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STATE OF IOWA

1950

Report of the
GOVERNMENTAL REORGANIZATION COMMISSION

To

Governor William S. Beardsley

For Submission to the
Fifty-fourth General Assembly



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IOWA GOVERNMENTAL REORGANIZATION COMMISSION

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C O N T E N T S

Letter of Transmittal

Foreword

Reorganization in State Government

Recommendations

Statistical Data

1950

1951

1952

1953

1954

1955

LETTER OF TRANSMITTAL

The Honorable William S. Beardsley
Governor of Iowa

Your Excellency:

In accordance with Chapter 254, Acts of the Fifty-third General Assembly, we submit this report. We make the report at the beginning of the second half of a century of great progress. Marked advancement in the area of human endeavor is common knowledge to us all. Some improvement has been made in the business of government, but it is generally agreed that government is not as modern as it should or can be. Our study brings us to the full realization that the machinery of the present state government is adapted to times and conditions that no longer exist.

Every member of this commission is convinced that changes in governmental structure are urgently needed. Better organization and specially trained personnel seem imperative. In making our recommendations, we are not saying that the present setup is wholly inadequate and inefficient; we do contend, however, that the executive branch is too expensive, unwieldy, and over-departmentalized. We do not presume that passage of a law or establishment of an agency will solve a problem. A statute alone cannot guarantee the achievement of its aims. An agency's effectiveness depends upon efficient administration and general public acceptance of its work.

This report is the result of cooperative effort where differing personal opinions have merged, after full discussion, into a common viewpoint to further constructive results. We believe the adoption of this report will bring about a more modern type of administrative effort to the end that the general public will be greatly benefited.

Respectfully submitted,

DeVere Watson, Chairman

Leo Elthon

Robert P. Munger

George M. Faul

G. T. Kuester

X. T. Prentis

George L. Paul

J. Kendall Lynes

Carroll L. Brown

U.S. Senate
Washington, D.C.

Dear Mr. President:
I am writing to you today to express my deep concern over the current state of our nation's affairs. The challenges we face are immense, and it is my duty as a member of the Senate to voice my thoughts on this matter. The economic situation is dire, and the social fabric of our country is being torn apart. We must take immediate action to address these issues, or the future of our nation is in jeopardy. I urge you to take the necessary steps to restore order and prosperity to our land.

Every member of this committee is deeply concerned about the current state of our nation. We have seen the economy collapse, and the social fabric of our country is being torn apart. We must take immediate action to address these issues, or the future of our nation is in jeopardy. I urge you to take the necessary steps to restore order and prosperity to our land. The current state of our nation is a result of the policies of the current administration. We must hold them accountable for their actions and ensure that they are held to the same standards as all other leaders of our country.

This report is the result of a thorough investigation into the current state of our nation. It is a stark warning to the current administration and a call to action for all Americans. We must take immediate action to address these issues, or the future of our nation is in jeopardy. I urge you to take the necessary steps to restore order and prosperity to our land.

Respectfully,
[Signature]

U.S. Senate
Washington, D.C.
Leo E. Ryan
George H. Bush
J. T. Frazier
J. Carroll Latta

FOREWORD

This report deals with the reorganization of the government of Iowa. The Fifty-third General Assembly established and authorized this commission to examine and recommend changes in all state agencies in order to accomplish the following purposes: a reduction of expenditures and the promotion of economies; an increase in efficiency of governmental operations; a coordination and consolidation of judicial districts; a reduction of agencies by a consolidation of those having similar functions; and an elimination of overlapping and duplicating of efforts on the part of existing agencies. The commission has attempted to carry out the wishes and instructions of the General Assembly except with regard to the judiciary.

It is apparent from the language of the law that the legislature desires a reorganization plan of the executive department largely to promote economy and efficiency, harmonizing the efforts of the various offices into departments having similar functions. This study explains the activities of

the departments and their relationship to each other, to the state and its people, and also recommends the allocation of the various functions.

Economy and service have been the watchwords of the commission. Our special examiners have made a fiscal survey of each department and institution considered in the report, setting out in detail the expenditures of the public funds. They have attempted to analyze the need of each of these agencies. The reports of the technical staff have been carefully studied and reviewed with the objective of formulating a reorganization plan that would provide the same or better service to the public. At the same time, it is desired to eliminate all apparent waste in both effort and money in order to promote efficiency and economy as called for in the statute.

The commission has thought it necessary to formulate a definite plan with the idea of fitting all activities of the state government into an acceptable reorganization pattern. Many other states in the last two years have authorized commissions similar to ours. These states in the main have met with almost identical problems and have come forth with several different reorganization methods.

The commission has studied the various plans carefully and found that the system known as the Cabinet organization apparently has the widest popular approval. This plan places the sole authority of governmental affairs in the hands of the Governor. All department heads are appointed by the Chief Executive and serve at his pleasure. The commission has not been inclined to follow the Cabinet plan to the extreme advocated by its proponents, feeling that centralization of authority might in some instances be abused. Furthermore, the constitution of our state would make it difficult to establish the Cabinet type of organization. The Iowa constitution provides for the election by the people of the Governor, Lieutenant Governor, Secretary of State, Auditor of State, State Treasurer, and Attorney General. Adoption of the above mentioned plan would, of course, necessitate constitutional revision. This commission is not of the opinion that such a drastic step is necessary for effective reorganization.

We have, therefore, adopted a substitute system which we believe fits more logically into the Iowa picture. This plan will give each of the constitutional officers more administrative duties and authority than they now possess. The commission believes that a plan

of reorganization using the framework as outlined by the constitution will produce greater economy and serve the public needs in an effective and efficient manner.

REORGANIZATION IN STATE GOVERNMENT

The Executive or administrative branch of the government of Iowa performs duties which have been specified by the General Assembly. In recent years this responsibility has taken on tremendous significance. The number of administrative agencies has increased rapidly due to the changing requirements of an expanding state governmental organization. In many states, in addition to the older constitutional offices that have remained elective, a multitude and variety of appointive boards and commissions has been created. At the same time, no systematic organization has been provided by which the Governor could establish an effective control over these new agencies of government.

Since 1850 there has been a steady growth of duties, services, and functions in state administration. The expenditures of state governments have also increased rapidly, assuming almost phenomenal proportions. The total cost for operating the forty-eight state governments just thirty-seven years ago was only \$378 million. By 1940 this figure had increased to \$5.1 billion, and by 1949 had soared to \$11.6 billion, or an increase of 127 per cent in the last ten years. Matching this

expansion of state costs has been a corresponding increase in revenues. In 1913 a total of \$345 million was collected by the states. This sum rose to \$6.1 billion by 1942 and reached \$11.0 billion by 1949.

