such entrances until good weather, the work loads of snow removal crews can be lightened at a time when the workers can best be used elsewhere and injuries can be avoided by sealing off those areas and labeling them as 'closed for the winter.'"

■ Training

"On our ward, we train new staff, then they are assigned to another shift and area. Why not train people for the shift and area they will work?" (Resident Treatment Technician)

"We need to have current CPR training." (RTW)

"For years we have begged for technical training that is badly needed. On the rare occasions we get it, it is usually totally inadequate because it is taught by some 'trainer' who doesn't understand what he or she is training. Someone who has been on the job for years needs technical training on the ever changing computer or claims systems." (Interviewer II)

"We do not get sufficient training. If one person in the office knows how to do something on the computer, they are expected to show the others how to do it. That doesn't always happen." (Clerk Typist)

"I haven't had training in lock work except for what I have learned on the job or from others that have learned it, which takes much longer to do a job than if we knew more about it." (Carpenter)

"When we got our computer, it was mostly self taught. Very little and poor training. We are rarely notified of program problems or shut downs." (Central Supply WK I)

"On training, never do I see a supervisor there to make sure a program is run in the right way. They always wait for you to do your own training. Just once I would love to see them implement a program to assure it is done the correct way with all tools needed." (RTW)

"Our job is one where we should have been medically knowledgeable and we were not, but had to learn by ourselves with very little supervisory input as to how to do our jobs. Every day rules and regulations change because we are working with an insurance company and we have a hard time getting answers to questions that come up on a daily basis either from the insurance company or our supervisors." (Accounting Clerk II)

■ Shortstaffing

"Working sixteen hours in a stressful job causes illness and injuries. If the people approving the hiring of more people had to work sixteen hours at the Mental Health Institute, I think maybe they would see the light."

"Once a project is started, let it be finished before being pulled off for another project. Too much time is wasted getting back to where you left off in the original project. For example, while running cable and terminating them to expand the computer system, I am pulled off to start another project." (Electronics Technician)

"Staffing is short, so on weekends many of the residents are not able to get out of bed. Many days during the week we get short staffed and residents stay in bed then also. Residents fear for their 'home' and wonder if they will still have a place to live tomorrow. They say, 'My unit is being closed. Someone has to die so I can move to their unit.'" (RTW/CMA)

"Residents are always wanting help in tying shoe laces, opening cigarette packages or want someone to listen to a problem. They tell us we are the only ones who will listen when they need someone." (Custodial Worker)

"Scheduling is changed much too often to meet someone's whim. I believe in changes, but when you have a change everyday in a large overall schedule, how can some one remember day to day? I believe people are most productive with gradual change." (RTW)

"There is not enough staff to care for the residents right and to give proper care. It takes 2 people to use a transfer belt on a 2-man transfer. But when you don't have 2 people on the floor working, how are you supposed to do it? When you get called in and end up working 13 days before a day off; that is how the big errors get made. You are too worn out to even think, let alone work." (Nurse's Aide)

"This pulling policy is crazy. That is how the errors are made. Other staff don't know the other units. And then they make errors." (Nurse's Aide)

"RN's are salary employees and considered management. Aren't they called in to work the floor when short staffed or to fill RTW/CMA LPN positions? Some don't know how to transfer residents or use oxygen from a liberator. We have to be knowledgeable." (RTW/CMA)

"This job could be simplified by assigning a couple of the switchboard staff to the printshop instead of all part-time help, most of whom have no desire to work in the printshop. Let me explain—when you work printshop, you usually come in at 9:00 AM and relieve the early switchboard receptionist for her break. Then you report to the print shop and work there until 11:00 and then go back upstairs to the switchboard and relieve her for her lunch. Then you take your lunch, then report to the print shop and stay there while print shop staff go to lunch. Then go back to the switchboard and relieve the receptionist for her break, then report back to the print shop and work there until 3:30 PM. Lots of unnecessary mistakes are made every day because of all the going back and forth from one job duty to a totally

different one." (Receptionist)

"When we work short on the nursing units, we should be able to skip over some things so that the staff that is working doesn't get hurt. If you overload your workers, more are going to end up hurt and then we will lose more workers to injuries." (CMA)

"I feel that we in dietary work as fast as we can to maintain quality work. To increase speed in most areas would lead to poorly prepared meals, which, in turn, could cause illness to those who eat with us. The best way to increase speed without increasing errors is to increase manpower." (Food Service Worker)

■ Supervisors/Management

"There are too many supervisors. I am most productive in the morning when the supervisors are in a meeting." (Custodial Worker)

"Eliminate at least 50% of management positions and hire people that really do the work!" (RTW/CMA)

"Reduce the paper work of supervisors so they can pay attention to the needs of the residents." (RTW/CMA)

"Have working supervisors, not ones who sit with their feet up on the desk. If they're not going to do anything, we don't need them. The lead worker does all he is supposed to do. Our lead worker does the job of our supervisor, so why have a supervisor?" (Linen Worker)

"Too many middle men. Too many forms to fill out for minor things, such as fixing faucets, hemming pants, etc. Too much time is spent on things to please the inspectors that are not important for good patient care." (CMA)

"At facilities such as WSHS and GSHS, use one physician and let physician's assistants fill the remainder of the positions as most serious injuries or illnesses are referred to Des Moines, Ames, Iowa City, or Council Bluffs."

■ Unnecessary or Duplicated Tasks

"We are required, based on guidelines from JCAH and HCFA to do a great deal of tedious and at times repetitive reporting." (Activities Specialist I)

"I am assigned to run the PROFS and BROADCAST messages every two hours. Many times these are duplicated as they have been sent to District Office from Central Office and are being forwarded and we get the same message twice. Copies must be made and they have to be delivered to the people whose jobs they affect." (Clerk Typist III)

"Review and Orientation tape at the first of the month is a complete waste of time. It was set up to relieve the IM workers from having to see all their clients for review, but even after the

clients hear the tape, they all still want to see their workers." (Clerk-Typist III)

"The Review/Orientation tapes are a complete waste of time. We go through all the difficulties of setting up appointments, answering questions, screening applications, soothing ruffled feathers, routing calls, taking messages, just listening, and setting up orientation and review tapes so that IM won't have to see their clients. When the tapes are done, clients still want to see their workers anyway. They don't want to listen to a tape that takes 30 minutes when they know it will only take 5 minutes with the worker." (Clerk-Typist III)

"On some of our treatment sheets, we have to sign 2 to 3 times for one thing. We should only have to sign the sheets once a week." (RTW)

"Too much paper used for notices that each person does not need. They can be posted so everybody can see it." (CMA)

"Doing complete cares 2 times a day for someone who is not incontinent is a waste." (RTW)

■ Better Ways to do the Work

"Care plans should be placed somewhere in resident's rooms for when people are 'pulled' to other units—there is no way you have time to run all over to look up every resident's plan—what you have to do for them. Unfeasible! Care plans need to be brought up to date, meaning, for example, if a resident doesn't feed himself anymore, the plan should say so. Care plans should correspond to the resident; things need to be removed or added, not just continue to keep running the same care plan off the computer." (RTW/CMA)

"I would love to have a list of all residents and areas for my job because I get mail that has been marked wrongly and has gone to the wrong area or unit." (Messenger/Clerk)

"One way to be more efficient would be to get the floors to send more orders and fewer phone calls. Some days, the phone will ring every 1 to 3 minutes all morning for non-emergency items. Sometimes we run out of supplies because we aren't to have more than a 3-month supply but it takes longer to get the items, or Des Moines cancels orders but nobody tells us." (Central Supply WK I)

"You start to clean a room that is empty—the resident is out—and a nurse comes in with the resident and parks him in the middle of the floor or puts him on the stool while you are working. You either wait or backtrack which wastes time. I think nursing should respect my work and wait until I finish my tasks." (Custodial Worker)

"When we are mopping halls, all personnel and residents should respect the 'wet' signs and not walk or drive wheel chairs on them so we don't have to go back 3 or 4 times to mop up messes on wet floors. This uses up a lot of time and makes us get behind in our work." (Custodial Worker)

"There is not enough privacy when visiting with residents and/or their families about their financial needs and status. We are located in an open area by the entrance to our office.

This creates a lot of noise with voices carrying. It is difficult to hear someone on the phone or to have a conversation face-to-face. This makes my job take longer than it should. Residents' appointments should be scheduled so we are not constantly interrupted during detailed financial adjustments. Social work counselors should take over dealing with families in negotiating the spending habits of residents. Accounting clerks should be out of the main stream of traffic and closer to the residents' files. A lot of time is spent walking to the files, the copier, which is down the hall, and the cashier's office where we go often to exchange financial information about a resident." (Accounting Clerk II)

"The biggest waste of time is relying on other departments to send needed documentation and information to my department in order for me to do my job. If other departments would come together and work harder at seeing that the appropriate information gets to me in a timely manner, it would save time and I could do my job more efficiently." (Accounting Clerk II)

"Allow at least 50% of any savings income generated by an institution or Department to return to them as an incentive for the facility to find savings or money-generating ideas. Such a return could be used to hire, purchase, provide incentives to employees or cover other under-funded needs of the facility."

"There should be cooperation between agencies without penalty. WSHS might use their ACT sites to bundle wood for the Department of Natural Resources who might then sell it at state and county parks to recover costs; clients at WSHS could be used to help with maintenance at the state's interstate rest areas, providing vocational training and social interaction while meeting a public need."

"Eliminate, where possible, the requirement to wear uniforms, thus saving the expense of purchase and upkeep."

"When part time medical doctors (interns) come to WSHS or GSHS for weekend/holiday coverage, efforts should be made to coordinate clinics in their field of specialty on Friday or Monday to save mileage costs, allow more time available for more complex procedures or follow-up and allow better coordination of services with the facilities' medical staff."

"Combine Housekeeping and Dietary Department. Place 2 employees, preferably one dietary and one housekeeping, per living unit to cook and clean. Fewer violations of state and federal codes could be realized with fewer supervisors. Variety and better use of leftovers could be realized and converted into savings."

■ **Listen to the Workers!**

"I have no problems with my office location and furniture used to perform my job. One reason for this was because I was fortunate to be asked what kind of work station would be the best to perform my job." (Accounting Clerk II)



AFSCME COUNCIL 61 IMPROVING STATE GOVERNMENT

DEPARTMENT OF TRANSPORTATION (DOT)

Iowa Department of Transportation employees see waste of money, time and resources in the course of doing their jobs. Their major concerns were:

■ Energy Efficiency/Building Maintenance

Poor maintenance causes energy loss and increases costs for labor and materials for constant repairs.