An examination of the three general directions in which state administration has expanded in recent years will give at least a partial explanation for the rapid growth of state functions. These directions of growth can also be interpreted as reasons for the increase in state administrative functions:

(1) The state is performing duties on a larger scale than it has ever done in the past. Examples of this type can be found immediately. In education, the facilities have had to be expanded to meet the increasing demands. The State Department of Agriculture has enlarged its program of activities to include functions that were not even contemplated a few years ago. Accelerated programs can be found in all of the long established departments.

(2) The state is now performing functions in areas of administration that formerly were considered outside of its proper sphere of jurisdiction. This embraces, among other things, the idea of a state park system, old age assistance programs, and health and welfare systems.

(3) The state is performing duties formerly carried out by areas of local government -- counties and townships. The best example of this type can be found in connection with highway administration. The state now maintains a Highway Commission which exercises a large measure of control over the construction and maintenance of our main roads. In addition, the large grants of money from the state legislature to establish such programs as farm-to-market roads tend to reduce local responsibility for such duties. Another area of service assumed by the state has been that of public welfare. Other important areas of administration now assumed by the state could also be enumerated.

Thus the state administrative system has grown in recent years. While there has been much opposition to all three directions or reasons for the growth, the indication is that state administration will undoubtedly continue to develop much further along these same lines.

In Iowa today there are approximately 87 state administrative agencies which employ over 20,000 individuals, perform many different types of duties, and spend millions of dollars annually. Taxpaying citizens demand efficiency and economy in government, but at the same time they desire to give our legislators

and voters effective democratic control over the administrative affairs of our state.

In an effort to improve the efficiency of their administration, many states during the past quarter of a century have given increasing attention to the integration and consolidation of functions within the entire administrative structure. Since 1910 this movement has been a major pattern of development in state government. Twenty-seven states had completely or partially remodeled their administrative structures by 1939. In addition, twenty-three states have now established agencies to investigate and study the operation and organization of their governments.

Administrative reorganization has normally followed one of two general patterns. In a few instances administrative improvements have been accomplished by a general revision of the state constitution -- invariably at heavy expense to the taxpayer. In a majority of cases, however, the reorganization of state government has been gained through ordinary enactments of the legislature. This is sometimes referred to as the "piecemeal" type of reorganization, since only a few important changes occur in each legislative session. Due to the difficulty of obtaining constitutional

revision, the legislative method has been more popular. The realization that the process of reorganization must be a continuous one has been one of the most important developments in recent years.

TYPES OF REORGANIZATION

These reorganizations can be classified into four major types, differing primarily in the degree of control the Governor possesses over administration:

(1) THE INTEGRATED TYPE. Complete control of all state administration is placed in the hands of the Governor who appoints the heads of a limited number of departments. The number of boards and commissions is also reduced to a minimum and replaced by single administrators. The system involves the use of the short ballot and the suspension or removal of the Governor by the legislature.

(2) THE PARTIALLY INTEGRATED TYPE. This form retains the officers and departments provided for in the state constitution, but attempts to reduce and consolidate those agencies established by the statutes. An effort is also made to place single administrators at the head of these newly organized departments. While this method can achieve reorganization without amending the constitution, only a part of the administrative functions may be centralized under the Governor.

The Illinois Reorganization Plan is an example of this type. In 1917 the Illinois legislature passed an act known as the "civil administrative code." As a result, more than 100 statutory agencies were abolished and their functions consolidated under nine departments: finance; agriculture; labor; mines and minerals; public works and buildings; public welfare; public health; trade and commerce; and registration and education. The functions of constitutional officers were not included since it was deemed inadvisable at that time to attempt a change in the constitution. In some of the departments advisory boards were placed to assist the department head and the Governor in determining questions of policy. Several amendments have since been passed but the fundamentals of the system remain the same. California, Rhode Island, Pennsylvania, and Washington have followed this type of reorganization.

(3) THE FISCAL-CONTROL TYPE. This method of reorganization places control of administration in the hands of the Governor through the use of the financial powers of budgeting, general accounting, purchasing, personnel, and expenditure control rather than through administrative integration.

Several states, including Wisconsin, South Dakota, and Maine, have adopted features of this system. Many

of the state surveys made by the Institute for Government Research of the Brookings Institution, including the Iowa Report of 1933, have stressed this form.

(4) THE COMMISSION OR PLURAL-EXECUTIVE TYPE. This system emphasizes the collective responsibility for administration by having the constitutional elective officials share in the administration of the departments. Colorado formerly possessed such a system, using an executive council which divided administrative power among the Governor and four other elected state officials. This method bears a resemblance to the commission form of city government and at the same time shares the same criticisms.

Changes in organization structure and official working relationships should not be proposed for the mere sake of changing. By organizational structure of government is meant not only the sum total of all departments, agencies, institutions, and offices within the government, but also the methods by which the above are related to one another. Some attention must also be paid to the manner in which the departments are organized and the type of official placed at the head of the organization.

PRINCIPLES OF ORGANIZATION

Certain principles should be observed in setting up an efficient and economical organization. These principles which can be stated in a number of ways can also be developed to varying degrees.

Structure Should Be Clear, Definite and Simple

First of all, the structure of government should be clear, definite, and simple. This means that every activity or function should have a well defined and fixed place in the organizational structure. In this manner there should be no duplication or overlapping of functions from one department to another. In addition, the number of departments or agencies should be held to a minimum so that there can be overall supervision of the administrative units by one superior officer. However, in reducing the number of departments, caution must be exercised so that there is not a combination of unlike and unrelated functions within one department. Such a consolidation would achieve simplicity of government on paper only. At the same time, the levels of administrative authority in the organizational structure from top to bottom should be held to the lowest practicable minimum.

Span of Control

Another principle of governmental organization that

should be observed is the "manageable span of control." An administrator can supervise only so many departments or employees, and when that number is exceeded the span of control is broken and effective supervision is no longer possible. As a practical matter it must be recognized that the number of persons that can be effectively controlled or supervised by one administrator depends upon a number of factors, such as the type of work involved, the place where the service is being performed, the caliber of the employees, and the number of supervisory assistants available. Obviously, the number of employees or departments to be supervised by any one administrator should be kept relatively small.

Related Duties in Same Department

The reorganization of government necessarily involves a reshuffling of functions and duties. As a result, it has been common practice to combine a whole series of unrelated functions within one department. In the allocating of duties to the various departments, the principle of placing like or related functions in the same agency should be followed. In this manner, services that are similar in subject matter, character, or the type of skill required can be handled together more effectively and economically.

In conformity with the principle of like functions within the same department, a basis for assigning duties is to establish the agencies or departments along functional lines. In this manner all activities concerned, for example, with labor would be placed within the labor department and not scattered among several different agencies. Naturally there are times when the functional basis will not serve as an adequate standard and some other principle must be substituted. Construction of departments may also be along the lines of the type of operation involved or the type of the staff needed to perform the service.

Unified and Integrated Organization

The organization of government should be unified and integrated so as to facilitate the executive direction and control of the services being carried on by the various departments. A harmony of aims and action in government will be obtained in this way. To be most effective, administrative authority must be vested in the hands of a single executive. This executive in turn should be held strictly accountable for the conduct of the departmental affairs for which he is responsible. Such a unified and integrated administrative system would provide for the definite lines of authority from the top officer down to the lowest worker. At the same

time the chain of communication from the base units to the chief executive must be provided for. Each person in the system must know to whom he is responsible and the exact nature of his duties.

Role of Boards and Commissions

The proper function of boards, commissions, and other plural bodies must be determined if reorganization is to be effective. In the past the practice has been to give these plural bodies large administrative powers. As a result, it has become difficult to establish actual responsibility on the part of a member of a plural agency for the administration of any service. However, boards and commissions are regarded as proper bodies to possess advisory and rule making power, and in certain instances to hold hearings and arrive at decisions. Under the advisory power, boards recommend certain courses of action but should not carry out their own recommendations.

Another practice employed in state administration has reference to ex officio membership on many of the boards and commissions. This technique involves the seating of many of the constitutional elective officials upon a board or commissions by virtue of the fact that they hold another position, such as State Auditor or State Treasurer. In Iowa there are approximately twelve

boards on which the membership is primarily ex officio in nature, with the Governor sitting on at least seven of these boards. An attempt is made to justify this type of membership on the ground that state officers should be informed of the activities administered by the board or commission. In actual practice, however, this type of membership has a tendency to further diffuse authority and responsibility and erase the clear lines of administrative action. In many instances ex officio members are too busy with the affairs of their own agency and should not be called upon to decide questions of administration in other areas.

SOME ALLEGED WEAKNESSES OF PRESENT ORGANIZATION

Many of the weaknesses within the existing organization of state administration are obvious, while others are not so readily apparent.

(1) DIFFUSION OF AUTHORITY AND RESPONSIBILITY. No doubt the most noticeable and outstanding alleged weakness in state administration is the spreading of authority and responsibility among too many officials. The splitting up and diffusing of functions among many different independent authorities does not allow for any centralized control or management. This is particularly true where certain large departments are headed by elected officers

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provided for in the state constitution. These officers are completely independent of the Governor with regard to supervision and can run their agencies in almost any manner they see fit, and the Governor has no real supervisory power over them. This system defeats the principle that the Governor should be the chief administrator.

One of the most important executive duties of the Governor should be the direction of the administrative functions of the government. Theoretically, the Governor has been given the power to "execute" the laws of the state. However, the Iowa Constitution vests the "Supreme Executive power" of the state in the hands of the Governor without actually providing any real machinery to enable him to exercise this executive power to the fullest extent. Taken literally, this broad grant of power would imply that whenever the legislature decides that anything should be done, it becomes the duty of the Governor to see that it is accomplished. While the Governor is regarded as the chief administrator of the state and is held responsible for the success of the administration in the minds of the people, many ways have been found to restrict his power and to make it difficult for him effectively to direct the administration.

Modern reorganization plans usually attempt to provide the Governor with more machinery and facilities in

order to see that the administration of state affairs is being performed in an efficient and economical manner. These plans should not be regarded as an attempt to shear other officers of their former duties and functions, but rather as an attempt to provide a system that will establish more effective administration.

The Governor can exert a powerful influence over administration through the use of the appointive power. With the tremendous growth of state administration, the Governor's appointive power has been expanded greatly.

The power of the Governor to appoint is usually supplemented with the power to remove. While the United States Supreme Court has held that the exercise by the President of the power to appoint implies his ability to remove, state courts have not followed that philosophy with respect to the Governor. Rather, the state courts have adopted the rigid policy that the Governor can remove an appointee only if such a provision is explicitly outlined in the law. An administrator or chief executive can be held responsible for the acts of his subordinates if he has the power to appoint a man to a position and subsequently remove him if he is not performing his duties in a satisfactory manner. But a Governor can hardly be held responsible for state administration if his power of appointment is curbed and his removal power is negligible.

In Iowa the Governor is given the power to remove twenty-three department heads for cause, and only two at his own discretion. The power to remove for cause is a step in the right direction. The new Missouri Constitution of 1945 provides that "all appointive officers may be removed by the governor." All single department heads may be removed by the New Jersey Governor, all of whom he appoints, but this does not apply to departments headed by boards. In Kentucky fifteen of the sixteen appointed directors may be removed by the Governor at his pleasure, while in Pennsylvania thirty-two out of thirty-four are similarly removable. The trend is seemingly toward giving the chief executive of the state greater appointive and removal discretion.

(2) USE OF BOARDS AND COMMISSIONS. Another alleged major weakness within our state administrative system is the wide use made of independent boards and commissions with their overlapping memberships. This technique has perhaps been used to impair the Governor's control over administration and particularly his own appointees. Members of various state boards and commissions, while appointed by the Governor subject to the approval of the Senate, hold office for periods much longer than

the Governor's own term. This is true of many agencies such as the Highway and Conservation Commissions, the Board of Control of State Institutions, and the State Board of Education. In these instances the board members serve for a six-year period with approximately one-third of the membership retiring every two years. Since the Governor's term is only for a two-year period, he can never gain any semblance of control or influence over the membership of the agency unless he is re-elected for a second or even a third term. Iowa has had only two Governors who have been elected to three terms and would therefore have been in a position to appoint all the members of many of the plural agencies.

Also there is a greater tendency for boards and commissions to develop a degree of irresponsibility than is true of single officers. It becomes easy and is thought to be a common practice for responsibility to be diffused among all of the members with no single individual assuming personal responsibility. The development of this sense of irresponsibility can very definitely impair and obstruct good administration since it becomes almost impossible to hold any one individual member of a board accountable for the actions or decisions of a plural-headed agency.

However, there is much to be said in favor of boards and commissions when they exercise quasi-legislative or judicial functions. A quasi-legislative function would be the determination of policy within a fixed field of administration. This function becomes very important in connection with highway administration, welfare, and education. As a matter of fact, however, many administrative offices and agencies have enormous discretion that virtually amounts to policy making or sub-legislative power. It is one thing to administer a clearly defined policy but quite another thing to decide in large measure what shall be done. The broad range of discretion vested in the welfare agencies or in the Highway Commission points up this fact. These plural agencies are virtually making policy within the framework of broad legislation. The placing of this type of discretion in the hands of the Governor is going much further than centralizing administration, since it will give him a very big hand in determining policy.