■ Supplies/Equipment

DOT employees feel they are unable to work as efficiently as they want because of shortages and inconvenient placement of supplies and equipment.

■ Training

DOT workers want to do a good job, but feel frustrated by their lack of training.

■ Staffing/Supervision

The major complaint DOT employees expressed was with non-working supervisors who do not know the day-to-day details of the job.

■ Duplication of Tasks/Unnecessary Facilities

DOT workers feel some tasks they do duplicate others and some facilities are unnecessary or can be combined with others.

Representative comments in Iowa State employees' own words.

(The job titles, when available, are shown in parentheses.)

■ Energy Efficiency/Building Maintenance

"Our shop has fire hose and garden hose outlets that don't shut completely off." (Mechanic)

"The faucets are leaking badly." (Mechanic)

"Air quality in mechanic's bays is horrible due to very bad ventilation system." (Mechanic)

"Other states do not have frost runs. Why does Iowa spend thousands of dollars on them?"

(Maintenance Shop) (EO1)■ **Supplies/Equipment**

"We have to fill out a Request of Purchase form when we need to get a part of \$50 or more. The form then goes to Ames through a computer after sitting on one of the higher-up's desk a few days. Then Ames receives it and drags their feet, then it goes to low bid dealer, then gets shipped. We might receive it one to two weeks later. In the meantime, the piece of equipment sits broken down. Lot's of wasted time!" (Mechanic)

"We need the proper tools, books and meters to be able to find the problem and repair it." (Mechanic)

"Tools, such as hand tools, torches, floor jacks, etc. do not get returned to the proper storage place. Many hours and steps are wasted."

"Take care of equipment. If a piece of equipment is damaged, nothing is done about it." (Mechanic)

"Everything that is purchased is 'low bid,' which usually is also low quality. Keep on buying low bid items and see how many accidents come from them." (Mechanic)

"Instead of using limestone for shoulder material in Clay County, use gravel, of which we have an abundance." (EO1)

■ **Training**

"There needs to be more training on computerized equipment that is coming on new vehicles." (Mechanic)

"Training is very, very poor, and when we get training, it is too short and on subjects we already know." (Mechanic)

"We are supposed to become more computer literate and are supposed to receive some lap-top computers, but when the Community College in the area puts on computer classes and some of the high schools as night classes, we can't get the DOT to pay for the cost of these classes even when we volunteer our own time after hours to attend. They have money to send an Engineer to Des Moines to attend classes even though this Engineer has only a couple of years before retirement." (CT-1)

■ **Staffing/Supervision**

"Have supervisors be working supervisors who work with the guys so they can show them how to run and operate equipment and take care of it. That way, a lot of unnecessary breakdowns won't happen. Supervisors sit in the office and assume everyone knows how to operate and maintain equipment." (Mechanic)

"How can a non-mechanic supervisor be in superior position over mechanics?" (Mechanic)

"Foremen for DOT Maintenance are paid too much over their men and should work out in the field on maintenance duties." (EO1)

"Combine the RCE and RME positions in the rural field offices. This could eliminate as many as 20 engineers. Some of them are ready to retire and they wouldn't have to be replaced. This could save \$840,000 a year." (CT-2)

"The Human Resources Department of DOT was supposed to be disbanded and become part of IDOP. The DOT instead made a new agency calling it the Department of Management. They transferred the Human Resources people, giving many of them raises. They then hired 7 new people and placed one in each of the district offices and one in Ames Complex, calling them IDOP personnel. Get rid of this fat cat department they created called the DOT Department of management." (CT-2)

■ **Duplication of Tasks/Unnecessary Facilities**

"I work in a building that is leased to the DOT. It is a metal building that is finished on the interior. When the construction season is over, and everyone is in, there are 15 persons in one room, each with a work area the size of a drafting table. In another town, they have another rented building housing a Maintenance Engineer, a MOA, a MMA and a secretary. The DOT owns land in the next town right by the Maintenance Garage, but they don't have money to build their own Office of Construction. The cost of the rent on these two rented facilities could easily offset the cost of building an office that would be suited to the type of work we do, such as drafting, correcting plans, finaling projects, and have a workable lab to conduct aggregate testing." (CT-1)

"Get rid of two rented office buildings in Britt and Forest City and build an efficient office building on DOT property at Garner." (CT-2)

"We have certified inspection in some areas of our operation where the contractor provides a certified plant inspector and we have a certified inspector doing duplicate things. We used to do all the inspection at plants, but now we pay the contractor for having his certified inspector on the job and then we still duplicate many of the tests. It was cheaper to have us do all the inspection." (CT-1)



AFSCME COUNCIL 61 IMPROVING STATE GOVERNMENT

DEPARTMENT OF CORRECTIONS

Employees of the Iowa Department of Corrections expressed many concerns about efficiency, safety and waste. The major issues they wrote about were:

■ Training

Many DOC employees stated that training was inadequate. This problem is made even worse by the rotation system, which does not allow DOC workers time enough in any one assignment to gain the expertise they need and want. DOC employees also feel they are not receiving the day to day information they need to keep abreast of incidents or policy changes.

■ Staffing

There are not enough DOC employees to do the job safely and efficiently. Workers also stated that they or their co-workers are sometimes required to do work that is unrelated to their jobs due to the lack of personnel.

■ Maintenance/Climate Control

Comments in this area were numerous, ranging from the annoying to the dangerous. A major concern was the lack of preventive maintenance, which workers feel is short sighted and wastes state property and the taxpayers' money.

■ Safety

DOC employees expressed safety concerns when they spoke of training problems, maintenance and short staffing. They also noted some specific safety issues concerning unlocked doors, patrols without weapons, malfunctioning equipment and unnecessary heavy lifting and carrying.

■ Supervisor to Employee Ratio

We received many comments about DOC's top-heavy management structure. Worker concerns ranged from conflicting information and directives to duplication of efforts to unnecessary costs for management salaries.

■ Supplies/Equipment

DOC employees told us they have serious problems with the availability and quality of the supplies and equipment they need to do their jobs. Many workers said that computers could make their work more efficient. They said they waste time, steps and

energy trying to use faulty equipment or inconveniently located supplies. Many feel that poor quality equipment and lack of proper maintenance are wasting state money.

■ **Inefficient Work Practices and Policies**

DOC employees spoke of several ways their jobs are made less effective, tasks are duplicated and money and resources are wasted because of poor work rules or management decisions.

Representative comments in Iowa state employees' own words:

(The job titles of the respondents, when available, are shown in parentheses below.)

■ **Training**

"Not enough training."

"I have had only 12 hours training in the last 2 years. Requested training is not available." (Correctional Officer (CO))

"Ha! Training most of the time is, 'Here it is, do the best you can,' or, 'Here are the keys; it's easy.'" (CO)

"No training at all is usual. Little or poor training is the norm." (CO)

"Lack of training causes undue stress. With lack of officers, we cannot offer time to train rotating staff properly." (CO)

"Severe lack of training for staff." (CO)

"There is next to no inservice training other than weapons and CPR--training records back this up." (CO)

"Provide computer training for new or transferred staff."

Many workers feel that rotating assignments make the serious lack of training more acute.

"Constant movement of staff to positions they know nothing about."

"The institution of rotation has caused more disciplinary problems, lost work time, absenteeism and, in some positions such as the control center and turn-key, inexperienced personnel having to perform in these duties." (CO)

"Con games for inmates are at an all time high. People who have not worked locked units are getting fooled." (CO)

"Three months is not enough time to get to know the job of locked units." (CO)

"Rotating shifts keep constant inexperience and waste rampant as no officer learns his job

"With the rotation system, training is a myth. CO positions are so short that on-the-job-training means going on your own, finding things out while the CO who should be the trainer is filling in somewhere else. This creates a loss of basics, security or otherwise, every three months." (CO)

"End rotation!" (CO)

"More information is needed about clients prior to their incarceration." (Job Developer)

"Lack of information being given to on-coming shift. It takes the first half of my shift to figure out what is to be done." (CO)

"Policies change in regard to staff and inmates and there is no information on changes given to staff." (CO)

"Staff meetings are rarely held. I think a meeting should be held on a regular basis as staff and resident problems need to be discussed." (RA)

■ Staffing

"We are very short-handed. I am currently assigned to the Yard, and it is beginning to be pretty regular that we close towers 275, 374 and other areas just to keep minimum staffing on the yard and inside the walls...it breaks down security, and if something happens, no one will be there to respond or help." (CO)

"Not enough officers. Must pull officer off yard to feed unit. Cannot escort inmates to hospital for lack of officers." (CO)

"Many times the facility is improperly staffed--for instance, two staff on second shift with 45 residents, leaving one staff to work alone while another is transporting residents or on break." (RA)

"CO's are doubling as food co-ordinators, farm hands etc. instead of security because of mismanagement." (CO)

■ Maintenance/Climate Control/Energy Efficiency

Building Maintenance

"Full-time maintenance needed rather than part time. Currently, staff has to fill-in to cut grass and remove snow."

"Maintenance is hundreds of hours backlogged due to work force shortage." (CO)

"Maintenance is slow in responding to all requests." (CO)

"Maintenance inadequate due to overwork and understaffed." (CO)

"Preventive maintenance is missing. The maintenance on the cell houses is put off until something breaks, and then it is too late to repair; it has to be replaced." (CO)

"Water seeps into the no-contact visiting room and #221 turnkey station from under the wall whenever there is a heavy rain." (CO)

"Many faucets throughout institution need to be repaired." (CO)

"Plumbing needs a check on a bi-weekly schedule." (CO)

"Leaking roofs, and faucets—faucet handles do not work." (CO)

"Showers run or drip constantly." (CO)

"The showers in all the cell houses are to the point the water drains through the walls into neighboring cells. The Gym showers drain through the floor causing leaks in the school sections. The floor tiles in tower 7 are cracked." (CO)

Climate Control

"You freeze in one part and sweat in another."

"People are always fiddling with the thermostat."

"New building at Waterloo Work Release opened in 1991—cold air drafts come in strong around window frames."

"Our building has a definite insulation problem causing office temperatures on outer walls to be drastically different than other areas."

"AC and heaters do not work and take months to repair." (CO)

"Some areas, water pipes freeze and then nothing is done until it happens again the next year. Windows are broken. Filters are not changed until the unit quits working." (CO)

"A lot of towers have heaters you can't regulate so you have to open windows wasting energy—windows don't close properly."

"Towers frequently too hot or too cold." (CO)

"Heating and air conditioning units in towers do not cycle as they should. Units run constantly, yet cannot regulate heat in the area so units are running and doors and windows are left open to regulate temperature." (CO)

"No weather stripping on doors." (CO)

"Winterization of all doors and windows needed." (CO)

"Cell houses 219 and 419 both have windows that do not seal properly." (CO)

Electrical Energy

"Too many lights kept on all of the time."

"The lights do not always shut off with the switches."

"Eliminate all electrical appliances from units that are being left on without inmates present." (CO)

■ Safety

"I feel our work environment is not safe at night as our main doors have no locks and only an alarm that goes off when anyone enters or leaves the building...anyone can enter the building with a weapon. Outside checks at night on an hourly basis are unsafe (we do not have weapons) and not in my job description."

"I have always felt the doors should be locked at night for staff and residents' safety as anyone could walk in with a gun. We R.A.'s are required to do outside security checks from 9 P.M. to 6 A.M. (while it is dark). We carry no weapons for protection... We are not outside security guards!"

"Put in an elevator or at least a dumb waiter in cell house (CH) 319 to save on workmans compensation for injuries."

"The reason they need an elevator in CH 319 is because people have gotten hurt carrying food trays up and down four flights of steps."

"In CH 319, a lift could be put in. Save time carrying heavy trays up 4 flights of stairs."

"Radios and TAS beepers do not work properly." (CO)

"On the yard, your radio is very important. Radios only work part of the time. TAS units are not even run with the proper batteries." (CO)

"Radios and TAS alarms malfunctioning--particularly the tower radios. I know!" (CO)

"There are never enough radios. The cell houses have no immediate communication with the yard if there is an emergency. There could be a fight in the 319 stairs and cell house staff not know it until a yard officer shows up at their door." (CO)

■ Supervisor to Employee Ratio

"Allow counselors to approve small items, such as early check-cashing. Currently, much time is wasted waiting for supervisory approval."

"...we can't make a move without supervisory approval. It wasn't always that way—we used to be able to do our jobs quite independently. When the facility expanded, they expanded the management team—very top heavy with management, therefore they have less to do, so meddle in our work more."

"Correctional Officers have to answer to too many supervisors (as many as six), often with conflicting orders or answers to questions." (CO)

"There is an excess of senior supervisory personnel, such as captains, majors, colonels, unit managers and non-security administrative positions. Many of the tasks performed by these people were in the past done by one person where now it takes 2 or 3...A large part of the tasks performed by these higher positions could be accomplished as easily by clerical technicians or persons lower in rank. One instance is that the stockade was once run by a sergeant, who has been replaced with a CO and a lieutenant. Individual unit managers are unnecessary for each cell house in light of the fact that there is a lieutenant and sergeant in each cell house and on one shift, two of each. It seems unnecessary to have unit managers when these tasks could be performed by the lieutenant and the sergeant. Due to the extremely top-heavy administration and shortage of contract labor, we are required to operate short handed quite often." (CO)

"What is necessary about having a security director plus three assistant security directors? Why does management need three deputy wardens? Why do we need a safety officer? Why do we need three investigative officers, including a captain, when one CO would do?" (CO)

"Why do we need a Major doing vacations? Why not have the Vacation Relief Captain do it. Why have a Unit Manager and Security Director do the duplicate jobs?" (CO)

"Eliminate excessive management!"

"Review management to worker ratio."

■ Supplies/Equipment

"Computers are located in the back part of the building. Secretary/Receptionist needs a terminal up front."

"We need a computer in the control room so we can get our information without having to leave our work area."

"A computer would eliminate a lot of the extra paperwork and the time it takes to pull residents records..."

"In my classification, one of my duties is on a computer on the other side of the building and it is very inconvenient—they have the one computer system in a storage room with poor lighting."

"A computer system to cut down on paper work and looking things up and recording items

in numerous books."

"We need better programs for the computer, so information will be available without us always having to change screens to access information for staff and inmates."

"Get the facility computerized through-out the entire operation. It would make signing out clients to work or furloughs faster. Medication records, work schedules for clients, furlough site locations, could all be computerized." (RA)

"Basic office supplies in short supply."

"The clerical staff do not all have typewriters, and some of those are very old--we are constantly 'passing' typewriters around to use."

"Allow staff to submit 3-day supplies request updates to keep supplies needed daily there." (CO)

"Necessary forms are allowed to run out before re-ordering. Causes wasted expense and time for photocopying."

"Make files more accessible to counselors. Currently kept in central location convenient for Work Release RA's."

"Counselors are constantly running back and forth to get files all day long."

"I am upstairs, client files are downstairs--very inefficient as I spend a lot of time just to get a client file."

"Every trip downstairs to get a client file means someone may stop me to ask a question. With the files in the office, I wouldn't have these interruptions."

"Files are kept in another area of the building." (RA)

"Resident records are kept in another part of the building, and when the building is single staffed, we are not able to leave to get the files." (RA)

"We need an extra copier. A lot of time is wasted on waiting for others to use the copier."

"Many office spaces are so small that forms storage, etc. are in a completely separate room." (CO)

"Placing tools at secure locations at each job site would eliminate unnecessary trips to get needed tools." (CO)

"I have to go to turnkey station to get restraints to escort inmate." (CO)

"Have a large enough storage area where we can store the items. Example: you are doing

showers on the 4th floor and need shave cream, soap or shampoo. These items are stored downstairs instead of in that area." (CO)

■ **Inefficient Work Practices and Policies**

"Because of rotation, the use of special cold or inclement weather gear is increased--in the past, only a few people used them, now everyone." (CO)

"Combine caseload list with Community Service list. We currently have to check court appearance list against these separate lists--what could take 15 minutes usually takes an hour."

"Sometimes the same information is written in 5 different places. Time is wasted by this duplication."

"Forms have to be filled out which duplicate information already in institution files and Statement of Probationer forms."

"Facility policy requires all staff to use the elevator to go from first to second floors. Significant waste of time waiting for elevators. Elevators frequently break down. Unnecessary waste of electricity."

"We were told at Staff meeting that we can't use stairs because maintenance man has gotten them clean and shiny and we want to keep them that way!"

"In June, 1991, prior to the end of fiscal year, there was money left as always. 2 \$500 trees, a \$500 gas grill, shrubs (unknown cost), lawn furniture (wrought iron) costing approximately \$1000 were purchased. A sod company was hired to sod the yard in front of Work Release, a very costly item. The priority is for aesthetic appearance--pretty outside and shiny steps inside. Typewriters, computers, supplies, etc. could have been purchased with that extra money. It is difficult for us in the 1st Judicial District to believe we are short of money when so much can be spent on these frivolous items!"

"To save money, our department needs to stop paying money out on contracts with people hired to do jobs that are already filled, e.g., hiring people to do PSI's to free a regular worker up to do unnecessary tasks for the supervisor!! Our office unit alone has 2 probation officers who don't have case loads and just help the boss."

"Constant lawn watering not necessary." (CO)

"Water is wasted on a large scale by watering the seeded areas in summer time in excessive amounts." (CO)

"The layout of some cell houses prevent an orderly and efficient means of running them." (CO)

"Excessive trips to JBCC and farms to transport inmates." (CO)

"Large amounts of gasoline are wasted trucking inmates from farm #3 to do a job that farm #1 inmate could do—farm #1 is 6 or 7 times closer." (CO)

"Work hours for inmates working inside need to be regulated with other work crews so all crews can be picked up and returned to farms at the same time." (CO)

"Excessive vehicle use—especially at farms. Several trips are made daily transporting inmates to job sites that would be much closer to one or the other units. Example: Farm 3 inmates transported to work county landfill approximately 20 miles when farm 1 borders this location with less than one mile drive distance." (CO)

"Farm buildings are vacant and deteriorating when they could be productively raising livestock and creating inmate employment." (CO)

"Eliminate law libraries from satellite unit as it is not being used." (CO)

"Head food consultant—lack of knowledge, misuse of funds, food and time." (CO)

"Food consultant does not understand cell house." (CO)

"Inmates use one bar of soap each shower day. One bar should be used for at least a week." (CO)

"Why do CO's have to escort close management inmates to the 51 building? It would cut down on man power if these people would come over to the cell house and talk to the inmate." (CO)

"Our office is too small for the 4 people working there. We are in the traffic area for people going to the mailroom and visiting inmates. Constant interruptions directing people to proper locations, making change and answering visitors', staff and inmate questions. Rotation makes this problem a great deal worse." (Accounting Clerk)



AFSCME COUNCIL 61 IMPROVING STATE GOVERNMENT

GENERAL SERVICES

General Services employees, who provide the services other state government employees need to do their jobs, had many concerns about wasteful practices they see every day. They spoke of energy inefficiencies, poor purchasing and maintenance policies and problems with supplies and equipment.

■ Energy Inefficiencies

In their day to day work, general services employees see many instances of inefficient use of electricity, heat and water. Shortsighted policies result in basic maintenance going undone causing buildings to become energy wasters and to deteriorate before their time.

■ Supplies and Equipment

Employees have many complaints about obsolete equipment and poor quality supplies which prevent them from being as efficient as they want to be.

■ Workplace Design/Location of Supplies and Equipment

Some problems with supplies and equipment have more to do with where they are located than their quality or availability. General Services employees believe they are forced to take unnecessary steps and waste time because supplies are not placed in the most efficient location.

■ Motorpool

Motorpool workers feel that state practices regarding such things as tire rotation, parts replacement and preventive maintenance waste the taxpayers' money.

■ Mailroom

A state government sends and receives a large amount of mail. The state workers who handle the mail see poor choices in the use of postal services and the inefficient use of envelopes, stamps and other mailing necessities.

■ Workrules

State employees feel frustrated by unnecessary and counterproductive rules or practices

they are required to follow. They believe that state money is wasted when they must follow ill conceived directives.

Representative worker comments follow. (Where available, the job titles of the employees are shown in parentheses.)

■ Energy Inefficiencies

"If all flood lights around the capitol were not turned on all of the night...even though it looks nice, it is a great waste."

"Lights not needed for security, should be turned off at night and on weekends." (Mail Clerk)

"Furnaces running with overhead open all winter." (Storekeeper II)

"They need to keep the overhead doors shut. All the furnaces are running and the temperature is in the teens. They need to relocate the switches or possibly get remote switches for the mechanics."