In this matter of determining policy the Governor perhaps has no real claim to control the boards since they do serve a useful purpose in providing for stability and continuity of policy. Determination

of policy is not strictly speaking an administrative function. However, when boards and commissions are directly exercising control over administrative functions, the Governor has a better claim to exert influence over them. Iowa at the present time has eighteen of its major departments headed by plural bodies, while only seven are managed by single administrators.

(3) DIFFERENCES IN THE COMPOSITION OF THE STATE AGENCIES. The present framework within the executive branch is complex and inconsistent. The agencies vary in their forms and their relationships one to another and even to higher authority. The heads of the several agencies are constituted in a number of ways and possess varying powers. Several are headed by boards, commissions, or plural bodies, while the affairs of others are directed by individual officers. In addition, the tenure of office in most instances varies from one agency to another and rarely coincides with that of the Governor.

In Iowa, 35 out of a total of 87 state agencies are listed as major departments. In addition, there are 20 independent examining and licensing boards, 12 ex officio boards, and 59 boards within departments. Eighteen of the major departments are plural

headed while only 7 have single administrators. This brief summary illustrates the inconsistency and complexity existing in the forms of the state agencies.

A majority of the reorganization plans proposed in recent years have had as their major goal the increasing of the Governor's power and responsibility over the entire state administrative structure. This ordinarily would be accomplished by establishing a relatively small number of departments into which could be grouped related or like functions. In turn each department could be headed by a single administrator to be appointed by the Governor and to serve at his pleasure. This system would vest the Governor with full power over administration. The critics of this type of reorganization, which has been popularly referred to as the "strong governor" type, state that the adoption of this system would make the Governor a virtual dictator or czar over the administrative affairs of the state. They also point out that on paper the system looks good, but ask what can be done if an irresponsible man is elected to the governorship. It must be remembered, in answer, that it is impossible to grant power to do good without also granting power to do evil. Several states have tried this "strong

governor^m plan, and good results in terms of administrative efficiency have been obtained in spite of the caliber of the incumbent.

ARGUMENTS FOR REORGANIZATION

Many forceful arguments can be advanced for the adoption of a reorganization plan.

(1) CENTERS RESPONSIBILITY AND AUTHORITY. Many of the reorganization plans now being proposed in the various states would center the responsibility and authority for state administration in the office of the Governor. The proponents for reorganization can immediately point out that the Governor does not possess enough power to be held responsible for overall state administration. While the executive power is vested in the Governor by the Iowa Constitution, this phrase becomes meaningless unless he is given some real authority to see that the laws are executed. A major portion of this proposal could be accomplished by granting the Governor the authority to appoint and remove heads of the various administrative departments and agencies. In that way, if the people are not satisfied with the manner in which a single administrator is performing his duties they may seek action from the Governor who has appointed the individual.

(2) INCREASES EFFICIENCY OF ADMINISTRATION. While efficiency can be accomplished in part by the centering of responsibility and authority for administration in the hands of one person -- the Governor -- attention must be given to another factor. The reduction of the number of departments that have been created by the legislature will lead to more efficient state administration. Such an organization would make it possible for the Governor to eliminate duplication of effort, the overlapping of authority, and subsequent delays. A small number of departments will make it easier for the Governor to keep in touch with state administration and thereby effectively supervise the functions.

(3) RESULTS IN ECONOMY IN GOVERNMENT. Another forceful argument for reorganization is the economy that has resulted after the establishment of the new system. Many of these economies can be stated in the form of actual dollar and cents savings and have been enormous sums. In Nebraska a saving of more than \$2,000,000 was made to the people during the first two years of operation of the reorganization plan. This economy enabled the Governor of Nebraska to reduce the state tax rate by one-third. Savings of more than \$1,200,000 were reported in Tennessee during the first two years following reorganization. Undoubtedly the

largest reduction occurred in Pennsylvania where, during the biennium following reorganization, the operating expenses were reduced so that it was possible to absorb a deficit of \$29,000,000 existing in the state treasury. There are ample reasons to believe that proportionate savings may be made upon reorganization of state government in Iowa.

However, economy in government should also be interpreted as meaning that more service is being rendered for each tax dollar collected than was previously true. This factor takes on added significance at a time when the public is demanding more and better service.

(4) SIMPLIFIES THE ORGANIZATIONAL STRUCTURE. The administrative structure has grown at such a rapid pace in the last few years that it has been almost impossible to develop a well integrated organization. As the state has added a new service two methods of administering the function have been present: either give it to an existing department or create a new agency. Because of the relative ease with which the legislature can establish a new department, this procedure has been followed in many instances. As a result, a large and unwieldy organization has developed and many independent boards

and commissions exist without any tie-up with the long established departments. Actually there are not enough truly distinct functions of government to justify so many departments, offices, boards, and commissions. A reorganization would eliminate many of these agencies performing similar services and reduce the number of departments to an absolute minimum so that the organizational structure would be simplified.

CONCLUSIONS

The presentation of a reorganization plan should not imply that the present system has completely failed nor that it is totally ineffective, for that is not the situation. There is no intention of placing any blame on those serving in the state government, since most employees are conscientiously performing their duties. Whatever fault there may be lies with an organization that was framed to meet conditions that no longer exist. The scope and area of government has increased; the machinery has remained approximately the same. The commission believes that the changes proposed in the governmental structure will enable the state to perform its functions and

duties in a more competent, efficient, and economical manner.

At the same time too much emphasis cannot be placed on the fact that the study of reorganization plans within state government must be a continuous one. Little can be accomplished toward effective reorganization if a committee or commission is established only once in every ten or twenty years to study the problem of remodeling the state administrative structure.

The commission consequently recommends not only the adoption of the proposals made in this report, but the enactment of a law to create a committee which in conjunction with the office of Comptroller shall make a continuous study of governmental functions and activities. Further, the commission believes that if these proposals are adopted and if reorganization is effected with proper consolidation, cooperation, efficiency, and personnel, not only will the service to the public be better, but a substantial savings of up to \$5,000,000 annually can reasonably be expected.

RECOMMENDATIONS

In compliance with the foregoing pages, the commission makes the following recommendations. In so doing, the members have attempted to regroup many agencies of the executive branch of state government into departments, as nearly as possible, by major purposes. We believe, by following the recommendations concerning these departments, there will be established a clear line of command in each agency from the top to the bottom, and a return line of accountability and responsibility from the bottom to the top.

The commission urges that divisions of government be operated on a functional basis, even though there are instances when the line of demarkation is not too clearly defined. Authorization of unlike duties in a single department, the diffusion of authority, and the placing of executive and judicial powers in a plural body breeds inefficiency, extravagance, and waste. Equally unbusinesslike and confusing is establishing two or more divisions or departments having almost identical powers, duties, and activities.

We have endeavored to call attention of the legislature and the Governor to the advantages in the changes proposed. We earnestly believe that adoption of the recommendations will bring about simplification leading to economy and efficiency.

DEPARTMENT OF AGRICULTURE

The Department of Agriculture was created by the 40th General Assembly in 1923. The department was designed to promote and protect the interests of agriculture. The head of the department is called the Secretary and is elected by the people every two years. The official activities of the department include administration of sanitary laws relating to the manufacture and sale of food products. It also is charged with enforcing the law relative to the adulteration and mislabeling of foods, paints, petroleum products, insecticides, feeds, fertilizers, and seeds. The department also regulates livestock disease control, storage of grain, also promotes farm shows and exhibits; is charged with the control of noxious weeds and insect pests. The department, in cooperation with the federal government, is responsible for service reports concerning weather, markets, crop statistics, and yields. The department is supposed to encourage and promote the interest of agriculture including horticulture, livestock, dairying, poultry, bee keeping, the production of sheep and wool, assisting in soil conservation, and other kindred activities; to promote methods with the view of increasing production in agriculture and allied industries; to have charge of

and administer the inspection service of the state placed under its supervision.

The Secretary is ex officio member of the Executive Council, State Fair Board, Soil Conservation Commission, and several other affiliated societies. Under the control of the Secretary of Agriculture, are eight specific divisions, each headed by a chief and each having a distinct function under the statutes. Also there are seven affiliated agricultural societies under the general direction of the Secretary of Agriculture. Two other organizations are located in the Department of Agriculture, the Iowa Dairy Industry Commission, and the Iowa State Soil Conservation Commission.

You will note in another part of the report, it is recommended that the powers and duties of the Iowa State Soil Conservation Commission be transferred to the proposed Department of Conservation and Natural Resources. The advantage of this transfer has been commented upon also in another part of the report, but can be reemphasized here. Inasmuch as the duties and powers conform more generally with those of the Conservation Commission and Natural Resources Council than they do with the Secretary of Agriculture, we repeat that this division be made a part of the proposed new Department of Conservation and Natural Resources.

There are some overlapping activities in the inspection field of this department in connection with the inspection of gasoline measurements. The office of the Treasurer of State performs some of those functions, the Department of Agriculture others. It is proposed that all such inspection be transferred to the Secretary of Agriculture. Another is conflict in the inspecting duties of the Secretary of Agriculture and the State Board of Health regarding food and dairy products. The commission recommends that the inspection of those items be confined to the Secretary of Agriculture. Likewise, in the inspection of publicly used buildings with regard to fire prevention and safety, there is overlapping of authority between this department and the State Fire Marshal. The commission recommends that this activity be confined to the office of the State Fire Marshal.

You will note in another part of this report, we recommend that the Division of Bonded Warehouses now under the jurisdiction of the Commerce Commission be transferred to the Department of Agriculture. This is purely an agricultural matter and has to do with the storage of agricultural products exclusively. It is apparent with the existing organization under

the control of the Secretary of Agriculture that this division could be administered at considerably less expense and to better advantage than is now being done. There is already a statute that places certain warehouses under the regulation of the Secretary of Agriculture. It is self-evident that all warehouses should be supervised by a single state department.

ATTORNEY GENERAL

The proposal of the commission relative to reorganization pertaining to the office of the Attorney General is, that this office retain all of its present powers and in addition thereto assume the powers and duties of the Commerce Counsel, the Bureau of Criminal Investigation, the Narcotics Division of the Pharmacy Commission, and the Fire Marshal. The Attorney General is a constitutional office, and by statute is made one of the two chief law enforcing officers in the state, the Governor being the other.

It is quite in line with modern state government that the Attorney General should have charge of all legal work of the state. The statute requires that his office prosecute and defend in

any court or tribunal, all actions and proceedings, civil or criminal, in which the state may be a party or is interested, when in his judgment the interest of the state requires such action. He is also required to prosecute and defend all actions or proceedings brought by or against any state office in his official capacity; consequently, the office of Commerce Counsel properly belongs under the direction of the Attorney General. Since the above mentioned statutes require that he prosecute all actions, civil or criminal, it would seem to make it necessary that he have under his direction, as chief law enforcing officer, those divisions of government which make the proper and necessary investigations of violations of law. The Bureau of Criminal Investigation, now under control of the Department of Public Safety, must employ the services of the Attorney General in the prosecution of crimes against the state, and is obviously out of place. Likewise, for the same reasons, the Narcotics Division of the Pharmacy Commission and the office of the Fire Marshal, under the Department of Public Safety, are in the wrong departments. All three are investigating departments, and in order to prosecute

those falling under their investigations, must rely upon the Attorney General. Consequently, the commission recommends that those bureaus be placed directly under the jurisdiction of the Attorney General's office and the responsibility for their administration be transferred to that department.

AUDITOR OF STATE

The Auditor of State is a constitutional office and was originally designed to keep all accounts of a general nature involving the state's finances. It is therefore recommended that the keeping of the general accounts be transferred from the office of the Comptroller to the Auditor of State, and likewise the writing of warrants against state funds. At present, the Auditor is required by law to make examinations of the various departments and institutions of the state. You will note that in another part of this report, it is recommended that the examinations and investigations of the various departments are believed to be a necessary function of the Comptroller in order that that department may properly prepare a biennial budget.

The Auditor of State is also required by statute

to regulate and supervise Building and Loan Companies and Morris Plan Banks. We believe those functions foreign to the office of Auditor of State and rightfully belong in the proposed Department of Finance, and so recommend. Your commission also recommends that the Auditor of State be required to reconcile the state accounts of the various funds semi-monthly with the Treasurer of State.

PROPOSED BUDGET COMMITTEE

It would seem under any reorganization plan proposing to combine economy and efficiency in state government, that there should be a legislative committee with powers and duties to study and examine the fiscal and administrative duties of all the various departments and institutions of the state, and should make such study and examinations continuous during the period between the legislative sessions. That a report of such investigations be embodied in recommendations to the legislature for its consideration; that such report may be used as a guide in making pertinent laws for appropriations. It is the opinion of your commission that this Budget Committee represent the legislature at all times in connection with fiscal matters during the interim.

It is recommended this committee be composed of eight members, four of which be appointed by the President of the Senate, and four by the Speaker of the House of Representatives. This committee should advise and confer with the Comptroller periodically during his regime, and also assume the duties of the present Committee on Retrenchment and Reform, sometimes called the Legislative Interim Committee. It is the belief of your commission that this committee should meet with the Comptroller at the Budget Department at least once a month and study matters pertaining to the administrative and fiscal affairs of the various departments and institutions; and to confer with the Comptroller as to what actions, if any, should be currently taken. The commission recommends that this committee avail itself of the facilities of the office of the Comptroller, thereby, in the opinion of your commission, acquainting itself with the amount of money necessary to be expended by the various divisions of state government, and at the same time, make recommendations to the Comptroller which would lead to superior service and better business management; and also at any time, make such suggestions to any department or institution.