"Government money is being wasted at our building when heating season begins until it ends. We have two big overhead doors that are opened when cars come and go from the building. Lots of the time they are open when cars are not coming in or out. Doors are opened and not always shut right away. Why? There is nobody to sit and watch the doors. The door system is outdated. It needs to be automated so when vehicles drive up to the door, it opens and closes automatically. This would save on heating costs and a person watching the doors." (Automotive Mechanic)

"In cold weather, at times, the two overhead doors are left open for periods of time. The central buttons in the office are not at anyone's desk. The controls need to be relocated at desks, or each employee in the shop should have a remote control." (Automotive Mechanic)

"We need a control switch for the garage door inside the mailroom and better doors leading into the mailroom from the dock so they will stay closed when the wind is blowing or it is drafty." (Mail Clerk)

"The windows leak water and air." (Custodian)

"In our building, there are so many things leaking and broken that the Maintenance Engineer is kept so busy doing other things that he doesn't have time to do the preventive maintenance to keep up with the little things. I think the system should be redone to allow for more preventive maintenance which will cost less money and save time and manpower." (Custodian)

"Pipes are leaking." (Repro II)

"We have a bad sewer." (Repro II)

"Sewer sinks need something to stop the odor."

■ Supplies and Equipment

"Poor quality materials cause delays in mailings." (Storekeeper II)

"Old machines! Why is there money for printing machines but not Mailroom? Who decides where the money goes when you have a split department like Printing/Mail Unit? We have had the same problem repaired six different times in the last two weeks." (Mail Clerk)

"We are working in the Mail Division with outdated, old, worn-out machines." (Mail Clerk)

"Our problems getting oil, grease, etc., make maintenance difficult." (Storekeeper II)

"The dumpsters at the building do not roll right, and this makes them real hard to move when they are full. A co-worker and I put notes on the dumpsters to try and get them fixed, but the notes are always taken off of them." (Custodian)

"Most equipment running this place is obsolete. We need better equipment to clean with so you have fewer breakdowns." (Custodian)

"We waste time when we order parts, and it takes three signatures to initiate purchase—too many middle managers." (Automotive Mechanic)

"When ordering parts, we should be able to leave a list of the parts needed and come back later and get the parts. Now we either wait while the parts man gets the parts or else get them ourselves. Oil and air filters should be kept by the grease rack instead of 100 feet away in the parts room." (Automotive Mechanic)

"I do not have all the proper equipment to do my job efficiently. I could use computer programs, which I can not get, for taking care of the motorpool vehicles properly." (Automotive Mechanic)

"Because promised equipment has not been installed at our desks, we have to go to the site of the computer terminal. Because it is an 'office' terminal, each time I use it I have to log on and log off when done. Other times, someone else is using it so you sit and wait." (Secretary)

"Our engineer is always working on the soap dispensers. It seems to me that if you have to spend so much time and money on parts and labor fixing things, you'd think they would consider replacing the system." (Custodian)

■ Workplace Design/Location of Supplies and Equipment

"Instead of having our custodial supplies locked up and the supervisor and one other person with keys, have a check list for everyone to mark down what they take to use. Also, a lot of time is being spent going from one closet to another getting supplies. Put them in the same area as the equipment to save time." (Custodian)

"I try to be organized, but it is hard because I have bathroom duty. I have to push a barrel with a caddy and a box for toilet paper, etc., plus push the mop bucket. A cart, like the ones some of the other buildings have would help save a lot of time. Also, we can't keep any chemicals in the slop sink area, so every time we fill a mop bucket, we have to run to the central closet and get the chemical, then take it back, etc." (Custodian)

"There should be a phone at the back of the room so we do not have to go up front to call agencies or service men for our machines." (Repro II)

"Install a phone on the UPS desk so steps can be saved and information is at hand instead of writing all information down so you can take it to a phone in another location."

"Open a door between the mail room and the storage area." (Storekeeper II)

"Location is poorly designed for large mailings by machines." (Storekeeper II)

"My workstation is not arranged to do my job efficiently. I am a vehicle dispatcher. My work station should be located where vehicles are located. Right now I am located in a work station where there is a parts worker and shop supervisor. This makes too much carry over in work. I answer the phone for other people and do other people's work when they are not available. We cannot even get phone mail or an answering machine to help with the phones." (Vehicle Dispatcher)

■ Motorpool

"We don't have all the service manuals for each make and model of vehicle. They buy new equipment, but no training on how to use it." "We are missing repair manuals for many years, makes and models of vehicles we have to repair. We also have many manuals for cars we don't have." (Automotive Mechanic)

"Preventive maintenance inspections need to be re-evaluated. Currently they are done every 25,000 miles. By going to 30,000 miles, they can save around \$50 per vehicle if the vehicle is done in our shop, or \$100 to \$300 if done outside." (Automotive Mechanic)

"Some operations of a preventive maintenance inspection (PMI) are done automatically, needed or not. Parts are replaced automatically and sometimes, unnecessarily. The PMI program needs to be rewritten." (Automotive Mechanic)

"Tires need to be rotated every 3000 miles. I have put on hundreds of dollars worth of tires because the old ones had not been rotated. Yesterday, I put four new tires on a car that had only 38,000 miles on it. They should have lasted at least 75,000 miles. It cost \$146.12. I asked my supervisor about the tires, but he said to go ahead and put the new ones on. This has happened in the past on several occasions. Sometimes people bring their cars in and tell us what they want done. Most of the time the work is a waste of time, and we end up fixing something else that was the problem in the first place." (Automotive Mechanic)

"Sometimes, customers are allowed to dictate what is or isn't done, replaced or not replaced. I question their expertise in the field of auto repair and the money wasted because of it. The biggest offense is in tire replacement." (Automotive Mechanic)

"Management takes vehicles from other departments with 300-500 miles left to go before they are ready for auction. Then these vehicles are put aside, and are eventually put into the motorpool for 300-500 miles to finish the mileage on the vehicle. But before they are put into the motorpool, they have to have new tires, brakes, parts, etc., put on. Paper work has to be done, forms filled out, the vehicle turned in and then back out again. It would be cheaper and make more sense to bring in the vehicles when they are ready, mileage-wise,

thereby saving money, time, unnecessary forms and manpower." (Automotive Mechanic)

"A number of vehicles have been called in and assigned to the motor pool with as few as 150 miles left to drive before it is turned in for auction. Every time a vehicle is reassigned, additional paperwork and shop time are required. It would be more sensible and cost-effective to leave vehicles in their original assignment until turned in for auction. Much travel time is also involved in this process." (Automotive Mechanic)

■ Mailroom

"Instead of setting up a machine for a dozen or so forms, have the department hand stamp them." (Storekeeper II)

"Field personnel should use better judgement in mailing state mail, for example, using a 10x13 envelope with one sheet of paper in it. It could be a big saving in the long run if field personnel would use smaller envelopes to cut down on postage. What a waste!" (Mail Clerk)

"Why does General Services put postage on Economic Development's mail when they have their own mailing machine?"

"We have departments using services like Federal Express which is two times the cost of the U.S. Post Office's Express Mail or UPS Next Day Delivery. The departments should not be allowed to use the most expensive services." (Mail Clerk)

"The U.S. Post Office brings all mail to one drop—the Ames Building. We spend a lot of time sorting and delivering the mail. It seems to me it should be the Post Office's job to deliver to all the buildings. It was done in the past except for the last few years." (Mail Clerk)

"We have a presort company we use. The Post Office gives a \$.04 discount for presorted mail. We pay the company \$.02 per letter to presort. A study should be done to see if it would be cost effective to buy a presort machine and save the whole \$.04." (Mail Clerk)

■ Workrules

"Instead of doing the building by the platoon system, put the people one to a floor. That way, the work will be done the same each day and you will do the job better and easier than doing one thing on one floor and going and doing something else on another. You will do a better job with more pride and satisfaction. If a person is gone, instead of having one or two people do that person's floor, have the whole crew go up and do it." (Custodian)

"I still believe the old system is best. One person per floor. That person does everything on that floor. I believe that worked better for everyone." (Custodian)

■ Miscellaneous

"Change to a four day week." (Storekeeper II)

"Four day work week would be more productive because we could work later in the day and get more done when people are out of their offices." (Custodian)

"I feel it would be good to have four ten-hour days." (Repro II)

"Four days a week, ten hour days can save on absenteeism, electricity and gas."

"Computer training is poor and sporadic." (Storekeeper)

"Training is nearly impossible. Then, if you are offered a training class, it is something you didn't ask for." (Secretary)

"On the second floor, the people do not recycle the way they should. It takes me a long time when I have to go through garbage to find out which is garbage and which is recyclable paper." (Custodian)

"When there is a little bit of news to tell seven people in the department, why waste paper and money? Write it on one piece of paper and put it on the board instead of separate sheets for everybody." (Custodian)

"If the state has a problem with sick leave, why don't they consider doing something with the air handling system. Obviously, by the looks of the ceiling, the air coming out of the vents is dirty and, more than likely, contaminated." (Custodian)

"I think they should survey the management positions. 15 years ago, the custodial staff had a chief, and supervisor and lead workers. The lead worker was paid less than a supervisor, plus had their own duties to perform, unlike now when the custodial supervisor is a fill-in receptionist." (Custodian)

REVENUE

IDEAS

SPEED TAX PAYMENTS

REQUIRE PAYMENT OF TAXES THROUGH ELECTRONIC FUND TRANSFERS:

Iowa should require most businesses to pay taxes by electronic funds transfer.

Iowa already requires electronic transfers of its largest businesses. All Iowa businesses equipped with computers should make those payments via electronic funds transfer so that the state can receive the money as soon as possible and begin earning interest on the money.

Begun on the federal level in 1986, Indiana and New Mexico were the first states to set up a program to have taxpayers pay their taxes via electronic funds transfer. Filing taxes electronically means that the state receives the "money" almost instantly, rather than waiting for it to come in the mail or be dropped off. Just as banks "wire" money back and forth via electronic signals and workers can now get their paychecks "direct deposited", businesses can have their tax payments transferred to state government electronically without the money ever actually changing hands through a check.

Besides saving money, the process should reduce error rates and processing costs. It should also make storage and retrieval of information about tax collections easier. Many businesses will appreciate the easier method of payment.