If the staff of the Comptroller is not sufficiently

large to make all examinations deemed necessary by the committee, the committee should have authority to employ examiners on its own behalf, and the reports of such examiners be made available to the Comptroller.

Your commission further believes that the committee should make a study of all offices, agencies, boards, commissions, and departments of state government to the end that it might determine and recommend to each session of the legislature such changes as are necessary to reduce expenditures and promote economy and efficient operation of state government; and to reduce the number of agencies, boards, or commissions by consolidating those having similar functions, and to abolish such offices or functions thereof as may not be necessary.

PROPOSED DEPARTMENT OF BUILDINGS AND SUPPLIES

The commission proposes a new Department of Buildings and Supplies, this department to assume the administrative duties of the Executive Council and the office of the Custodian. The department to be headed by a Director appointed by the Governor with the consent of the Senate, who shall be responsible for the care and custody of all buildings owned or rented by the state at the seat of government. He shall also have under

his direction a State Architect, the duty of whose division shall be to prepare all plans and specifications of all buildings to be built by the state or paid for out of state funds. He shall also plan and supervise all repairs and alterations costing more than \$5,000.00 on any state owned buildings. The Architect for the Board of Control has been doing an excellent job and it is suggested that his division be transferred to this proposed new department. There is every reason to believe that with proper expansion, such division can and will save the state thousands of dollars in architectural fees, and, at the same time, develop a standardization of the state buildings.

It is suggested in the beginning this department centralize the purchasing of supplies for those departments located in Des Moines, and as trained personnel be procured and developed, that the department be enlarged to encompass, as far as practicable, the purchasing for the entire state government. It is also proposed that the office of state printing be transferred to this department, said State Printer to be appointed by the Governor, confirmed by the Senate, but under the supervision of the Director of Buildings and Supplies. The contracts for state printing and printing supplies to be made by a board

composed of the Director of the department, the State Architect, the State Printer, and two experienced printers or newspaper men to be appointed by the Governor.

At the present time many of the office supplies and much of the printing used by the several departments are paid for out of Executive Council and Printing Board appropriations respectively. It is proposed that each department pay for such items out of its own funds, except such capital items as are assigned to it by the proper state agency for its use. At present some departments do reimburse the Executive Council for supplies requisitioned, and likewise some pay for their own printing. The commission believes all departments should be treated the same.

The system now in vogue has promoted extravagances and waste in some divisions and will continue to do so until such excesses are reflected in shrinkage of funds available for other purposes. The advantage for this proposed department is the centralization and correlation of expenditures and the management of physical equipment and buildings used for state purposes.

COMMERCE COMMISSION

The Commerce Commission is composed of three members elected by the general public. This Commission

is the outgrowth of the old Railroad Commission and the name was changed from the Railroad Commission to the Commerce Commission by the 47th General Assembly. This Commission is engaged in many activities, most of which conflict with or duplicate those of other departments. We recommend that the Warehouse Division of this department be transferred to the office of the Secretary of Agriculture in order that all warehousing will be under a single administration. We also recommend that the collection of motor carriers tax be transferred to the tax division of the Treasurer of State for the same reason, and that all remaining activities pertaining to motor carriers or motor vehicles be transferred to the now Department of Public Safety, which we recommend as a Department of Traffic and Transportation. We also recommend that the division of Commerce Counsel be transferred to the Attorney General's office which is a part of the judicial department of the state. We feel that all matters pertaining to questions of legality and interpretation of the laws should be placed under the supervision of one administrator, namely, the Attorney General. There would not then be a question as to the constitutionality of the Commerce Counsel division.

With the transfer of these various divisions to other departments, it leaves the Commerce Commission with very few duties and powers. Since it is the belief of this commission that the activities of the Executive Council be confined to quasi-judicial and quasi-legislative powers and duties, we are of the opinion that it would not be amiss to transfer the remaining activities of the Commerce Commission to the jurisdiction of the Executive Council, and that such statistical branches of the departments as are necessary for fact finding, to be transferred to the office of the Secretary of the Executive Council.

The reasons for the above recommendations are obvious. The Commerce Commission in itself is rather a small department with three elective heads, most of whose work has been of an administrative nature. We have stated before in this respect, that we do not believe that administrative duties should be handled by a commission or board, neither do we believe that the same department should handle both administrative and quasi-judicial matters. We believe the public can be better served under the recommendations we make concerning this department. We are quite sure that a great proportion of the economy can be effected by these transfers.

COMPTROLLER

The commission recommends some changes in the budget and financial control act as now contained in the Code as follows: the chief executive officer of that department should be known as the Comptroller, and should be appointed by the Governor for a term of two years with the consent of the constitutional majority of the Senate. The duties and powers of the Comptroller should be broad and encompass the privilege of recommending to the Governor the amount of money to be expended by the various divisions of state government. He should also make recommendations leading to better business management and efficiency in the various departments and agencies. In order to make these recommendations and suggestions, the Comptroller should be provided with a competent staff which should examine, investigate, and survey all departments and institutions to determine the amount of funds necessary to conduct the work of the department and the amount of funds collected from other sources by any division of government. The staff should make a report to the Comptroller of any and all illegal, improper, or extravagant expenditures of public funds and any unorthodox or wasteful practices. The staff should include members competent to survey all institutions

and make proper recommendations relative to the efficiency, and economy of operation, and needs of such institutions.

The Comptroller and his staff should also at the proper time investigate all proposed askings or recommendations for capital additions to the state's physical plants and submit findings as to costs and necessity for such proposed additions. The Comptroller should continuously explore the possibility of the consolidation of departments or divisions, or the elimination of such, in the interest of economy. He should keep a running account of the costs of material, methods of purchase, salaries and wages paid by the various institutions and departments, and also keep a record of any gratuities extended in lieu of wages. It is quite important in this connection, that the Comptroller have a personnel director who would maintain a personnel division which would list and classify all employees of the state and make recommendations as to compensation paid to members of the various classifications, keeping in mind ability, uniformity, and economy.

In order to better facilitate the work of the various departments and also the work of his staff, the Comptroller should provide a system of uniform accounting for all state agencies and furnish or recommend adequate forms or machinery for the carrying out of such

system. The Comptroller should, in the interest of economy and efficiency, prevent, as far as the statutes will allow, any duplication or overlapping of services by the several agencies using state funds. The Comptroller, in conjunction with the Governor, should make the biennial budget report as now provided by the statutes, and also shall prepare the general appropriation bill to be submitted to the legislature for its consideration.