Use Electronic Funds Transfer (ETF) for Tax Payments

STATE	EFT FOR WHICH TAXES?ETF USED WHEN TAXES OWED ARE: EFFECTIVE DATE:
Alabama	All taxes\$100,000+ in one tax payment1992
Arizona	
Arkansas	
Alaska	All taxes\$100,000+/month or \$150,000+/yr
California	
Colorado	Optional for any taxNo threshold level set3/90
Connecticut	
Delaware	Motor Fuel (mandatory)\$20,000+/month1/89 Franchise Tax (optional)No threshold level set10/91
Florida	Sales, Corporate Income, motor\$100,000+/yr for each tax, will2/90 fuel, insurance premiummove to \$50,000 in 1992
Georgia	
Hawaii	
Idaho	All taxes\$100,000+ in one tax payment
Illinois	Withholding, sales, corporateNo threshold setPilot: 6/90
Indiana	Withholding, sales, corporate\$80,000+/yr for corporate est., estimated, special fuels\$240,000+/yr for all other taxes1/87
Iowa	Withholding, sales, corporate\$80,000+/yr in corporate estimated4/90 estimated, special fuels
Kansas	Withholding, sales\$100,000+/yrNot yet established
Kentucky	
Louisiana	Severance taxes\$100,000+ payments1/89
Maine	
Maryland	Optional for any taxNo threshold level set9/90
Massachusetts	
Michigan	Optional for any taxNo threshold level set7/91
Minnesota	Withholding, sales\$240,000+/yr (mandatory)1/92 Optional for all others
Mississippi	
Missouri	
Montana	All taxes\$500,000 in one tax payment10/85NebraskaCorporate estimated No threshold level set1987
New Jersey	
New Mexico	Withholding, sales, oil & gas\$25,000+ in one tax payment1/89
New York	Withholding onlyWithholding of \$400,000+ with NY payroll1/90 of \$7.5 million & 250+ employees
North Carolina	
North Dakota	
Ohio	
Oklahoma	Severance tax/gross productionNo threshold level set1/87
Oregon	
Pennsylvania	Regulations pendingRegulations pending1991
Rhode Island	Withholding\$25,000+ in one tax payment1992
South Carolina	All taxes - being phased in\$20,000+ per tax filing period1/91
South Dakota	All taxes\$1,000+ - optional7/90
Tennessee	Sales, franchise, beer, tobacco gas, gross receipts, motor fuel\$20,000+/month3/90
Texas	All major taxes\$500,000+/yr per tax1/90
Utah	Withholding only\$100,000+/yr - optional8/90
Vermont	Regulations pendingRegulations pendingpending
Virginia	
Washington	Sales, Business Occupation1991: \$1.8 million/yr 1992: \$240,000/yr1/91
West Virginia	
Wisconsin	
Wyoming	

Source for Table: FTA, in State Tax Notes, 9/30/91

SPEED UP REMITTANCE OF INCOME TAX WITHHOLDING TO THE STATE:

Iowa should have large employers pay their personal income tax withholding to the state as soon as possible.

Employers are responsible for withholding a certain amount of an employee's state income tax ultimately due to the state with each paycheck and then remitting it to the state government at certain times throughout the year. Most states require employers to remit their withholding on a quarterly basis, with large employers requiring monthly remittance. Other states have increased the payment periods for large employers to semi-monthly, and even, as is the case in California and Minnesota for very large employers, eight times a month. The sooner the state gets the withheld taxes, the sooner the state gets control over investment of the money - or, in the case of dire fiscal distress - the ability to spend it.

When employers withhold taxes from employees' paychecks, employers should pay that tax to the state on a frequent basis so that the state can collect the interest on the money rather than the employer. •

Large employers especially will have an easier time remitting the tax collections to the government on a speedy basis than smaller employers will. Most states only require withholding to be paid in to the government on a quarterly basis (every three months.) With technological advancements, large employers are now able to remit their withholding much more often with little trouble.

Personal Income Tax Withholding Remittance Requirements

STATE State Requires Remittance How Often If Withholding Is More Than \$How Much?

	Monthly (*)	2x/Month	4x/Month	More than 4x/Month
Alabama	\$1,000/?			
Arizona	\$1,500/qtr			
Arkansas	\$ 100/?			
California	\$ 350/m	8x/month		if feds require
Colorado	\$1,200/qtr			
Connecticut	??			new Personal Income Tax
Delaware	same as federal			
Georgia	\$ 200			
Hawaii	\$1,000			
Idaho	\$3,000/month			
Illinois	\$ 500	\$ 1,000		
Indiana	\$1,000/month			
Iowa	\$ 50	\$8,000		
Kansas	\$1,200	\$8,000		
Kentucky	\$ 900			
Louisiana	\$ 500/month	\$2,000/month		
Maine	\$ 100/month			
Maryland	\$ 300/month			
Massachusetts	\$1,200/year	\$25,000/year		
Michigan	\$ 100			
Minnesota	\$ 500/month	8x/month		if withholding is >\$3,000 each 1/8th of month
Mississippi	\$ 100/month			
Missouri	\$ 50	\$6,000/month		
Montana				if withholding is more than \$300,000/year
Nebraska	\$ 500/month			
New Jersey	\$ 200/month			
New Mexico	?			
New York	\$800/semi-	\$7,500/semi-	\$35,000/semi-	annually annually annually
North Carolina	\$ 500/month			
North Dakota	??			
Ohio	\$10,000/qtr			
Oklahoma	\$ 500/qtr			
Oregon	same as federal			
Pennsylvania	\$300/qtr	\$1,000/qtr		
Rhode Island	\$ 600/month			
South Carolina	same as federal			
Utah	as determined by Tax Commissioner?			
Vermont	\$600/mo			Require Weekly
Virginia	\$1,000/month			if more than \$1,000 month, follow federal law ?
West Virginia	\$ 100/month			
Wisconsin	\$ 300/qtr	\$5,000/qtr		

Note: Alaska, Florida, Nevada, New Hampshire, South Dakota, Tennessee, Washington and Wyoming have no state personal income tax.

* Any amount of withholding less than the amount listed under monthly remittance is required to be remitted to the state on either a quarterly or annual basis.

Source for Table: Commerce Clearing House 1990

INCREASE EFFORTS AT TAX COMPLIANCE

There is roughly \$170 million in delinquent tax payments, including:

- \$63 million in income tax**
- \$54 million in corporate income tax**
- \$44 million in sales and use tax**

Increased efforts at tax compliance could generate substantial sums. The state recently held a tax amnesty which generated some \$35 million. It is premature to attempt this method again, but there are several other methods, as follows:

SET PENALTIES TO ENCOURAGE TAX PAYMENT COMPLIANCE:

Iowa should increase penalties for late payments and underpayments of taxes sufficiently steep that taxpayers have incentive to pay their taxes on time and in full.

If a taxpayer owes taxes to the state, there should be a strong disincentive to pay late or underpay. Without substantial penalties, the state will lose revenues while taxpayers delay payments. The state can better estimate revenues when taxes come in on time and in full, and it promotes a sense of fairness for those who promptly pay their taxes. In addition, the state can collect interest on the money when it is collected on time. The state could also minimize collection costs if penalties were automatic.

There are two major forms of penalties available to government to ensure prompt and full payment of taxes. One is to impose an automatic penalty on late or underpaid taxes. The other is to charge interest on the tax owed so that the longer the taxpayer is negligent, the greater is the cost to the taxpayer.

Many taxpayers face no incentive to pay their taxes on time when penalties are low. In effect, the government ends up being the source of a "cheap" loan to a taxpayer who can delay paying taxes and invest the money somewhere to earn higher interest and then eventually pay the government at a lower rate of interest. Many states do not automatically impose penalties so there is not even a clear understanding on the taxpayers' part as to what to expect.

WITHHOLD LICENSES WHEN TAXES OVERDUE:

Iowa should make a clearance check on all applications for licenses to determine if the applicant has past due tax obligations, and withhold license pending payment.

Most licenses assume the applicant will be taking advantage of public services, from drivers who will use highways, to businesses who take advantage of transportation, public safety and other amenities. Withholding a license is another incentive to make overdue tax payments.

Iowa has limited resources in tracking down delinquent taxpayers. The effort can itself cost money, especially if it proves fruitless. One convenient tool is to make tax compliance mandatory for the issuance of all licenses.

The state can centralize a data base on delinquent tax payers. Certain legal issues regarding confidentiality should be considered. Once in place, the data base can be accessed easily, streamlining clearance checks. The cost of the clearance system can be financed through a fee added to the overdue payment penalty.

Missouri instituted the program applying it only to liquor licenses, and gained \$8 million in delinquent taxes. Conservatively estimated, the program would generated \$1 million annually for Iowa.

EXPAND CAR LICENSE PLATE PROGRAMS:

Iowa should raise fees on personalized license plates and regularly introduce commemorative plates.

Many states have generated funds by allowing motorists to personalize their license plates with a name or phrase. However, the renewal of this plate is often nominal. In addition, some states have discovered that citizens are willing to invest in plates designed to raise money for a particular cause, such as Maryland's Chesapeake Bay plate, where a portion of the funds are dedicated to environmental protection.

Currently, there are roughly 85,000 "personalized" license plates in Iowa. The state has authorized an expansion on this theme with three plates bearing the insignias of the state's major public universities, and a fourth commemorating statehood. This program can be expanded further still with two artistic plates whose design could be decided by a public contest. Alternatively, the plate could commemorate the environment, Iowa's dedication to education, or some other worthy cause, with a part of the revenue earmarked to that goal. In this way, purchase of the license plate would advertise the car owners commitment to invest in Iowa. This alternative can replace some of the negative connotations of vanity with the "personalized" plates. Maryland, with a similar car population as Iowa, found that its Chesapeake Bay commemorative plate sold roughly 300,000 plates. At \$25 for each plate, this could raise as much as \$7.5 million

Numerous license plate designs can impair law enforcement. By instituting a time boundary on the license, such as two years, then the number of plate designs can be limited, and additional revenues generated as new designs become available.

DIRECT REIMBURSEMENT PAYMENTS THROUGH THE DEPARTMENT OF REVENUE:

Currently, the federal medical reimbursements are handled outside the Department of Revenue and have a questionable record for pursuing full payment. The Department of Revenue has a more aggressive record and should be assigned responsibility. All Medicare and Medicaid payments should be directed through the Department of Revenue.