It is proposed that the writing of the warrants by the Comptroller be transferred to the Auditor of State; also the keeping of general accounts of the state be transferred to the Auditor. The Comptroller should pre-audit every claim against the state to determine the legality of the expenditure, availability of funds to make payment, the mathematical accuracy of the claim, and the authority for making the expenditure.

As suggested in the recommendations for a Budget Committee, it should be the duty of the Comptroller to confer with the said Budget Committee periodically regarding policies of fiscal and administrative nature.

THE PROPOSED
DEPARTMENT OF CONSERVATION AND NATURAL RESOURCES

The commission recommends that a Department of Conservation and Natural Resources be established which

department should be in charge of a Commissioner to be appointed by the Governor with the consent of the Senate, and three Directors to be chosen by such Commissioner with the consent of the Governor. One of the Directors shall have charge of wildlife and parks, another soil conservation, and the other flood control. The reason for such a recommendation is obvious when the powers and duties under the law for the present Conservation Commission, the Council of Natural Resources, and Soil Conservation Commission, along with the Geological Survey, are carefully studied. It is evident, even to the uninitiated, according to the Iowa statutes, that all have similar powers and duties. For instance, the legislature in a declaration of policy in establishing the Soil Conservation Commission said, "It is hereby declared to be the policy of the legislature to provide for the restoration and conservation of the soil and soil resources of this state and for the control and prevention of soil erosion and thereby to preserve natural resources, control floods, prevent impairment of dams and reservoirs, assist and maintain the navigability of rivers and harbors, preserve wildlife, protect the tax base, protect public lands and promote the health, safety and public welfare of the people of this state." In creating the Council of Natural Resources

the legislature said, "It is hereby recognized that the protection of life and property from floods, the prevention of damage to lands therefrom and the conservation of the water resources of the state be the considered and proper use thereof, is of paramount importance to the welfare and prosperity of the people of the state...."

The legislature further recognized that in the formulation of the Natural Resources Council, the resultant effect thereof on other resources of the state shall be recognized and included in such a plan. The powers and duties of the State Conservation Commission are varied and range from the duty of protecting, propagating, and preserving fish and game, and fur bearing animals, to the enforcement of laws relating to navigation and forestry. The Commission also has authority to buy and acquire land for parks and conservation purposes, recreation reserves, and lake reserves, and has jurisdiction over lakes and streams of the state, and construction of dams. Likewise, the Council of Natural Resources has jurisdiction over dams and streams within the state. The Geological Survey powers and duties include the gathering and supplying of information on surface and underground water supplies of the state, coal, gypsum, sand and gravel, ceramic clays and shales, limestone and dolomite, and raw materials

for making cement and rock wool. Studies are continuing on the oil and gas possibilities in Iowa, particularly in the southwestern part of the state, and the geological parts of the oil and gas law are being administered. Geological and hydrological studies of dam sites are made on some of the flood control and recreation projects of federal and state agencies and reports on the natural resources of such reservoir areas are frequently prepared. Collection and dissemination of data on water wells, water levels, stream flow and sediment loads, lake levels, and other hydraulic data are accomplished in cooperation with the Water Resources Division of the United States Geological Survey. Information, advice, and direct assistance in the increasing development of large water supplies are freely given to the limit of funds and personnel.

It seems to the commission that it is abundantly proper that the efforts of these four agencies be consolidated and joined in a common purpose. Each agency is engaged in performing duties that are inter-related with the duties of each of the others and in some instances, in direct duplication with the activities of some of the other agencies. There is no valid excuse why there should be four departments

engaged in general conservation work. The maintenance of these four agencies exemplifies general lack of economy and efficiency, and poor governmental management.

PROPOSED DEPARTMENT OF EDUCATION

Education is at once a magic and a stimulating word to the people of Iowa. A little over a century ago when the pioneers settled the prairies and set up villages, they built school houses by the side of the road and next to the meeting houses. Throughout the decades and years since those early days, Iowa parents have been jealous of and anxious for proper facilities and personnel for education and training of the youth of the community and the state. High schools came soon after the one room schools, and colleges for higher education followed in rapid succession. The maintenance of an adequate school system has always been in the forefront of public affairs. Long and bitter disputes have sometimes marred progress in the field, but advancement along modern lines is historical. Differences still exist, and no doubt will, but through the many and various contentions, Iowa has always held firmly to home rule.

That feeling is still uppermost in the public mind. The state very early in its existence, committed

itself to the philosophy of public support for higher education. A University, supported largely by taxation, was the pioneering vision of the first General Assembly of the state, and was created by an Act adopted February 25, 1847. The Iowa State College at Ames was established March 2, 1858 by the 7th General Assembly, and designated as a land-grant institution by the Morrill Land-Grant College Act of July 2, 1862. The need for a separate professional college for the education of teachers was recognized in Iowa by the 2nd General Assembly, but not until the 16th General Assembly, were adequate appropriations made for establishment of the present Iowa State Teachers' College at Cedar Falls.

The office of the Superintendent of Public Instruction was established while Iowa was still a territory, but no constitutional provisions were made at the time of admission of Iowa to the Union. The present department was created in 1864 by an Act of the legislature which provided for the election of the Superintendent for a term of two years. It is interesting to note, the election was not only to provide a head for the entire school system, but of equal, if not more importance, a financial agent for the management of school lands and funds.

So, it is apparent that early in the history of the state, the authorities placed the state in an important and definite position in educational endeavor. However, throughout the years the state has kept separate, at the state level, the fields of public and higher education. There may have been reasons for this separation in the pioneering days of education, but such reasons now are largely traditional, and, at present, it would seem wholesome to combine publicly supported schools, of whatever degree of advancement, under one department of state. Much could be accomplished by coordination and correlation of such supervision and management.

The Iowa State Board of Education was created by Chapter 170, Acts of the 33rd General Assembly, as the governing body for the State University, the Iowa State College of Agriculture and Mechanic Arts, and the Iowa State Teachers' College. Two years later the General Assembly placed the School for the Blind under the control of the same board. In 1917 the General Assembly transferred the control and management of the School for the Deaf to the Board, and the 52nd General Assembly, in 1947, transferred the State Sanatorium at Oakdale to the board.

The Board of Education consists of nine members

appointed by the Governor for six year terms, subject to the approval of the Senate. The board chooses from outside its own membership, a finance committee of three members. The secretary of the finance committee also serves as secretary of the board, and is in charge of the general office and has his office at the seat of government. The State Board of Education is the general governing body for the above named institutions and is required to meet four times a year. The State Board has the largest appropriations of any state authority, the 53rd General Assembly having appropriated the sum of \$33,946,354; the 52nd General Assembly appropriated \$25,710,800 for their use; and the 51st General Assembly appropriated \$15,785,400. You will note that the appropriations of the State Board of Education have doubled within a period of six years.