ATTACHMENT III

**SUGGESTIONS SUBMITTED TO THE
INTERIM COMMITTEE ON IMPROVING
GOVERNMENT EFFICIENCY AND OPERATIONS**

**SUGGESTIONS SUBMITTED TO THE
INTERIM COMMITTEE ON IMPROVING GOVERNMENT EFFICIENCY AND OPERATIONS**
(Dollar figures in millions, rounded to \$100,000)

Rank	Subc	Suggestion	FY 92 Approp	FY 93 Savings	FY 93 Cost	FY 93 General Fund	FY 93 Other Funds	Future Annual Savings	Future Annual Cost	FTE Savings	First Year	Explanation or Implementation Issues
3.5	ADM	Change the Secretary of State to an appointed position.	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	FY 98	Requires constitutional amendment.
2.2	ADM	Have the Lt. Governor be the Secretary of State.	0.1	0.0	0.0	0.0	0.0	0.1	0.1	1.0	FY 98	Requires constitutional amendment. Saves \$72,000 in salary and benefits.
2.6	ADM	Establish a viable system of program evaluation by the Department of Management (DOM).	0.0	0.0	0.3	0.3	0.0	0.0	0.3	-7.0	FY 93	Assumes 6 analysts and 1 support staff. Provides for 3-4 program evaluations per year.
0.0	ADM	Better use of the Ombudsman's Office by the Legislature.	UN	UN	UN	UN	UN	UN	UN	UN	UN	Suggestion that Legislators increase constituent referrals.
1.5	ADM	Privatize the State Cafeterias and pay all costs by the contractor.	0.0	0.5	0.0	0.5	0.0	0.5	0.0	0.0	FY 93	Because the cafeterias are already privatized, this assumes that Capitol Complex vending and cafeterias are charged market rates for the services.
4.0	ADM	Eliminate the Office of the Lt. Governor.	0.1	0.0	0.0	0.0	0.0	0.1	0.1	1.0	FY 98	Requires constitutional amendment. Saves \$96,000 in salary and benefits.
3.0	ADM	Have the Governor appoint the Lt. Governor as a director of an Executive Branch agency.	0.1	0.1	0.1	0.1	0.0	0.1	0.1	1.0	FY 93	Saves the cost of the director's salary (FY 1991 ave = \$66,819; range = \$44,864 to \$95,052), assuming no other staff are added.

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Rank	Subc	Suggestion	FY 92 Approp	FY 93 Savings	FY 93 Cost	FY 93 General Fund	FY 93 Other Funds	Future Annual Savings	Future Annual Cost	FTE Savings	First Year	Explanation or Implementation Issues
1.8	ADM	Privatize operations in the IDOP.	IP	0.0	0.0	0.0	0.0	0.0	0.0	0.0	FY 96	No cost savings likely unless eliminate programs or functions, see elimination example below.
4.0	ADM	Allocate the entire appropriation to departments and institutions at the beginning of each fiscal year.	UN	UN	UN	UN	UN	UN	UN	UN	UN	UN Would create cash flow problems, if the funds were transferred to a department's account on July 1. The State receives funds from tax collections through the year, therefore, all department appropriations are not available at the beginning of the year.
3.0	ADM	Eliminate balancing the budget on reversions of department funds to the General Fund.	UN	UN	UN	UN	UN	UN	UN	UN	UN	UN No cost or savings available for this suggestion. The DOM builds in approximately \$15 million in reversions per year.
2.2	ADM	Review the IDOP for elimination. Determine number of personnel officers working in the field.	IP	0.4	0.0	0.4	0.0	0.4	0.0	13.6	FY 93	Costs of IDOP in 3 areas: those required by federal mandates, those required by State mandate, and those that are "optional". Have included programs identified as optional and the training function of the IDOP.
1.8	ADM	Examine the equity of the Reduction In Force (RIF) Plan as related to reclassifications.	UN	UN	UN	UN	UN	UN	UN	UN	UN	UN List of reclassifications has been provided.

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Rank	Subc	Suggestion	FY 92 Approp	FY 93 Savings	FY 93 Cost	FY 93 General Fund	FY 93 Other Funds	Future Annual Savings	Future Annual Cost	FTE Savings	First Year	Explanation or Implementation Issues
1.9	ADM	Eliminate duplication of paperwork related to FTE positions from department to DOM to Governor's Office.	UN	UN	UN	UN	UN	UN	UN	UN	UN	Chapter 8 of the Code gives the Department of Management (DOM) broad powers as to the procedures for financial control.
2.0	ADM	Eliminate the decision-making authority of the DOM regarding class and level of every position.	UN	UN	UN	UN	UN	UN	UN	UN	UN	Some overall oversight required. If DOM's authority is eliminated, it will required someone else to perform the task. It would result in a transfer of responsibility and not a savings.
1.3	ADM	Allow departmental administrators to make decisions as related to local level decisions.	UN	UN	UN	UN	UN	UN	UN	UN	UN	No estimate as to savings or costs is available.
1.7	ADM	Allow financial officers to make decisions.	UN	UN	UN	UN	UN	UN	UN	UN	UN	Chapter 8 of the Code gives the DOM broad powers as to the procedures for financial control.
1.4	ADM	Eliminate DOM's decision-making authority as related to statewide labor/management meetings.	UN	UN	UN	UN	UN	UN	UN	UN	UN	The PER Board has determined that labor/management meetings are not a subject of collective bargaining.
1.9	ADM	Examine the IDOP position created for Mr. Tom Donahue.	0.1	0.1	0.0	0.1	0.0	0.1	0.0	1.0	FY 93	The cost of the position is budgeted. Estimate assumes elimination at beginning of FY 1993.

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Rank	Subc	Suggestion	FY 92 Approp	FY 93 Savings	FY 93 Cost	FY 93 General Fund	FY 93 Other Funds	Future Annual Savings	Future Annual Cost	FTE Savings	First Year	Explanation or Implementation Issues	
1.7	ADM	Reward employees who do not use sick leave.	1.5	UN	0.5	0.5	0.0	UN	0.5	0.0	FY 93- FY 94	At present, the conversion of sick leave to vacation once a certain number of hours is attained is considered a reward. The assumed costs are for an 8 hour reward if an individual doesn't use sick leave in a 5 month period. Doesn't include Regents.	
2.8	ADM	Eliminate the inequity of the use of timeclocks in certain departments and institutions.	UN	UN	UN	UN	UN	UN	UN	UN	UN	UN	According to IDOP, the PER Board has determined that methods of recording time are not a subject of bargaining.
1.3	ADM	Create incentives for "excellent" employees who do not use sick leave and are at the maximum vacation level.	0.0	UN	0.1	0.1	0.0	UN	0.1	0.0	FY 93	Incentive Plan already exists. The States Top Achievement Award (STAR) program provides awards of up to \$1,000 per individual. Cost estimate assumes extend award to top 1% of employees (240) an award of \$250 each.	
2.0	ADM	Fund preventive maintenance dollars for State properties.	0.0	UN	1.0	1.0	0.0	UN	1.0	0.0	FY 93	Assumes funding at \$1 per square foot per year.	
1.0	ADM	Review all tables of organizations regarding employee/supervisor ratio.	UN	UN	UN	UN	UN	UN	UN	UN	UN	UN	Information provided on ratios. To find savings, must determine a minimum ratio.

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Rank	Subc	Suggestion	FY 92 Approp	FY 93 Savings	FY 93 Cost	FY 93 General Fund	FY 93 Other Funds	Future Annual Savings	Future Annual Cost	FTE Savings	First Year	Explanation or Implementation Issues
1.8	ADM	Review the methods of purchasing through the Prime Vendor Concept.	UN	UN	UN	UN	UN	UN	UN	UN	UN	See attachment from Department of General Services concerning advantages and disadvantages of concept. No cost or savings estimate available.
1.5	AG/ NR	Eliminate Aply Bureau. Allow the ISU extension to assume these responsibilities.	0.1	0.1	0.0	0.1	0.0	0.1	0.0	3.2	FY 93	Would need Code changes. Counties would have to make other arrangements for inspections. Beekeepers would lose newsletter.
1.7	AG/ NR	Eliminate Sheep Promotion Bureau. Allow the ISU extension to assume these responsibilities.	0.1	0.1	0.0	0.1	0.0	0.1	0.0	2.0	FY 93	Farmers raising sheep would lose newsletter, educational and promotional activities. County extension offices would be available to provide assistance.
1.7	AG/ NR	Eliminate Dairy Trade Practices Bureau. Allow the ISU extension to assume these responsibilities.	0.1	0.1	0.0	0.1	0.0	0.1	0.0	1.0	FY 93	This is not a marketing program. The bureau administers and enforces the la Dairy Trade Practices Act which restricts and prohibits trade practices to prevent price discrimination. Would require Code changes. Is a self-supporting program with fees.

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Rank	Subc	Suggestion	FY 92 Approp	FY 93 Savings	FY 93 Cost	FY 93 General Fund	FY 93 Other Funds	Future Annual Savings	Future Annual Cost	FTE Savings	First Year	Explanation or Implementation Issues
1.6	AG/ NR	Transfer the International Trade Bureau from the Department of Agriculture and Land Stewardship (DALs) to the Department of Economic Development (DED).	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	FY 93	Merely transferring the International Trade Bureau to DED would not save any funds.
2.8	AG/ NR	Privatize the Weights and Measures Program, including the contracting for checks of the weights and the selling of the 3 Iowa weight trucks.	0.8	0.8	UN	0.8	0.0	0.8	UN	23.0	FY 93	No estimates currently available on how much it would cost to privatize this function, or on what the market value of the equipment would be.
2.4	AG/ NR	Eliminate the Environmental Protection Commission, giving the duties to the DNR Commission (increasing the Commission from 7 to 9 members).	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	FY 93	There would also be staff time savings for DNR Director and Division Administrators.
3.2	AG/ NR	Close State parks that are not frequently used.	5.3	0.5	0.0	0.5	0.0	0.5	0.0	18.0	FY 93	Assume closing 10% of parks.
2.2	AG/ NR	Contract the State parks that are not frequently used to local governments.	5.3	0.1	0.0	0.1	0.0	0.1	0.0	18.0	FY 93	Assume 10% contracted, assume local govs will be paid 75% of present cost.
0.0	AG/ NR	Consolidate the functions of agriculture (AG) promotion and AG sales under one entity. Currently under DED and DALs.	0.2	0.2	0.0	0.2	0.0	0.2	0.0	3.0	FY 93	Assume this proposal would take 1.0 FTE from the DALs and transfer to DED to focus on agricultural products. The remaining 3 FTEs and the bureau at DALs would be eliminated.

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Rank	Subc	Suggestion	FY 92	FY 93	FY 93	FY 93	FY 93	Future	Future	FTE	First	Explanation or Implementation Issues
			Approp	Savings	Cost	General Fund	Other Funds	Annual Savings	Annual Cost	Savings	Year	
2.0	AG/ NR	Transfer the duties of all meat inspection to the federal government.	0.7	0.7	0.0	0.7	0.9	0.7	0.0	40.0	FY 93	Although state inspectors are not required, regulations require an inspector be present when there is a slaughter. Small plants would have difficulties meeting federal insp. schedule, and would be most affected by this. Would lose \$900,000 in fed funds.
2.3	AG/ NR	Divide the DNR into the Department of Environmental Protection and the DNR.	12.0	0.0	0.3	-0.3	0.0	0.0	0.3	-9.0	FY 93	
2.5	AG/ NR	Privatize the State Nursery.	-0.2	1.0	0.0	1.0	0.0	0.0	-0.2	18.0	FY 93	Assume nursery is sold in FY 93 for \$1 million. \$212,000 annual nursery profit would be lost.
2.0	AG/ NR	Cross train the DALs State inspectors.	IP	IP	IP	IP	IP	IP	IP	IP	IP	IP The DALs has not responded to a request for information as of 12/16/91.
1.2	DED	Create greater coordination and articulation of technology transfer to get more efficient use of existing dollars.	3.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	FY 93	All tech transfer programs need to be funded and coordinated thru the Wallace Foundation. The Regents have requested for FY 93 tech transfers separate from the Foundation, leading to less coordination and less accountability.

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Rank	Subc	Suggestion	FY 92 Approp	FY 93 Savings	FY 93 Cost	FY 93 General Fund	FY 93 Other Funds	Future Annual Savings	Future Annual Cost	FTE Savings	First Year	Explanation or Implementation Issues
1.4	DED	Coordinate or merge regional economic delivery systems. Focus special attention on Regional Economic Delivery (RED) Centers and Small Business Development (SBD) Centers.	1.9	0.5	1.4	0.5	0.0	0.5	1.4	2.0	FY 93	RED Centers would be eliminated. The jurisdictional duties of the SBD Center's would expand to include some of the duties currently being done by the RED Centers. Additional funds would need to go to the SBD Centers, but on a competitive basis.
1.7	DED	Evaluate foreign trade offices, especially the Asian Office. Develop a strategic plan for the International Development Foundation which is compatible with the DED's trade efforts.	0.8	UN	0.0	0.0	0.0	UN	0.0	0.0	FY 93	The DED is required to report on the Offices by February 1, 1992.
2.0	DED	Eliminate INTERNET's contribution to the International Development Foundation (IDF).	0.1	0.1	0.0	0.1	0.0	0.1	0.0	1.5	FY 93	The IDF and INTERNET could both be co-located at the DED to coordinate with the international trade programs and to reduce the operational budgets.
1.8	DED	Eliminate DED's contribution to the IDF.	0.2	0.2	0.0	0.2	0.0	0.2	0.0	0.0	FY 93	The IDF and INTERNET could both be co-located at the DED to coordinate with the international trade programs and to reduce the operational budget.
2.2	DED	Privatize all foreign offices, contracting with trading companies in those countries to represent Iowa's interests.	0.8	0.0	0.0	0.0	0.0	UN	0.0	0.0	FY 93	The privatization of foreign offices would take at least a year. Currently there is a study in progress of the international trade offices.

**SUGGESTIONS SUBMITTED TO THE
INTERIM COMMITTEE ON IMPROVING GOVERNMENT EFFICIENCY AND OPERATIONS**
(Dollar figures in millions, rounded to \$100,000)

Rank	Subc	Suggestion	FY 92 Approp	FY 93 Savings	FY 93 Cost	FY 93 General Fund	FY 93 Other Funds	Future Annual Savings	Future Annual Cost	FTE Savings	First Year	Explanation or Implementation Issues
2.2	DED	Perform oversight on the federally-funded JTPA Program to ensure the funds are effectively administered.	31.2 in federal dollars	0.0	0.0	0.0	0.0	0.0	0.0	0.0	FY 93	Need to review the current oversight activities by the DED and the federal government on the JTPA Program.
1.9	DED	Eliminate State funds to the Iowa Peace Institute.	0.1	0.1	0.0	0.1	0.0	0.1	0.0	0.0	FY 93	The Peace Institute has now received 3 years of State funding for their private initiatives.
2.7	DED	Eliminate State funding of the Rural Incubator Program.	0.1	0.1	0.0	0.1	0.0	0.1	0.0	0.0	FY 93	Private incubators have now received 4 years of State funding and should be able to operate on local or other funding sources.
1.8	ED	Eliminate all chiefs and assistant chiefs in the Department of Education (DE).	1.3	2.0	0.0	1.3	0.7	2.0	0.0	32.0	FY 93	The elimination of these positions would reduce the amount of federal reimbursement for administration. A portion of the other fund savings will be lost federal funds.
1.2	ED	Waive the requirement to have a teaching or administrator license to be employed by DE, when it is not essential to perform the duties of the position.	IP	IP	IP	IP	IP	IP	IP	IP	IP	The DE has not responded to a request for information as of 12/16/91.
2.0	ED	Reduce the funds for dual enrollment whereby public schools receive reimbursement for students in non-approved private schools.	2.7	2.2	0.0	2.2	0.0	2.2	0.0	0.0	FY 93	Code change.

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3.0	ED	Charge admission at the State Historical Building and other historical sites operated by the Department of Cultural Affairs (DCA).	0.0	0.1	0.1	0.1	0.0	0.1	0.1	0.0	FY 93	This breakeven point requires admission for adults at \$3.20 and children at \$1.60. Cost is high because of 3 entrances.
2.2	ED	Seek a donation at the State Historical Building and other historical sites operated by the DCA.	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		Already being done.
1.7	ED	Encourage the university foundations to be more active in seeking contributions.	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		Additional funds would not decrease State funds. Foundation funds would increase at the same rate between FY 1992 and FY 1993 as between FY 1989 and FY 1990. Additional funds available in FY 1993: SUI = \$31.5 million; ISU = \$10.4 million; UNI = \$5.3 million.
3.3	ED	Gradually increase the tuition and room and board costs to the average for comparable universities (allow the universities to keep the extra funds).	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		Additional funds would not decrease State funds. Student enrollment would remain constant. Increases would be over a 5-year period. Percent of national average increase would be 5% over that same 5-year period. Tuition increases: SUI = 7.9%; ISU = 7.5%;

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												UNI = 4.2%. Room and Board increases: SUI = 10.7%; ISU = 10.8%; UNI = 10.7%. Additional funds available to the Regents by FY 1997 (the overall total for the 5 years) would be \$22.2 million for tuition and \$23.4 million for room and board.
1.8	ED	Relocate the ISU regional extension offices to the nearest merged area community school.	0.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	FY 93	Seven regional offices exist. Number of employees and responsibilities of extension offices would not change. \$5,000 per office to move. Total one time cost = \$35,000 with no savings.
0.0	H&HR	Eliminate the Primary and Preventive Care for Children Program (Caring Foundation) in the Department of Public Health.	0.1	0.1	0.0	0.1	0.0	0.1	0.0	0.0	FY 93	Code change or elimination of the appropriation.
1.7	H&HR	Privatize the Health Data Commission.	0.3	0.3	0.0	0.3	0.0	0.3	0.0	0.0	FY 93	Code change or elimination of the appropriation.
2.2	DHS	Add 72 FTE positions to enhance child support collections in Department of Human Services (DHS).	0.0	13.4	1.0	13.4	0.0	13.4	1.0	-72.0	FY 93	Assumes enactment of a variety of changes to streamline child support enforcement procedures as recommended by consultant's report.

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2.0	DHS	Charge a fee for all services to non-public assistance clients in DHS.	0.0	2.1	0.1	2.1	0.0	2.1	0.1	0.0	FY 93	There are 57,000 Non-Public Assistance clients. There are no federal restrictions on the fees which can be charged to these clients. Estimates assume a \$50 annual fee and payment by 75%.
0.0	DHS	Increase the existing service fees for non-public assistance clients in DHS.	0.0	0.5	0.0	0.5	0.0	0.5	0.0	0.0	FY 93	Assumes that projected FY 1993 fee revenues would increase approximately 125%.
2.4	DHS	Privatize child support functions that are currently being operated inefficiently by the State.	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	FY 93	Privatization of seriously delinquent cases could result in some additional revenues. Federal and private consultant studies have indicated that Iowa's child support operations are among the most efficient and cost-effective in the country.
1.6	DHS	Expand the lien laws to enhance enforcement of child support.	0.0	UN	UN	UN	UN	UN	UN	UN	FY 93	Would be facilitated by establishment of a centralized statewide lien index to register liens against real property anywhere in Iowa. Could include liens against vehicles, utilizing the DOT centralized system. Substantial savings possible.

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0.0	DHS	Close Clarinda and Mt. Pleasant and expand community-based services.	16.9	5.8	4.9	0.9	0.0	5.8	4.9	0.0	FY 93	Due to the lack of adequate community-based services, some clients will not be able to immediately find appropriate services, if these institutions are closed at the beginning of FY 93.
0.0	DHS	Divide the State into 2 catchment areas for mental health institutions (Independence and Cherokee).	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	FY 93	This would occur as a result of closing Clarinda and Mt. Pleasant MHIs with no additional savings.
0.0	DHS	Seek voluntary contributions or provider taxes to draw down federal funds for medical assistance.	0.0	IP	IP	IP	IP	IP	IP	IP	FY 93	Due to a federal mandate, effective 1/1/92, donations are eliminated. Also, any tax to raise additional federal funds for Medicaid may not account for more than 25% of a state's Medicaid expenditures.
4.0	DHS	Eliminate the Medically Needy Program.	20.3	14.7	5.7	9.0	-15.5	14.7	5.7	0.0	FY 93	Approximately 28% of the Medically Needy (MN) is dually eligible through the MN Program and another Medical Assistance eligibility group. This explains the difference between the cost and savings of the MN Program.

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3.2	DHS	Eliminate optional Medicaid services.	51.5	38.4	13.2	25.2	-43.5	38.4	13.2	0.0	FY 93	Savings are for people 21 years old and above. There are crossover costs in this and the MN Program; therefore state savings would be reduced by \$5.7 million if both options were adopted.
2.8	DHS	Eliminate foster care payments for 18 year olds who do not remain in school.	4.0	4.0	0.0	4.0	0.0	4.2	0.0	0.0	FY 93	Savings are based upon 147 cases per month.
4.2	DHS	Evaluate the elimination of the Veterans Home Medicare Program.	UN	UN	UN	UN	UN	UN	UN	UN	FY 92	The portion of Medicare generating 87% (\$196,000) of Medicare revenues in FY 91 is being continued. DHS indicated if cost-effective procedures to enhance Medicare receipts without undue risk of audit exceptions are clarified, DHS will take such action.
0.0	DHS	Evaluate the necessity of a cost savings committee regarding the Veterans Home.	UN	UN	UN	UN	UN	UN	UN	UN	FY 93	The Vets Home has experienced changes in populations, levels of care needed, and fed and state expectations in recent years. A committee considering these factors could possibly evaluate the best way to reduce costs while effectively serving residents.

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0.0	DHS	Require physicians to be more accountable for what they prescribe. Require institutional pharmacies to use cost-efficient methods.	0.0	IP	IP	IP	IP	IP	IP	IP	FY93	Although several policies put some containment on the IVH's formulary, a more restrictive formulary could be developed.
0.0	JUST	Transfer Parole Board duties to the Department of Corrections.	0.7	0.1	0.0	0.1	0.0	0.1	0.0	3.0	FY 93	Statutory changes would be required.
2.1	JUST	Eliminate the Farm Legal Aid Program.	0.1	0.1	0.0	0.1	0.1	0.1	0.0	0.0	FY 93	Statutory changes would be required.
2.1	JUST	Eliminate the AG's Farmers' Mediation Program.	0.1	0.1	0.0	0.1	0.0	0.1	0.0	0.0	FY 93	Statutory changes would be required.
2.3	REG	Privatize the Alcoholic Beverages Warehouse.	1.7	0.6	0.0	0.4	0.2	0.6	0.0	39.0		This is already implemented.
1.4	REG	Eliminate the overlapping of administrative responsibilities within the Department of Commerce.	UN	UN	UN	UN	UN	UN	UN	UN	UN	Minimal savings. FY 1993 request reduces staff by 10 in this area.
2.3	REG	Continue the Commerce Divisions that are self-supporting through fees.	UN	UN	UN	UN	UN	UN	UN	UN	UN	All Divisions are currently self-supporting except Admin Services and the other Divisions collect enough revenue to support that division.
2.5	REG	Eliminate the payment of court reporting to transcribe administrative hearings of the PER Board (Use video taping). Use transcription only if the case goes to court.	0.0	0.0	0.1	-0.1	0.0	0.0	UN	0.0	FY 93	Cost is expense of equipping 1 courtroom. Current practice is to go to county where complaint occurred. This would require equipping all 99 counties.

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2.3	REG	Create an Office of Financial Regulation to replace the separate offices for banks, savings and loans, and credit unions.	6.4	0.1	0.0	0.1	0.0	0.1	0.0	1.0	FY 93	Eliminates 1 superintendent position.
2.8	REG	Eliminate the Foster Care Review Board.	0.3	0.3	0.0	0.3	0.0	0.3	0.0	6.8	FY 93	DHS would pick up some duties but should not increase their costs. FCRB performs a function that should have the effect of lowering the number of days in foster care and thus save money for the State. This potential cost savings is not known.
2.0	REG	Change some annual inspections by the Department of Inspections and Appeals (DIA) to 2 or 3 years.	UN	UN	UN	UN	UN	UN	UN	UN	UN	Savings would be minimal.
2.4	REG	Limit local labor surveys by the Department of Employment Services to 1 every 10 years.	0.4	0.2	UN	0.0	0.2	0.2	UN	2.0	FY 93	Potential employers may decide not to locate in Iowa if the labor survey information is not available.
2.3	REG	Phase out the State's liquor warehouse.	3.3	2.1	32.0	-29.9	UN	2.1	28.0	23.0	FY 93	Assumes that State gets out of the wholesale liquor business and revenues from the markup are not replaced with a tax.
3.0	REG	Eliminate the State OSHA.	1.0	0.0	0.2	1.0	0.0	0.0	0.2	43.3	FY 93	If Iowa does not have a State OSHA program, all OSHA fines and fees go to the federal government instead of the State.

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1.2	REG	Require the DIA personnel to meet with the federal personnel for coordination and elimination of duplication.	UN	UN	UN	UN	UN	UN	UN	UN	UN	Need a more specific request to do fiscal impact.
2.4	T&S	Eliminate the responsibility of the Highway Patrol to chauffeur the Governor and Lt. Governor.	0.2	0.2	UN	0.0	0.2	0.2	UN	UN	FY 93	Troopers provide security for Governor. This estimate assumes that all security would be eliminated for the Governor and the troopers would be used for road duty.
2.3	T&S	Eliminate the State troopers presentation of the DARE Program.	0.2	0.2	0.2	0.0	0.2		0.2	0.0	FY 93	It is assumed that the 4 troopers assigned to DARE will be retained for road duty and funded entirely by the RUTF.
2.2	T&S	Reduce the number of district offices of the Highway Patrol.	UN	UN	UN	UN	UN	UN	UN	UN	UN	There are 14 district offices. Would require further study to determine which offices be closed. The only savings would be building utility costs. The average annual utility cost for a district is \$3,000. Would not put additional troopers on the road.
2.6	T&S	Eliminate State funding of the Department of Criminal Investigation - Riverboat Enforcement, requiring the riverboat operators to fund those services.	1.2	1.5		1.5		1.6		27.0	FY 93	Assumes a sixth boat is added in FY 93.

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2.6	T&S	Transfer all aspects of the Motor Vehicle Salvage Program to the Department of Transportation (DOT).	1.4	0.3	1.1	0.0	1.1	0.5	0.9	0.0	FY 93	Assumes the 17 State trooper positions currently assigned to the program will be retained for road duty. DOT would require an additional 14.0 FTE positions to fully implement the program.
2.8	T&S	Reduce the number of planes available to the Governor.	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	The Governor uses planes from the State Aircraft Pool. These planes are for use by all State agencies who pay a set fee for the use of a plane and pilot. The largest users of aircraft are DOT and DNR. The Governor's use of aircraft is minimal.
0.0	T&S	Evaluate the mandate by the Governor's Office regarding lines at drivers stations.	UN	UN	UN	UN	UN	UN	UN	UN	UN	UN According to DOT the Governor did not make any mandates to reduce the negative publicity. The DOT made decision to shift employees internally and require some overtime due to license renewal demands. This may continue due to Drivers License requirement.

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2.3	MISC	Allow agencies to keep a portion of the General Fund reversions. The estimated reversions for FY 1990 were \$17.6 million and FY 1991 is \$10.2 million.	0.0	UN	UN	UN	UN	UN	UN	UN	FY 93	Actual departmental reversions totalled \$13.1 mil in FY 90 and \$5.2 mil in FY 91. If departments were allowed to keep 10%, it would have cost the General Fund \$1.3 mil and \$0.5 mil for those years. With tight budgets it is likely that little more could have been saved, due to deappropriations and "forced reversions". If funds were allowed to be used for a cash reserve, some departments would accumulate sufficient funds for equipment purchases, etc.
3.0	MISC	Allow agencies to create a cash reserve to be carried forward into the next fiscal year to be used for one-time expenses.	0.0	UN	UN	UN	UN	UN	UN	UN	FY 93	more could have been saved, due to deappropriations and "forced reversions". If funds were allowed to be used for a cash reserve, some departments would accumulate sufficient funds for equipment purchases, etc.
2.3	MISC	Reward employees with a percentage of suggested savings.	0.0	0.1	0.0	0.0	0.0	0.1	0.0	0.0	FY 92	Chap. 19.33 authorizes this program already. It was tried and discontinued after several years but still remains in the Code. Caused some morale problems (according to DOM) as person who discovered the way to generate the savings may not have reported it.

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2.7	MISC	Create an Efficiency Lottery Bonus Award Program, whereby agencies get extra vacation days or bonus pay or trips for employees who implement a high level of cost saving while maintaining a high level of service.	0.0	UN	UN	UN	UN	UN	UN	UN	FY 92	Would be a modification of individual rewards under Chap. 19.33. Could result in better team work among employees, but may still have morale problems if staff who saved the funds were not the staff rewarded.
1.1	MISC	Promote horizontal communication within and among departments.	UN	0.0	0.0	0.0	0.0	0.0	0.0	0.0	FY 93	This is an organizational element, many departments have working groups that meet on areas of mutual interest. Could be encouraged more, but little new savings likely.
1.4	MISC	Allow the departments to provide alternatives to layoffs.	UN	0.0	0.0	0.0	0.0	0.0	0.0	0.0	FY 93	No savings because layoffs are only used to achieve \$ savings. Same amount of savings either way.
1.2	MISC	Develop quality circles to enhance communication among different levels of bureaucracy.	UN	UN	UN	UN	UN	UN	UN	UN	UN	The Executive Branch is implementing Total Quality Management process. Quality circles could be created within the process or other mechanisms could achieve same end.

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1.2	MISC	Co-locate field facilities of various agencies.	UN	UN	UN	UN	UN	UN	UN	UN	UN	UN Could co-locate offices w/CBC, DHS, local sub abuse agencies. NOTE: some CBC offices are owned by CBC or in long-term rent agreements. Could result in savings-but unable to calculate.
0.0	MISC	Localize the administration of the statewide programs which provide local services.	UN	UN	UN	UN	UN	UN	UN	UN	UN	UN Most programs are administered locally, with oversight provided by State. Issues may be lack of uniformity & non-compliance with federal or State guidelines with no State oversight.
3.7	MISC	Eliminate departmental liaisons.	1.2	1.2	0.0	1.2	0.0	1.2	0.0	UN	FY 93	Each department liaisons' salary/benefits were divided by the amount of time spent performing liaison duties.
1.5	MISC	Reduce the complexity of forms.	UN	0.0	0.0	0.0	0.0	0.0	0.0	0.0	FY 93	This suggestion may improve service delivery, but will not save much money. Certain forms are complex due to federal guidelines (taxes and DHS) and simplifying data collection may require changes to federal guidelines, increased staff time, or

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												increased expenses for computers (DHS). Simplifying forms that distribute grants and aid may increase demand for State assistance (funding) since complicated forms can be a deterrent to applicants.
2.3	MISC	Reduce unnecessary departmental personnel at legislative meetings.	UN	0.8	0.0	0.8	0.0	0.8	0.0	0.0	FY 93	The LFB staff estimated the savings based upon observation of departmental personnel at Legislative meetings.
1.7	MISC	Invest in technology for long-term savings.	UN	UN	UN	UN	UN	UN	UN	UN	UN	
1.9	MISC	Provide consumer access to computer for State services.	UN	UN	UN	UN	UN	UN	UN	UN	UN	Talked with DPH and DHS. Some local service providers have these available. Others do not.
2.5	MISC	Allow the counties and cities to provide services that are currently being provided by the State. Possibilities identified included the following: County Treasurer's take on motor vehicle titling, driver licensing, keeping vital statistics, collection of some taxes; road maintenance; long-term housing of State prisoners; reduction of certain grants (e.g., Public Health Nurse,); jailer training; law enforcement candidate testing and evaluation; certain inspections; full funding	29.1	29.1	0.6	24.0	5.1	29.1	0.6	UN	UN	Implementation issues include accessibility, liability, cost-benefits, desired level of service, intergovernmental cooperation, transfer costs, the need for further study.