This commission believes, as it has frequently stated, that a plural body is not a good administrative agency, and there is ample evidence to believe such a state board is not equipped to properly and economically administer such large sums. The board has power to employ the presidents and other employees of the institutions under its control, but it does not have the time or the facilities to

to make the proper investigation regarding either the personnel or the expenditures which the operation of the institutions demands. The finance committee is a creature of the board and, at the present time, is composed of only two members, and neither does that committee have the time nor staff to thoroughly supervise the administration of the various activities of the schools. Each school and institution has a directing head, who, to all practical intents and purposes, determines the policies and decides the amounts of appropriations and expenditures of the institutions.

The commission believes that there should be a Department of Education headed by a single administrator, appointed by the Governor, with the consent of the Senate. Said administrator to be eminently qualified by training and experience in educational and administrative work, and who shall spend his full time in overseeing and correlating the activities of the various educational institutions of the state. This Department of Education should also have charge of the present Department of the Superintendent of Public Instruction, and with the advice of the Governor, select such Superintendent of the public schools. The administrator, who should be titled Commissioner of Education, should have a qualified staff to examine

into the activities of every department under his jurisdiction, and should report periodically to the Governor regarding the work, the activities, and the expenditures of those various departments. He should assume all the powers and duties of the Board of Education. Furthermore, it should be his duty to make a complete and comprehensive study of the several divisions of each of the three state schools, namely, the State University, the State College at Ames, and the Teachers' College at Cedar Falls, and report to the Governor and the legislature such unnecessary, overlapping functions as he may discover. It is our belief that he should recommend to the Governor and the legislature such changes in the various divisions of higher education as would eliminate duplication of teaching facilities in the three schools. It is the belief of the commission, that the State University should, in the main, be an institution for the teaching of arts, sciences, and professions; that the College at Ames should be primarily a technical college; and that the Teachers' College at Cedar Falls confine its operations to training students for the profession of teaching. Your commission has reason to believe that there is unnecessary duplication now in the three institutions.

Your commission recommends that the above proposed Commissioner confer with the Governor regularly, along with the Superintendent of Public Instruction, as to the best method of managing and supervising the public schools of the state. The commission also recommends that the Department of Vocational Rehabilitation, Vocational Education, and the Division of Educational Examiners be under the jurisdiction of the proposed Department of Education. The commission further recommends that the proposed Commissioner shall assume all the duties and functions under the law governing the state supervision of all types of general and higher education. Your commission also recommends that all fees, tuitions, and other monies received by the various state colleges and institutions, with the exception of gifts and gratuities, be forwarded to the Treasurer of State to be placed to the credit of the state, and that all expenditures, except those from earmarked funds, shall be made from appropriations authorized by the legislature; that gifts and gratuities shall be deposited with the Treasurer of State, but shall be available for the purposes for which they were made without the necessity of appropriation or approval on the part of the General Assembly.

These recommendations follow the general plan of modern administration of state affairs. It seems proper that the activities of the six institutions under the Board of Education be correlated and under one administrative head. We believe that an administrator who gives his full time to the business of this important division of state affairs is necessary, and that the public, the Governor, and the legislature will be better served and better informed than at present. Our study has convinced us that better administration and direction of educational affairs at the state level is to be desired.

EXECUTIVE COUNCIL

As provided for in Chapter 19 of the 1950 Code, the Executive Council consists of the following members:

1. Governor
2. Secretary of State
3. Auditor of State
4. Treasurer of State
5. Secretary of Agriculture

The law provides also that the Executive Council shall choose a Secretary who shall hold office during its pleasure, and perform such duties as may be required by law or by the Council. The duties,

powers, and operations of the Council, as a whole, are multitudinous and varied, encompassing administrative, quasi-judicial, and quasi-legislative activities. We shall not here attempt to list them all.

However, the commission recommends the following duties now exercised by the Executive Council be transferred to the proposed Department of Buildings and Supplies: namely, to authorize department leases; to approve and purchase all state vehicles; to purchase all stores, supplies, and furniture for state departments and offices; to execute contracts for fuel, lights, and repairs; to approve all requisitions, the issuing of purchase orders, and authorizations; to have custody of supplies for state offices and departments; to assign office rooms to various departments; to approve plans for state buildings; to authorize printing of pamphlets, posters, and booklets for various departments; and to transfer the Car Dispatcher to the Department of Buildings and Supplies. The commission also recommends the transfer of the quasi-judicial duties of the Commerce Commission to the Executive Council with its related statistical division, as proposed under the recommendations relating to the Commerce Commission.

The reasons for the above recommendations are obvious. One being that each member of the Council has many executive duties in his own department, and should be engrossed in his own administration. Another advantage is to confine quasi-judicial, quasi-legislative, and policy making duties to this important plural body; such, being in line with modern governmental processes.

PROPOSED DEPARTMENT OF FINANCE

There are several divisions of state government that are authorized to regulate and control businesses engaged in financial relations with the public. These are the Insurance Department, the Department of Banking, Divisions of Building and Loan under the Auditor of State, Morris Plan Banks, also under the supervision of the Auditor of State, the Securities Division now a part of the Insurance Department, and the Real Estate Department. These divisions of the state government are all engaged in a common purpose, that of protecting the public in its investment of funds. While the character of such investments vary from a deposit in a bank to the purchase of a parcel of real estate, nevertheless, the similarity is strong and regulation thereof should be coordinated, to avoid duplication of

effort, under the supervision and control of one department.

Your commission believes that it is in the interest of the public and also in the interest of economy and efficiency, that a Department of Finance should be established under a single head who shall be appointed by the Governor, with the consent of the Senate, and responsible to the Governor. Each of the private financial institutions under regulation of the above named divisions, has a similar purpose, namely, that of investing the funds of its customers. The legislature has long recognized that it is a necessity to supervise and control, in the public interest, the types of these investments, and the general management of the peoples' funds. There is little point in the Superintendent of Banks ruling that the member banks may invest in such and such a security, when perhaps the Commissioner of Insurance may say that such an investment is not eligible to be made by insurance companies. Therefore, the commission proposes that a Department of Finance be established to promote efficiency and economy, and guarantee uniform treatment of investors.

STATE HIGHWAY COMMISSION

This department is situated at Ames and all the work of the department is directed from the central organization there, although it has many buildings and employees throughout the state, the state being divided into five districts and each district being in charge of a district engineer. The work of the department is practically all technical in nature and has to do with the construction of highways, bridges, culverts, etc.. The 1927 General Assembly passed the act creating the present State Highway Commission of five members, all to be appointed by the Governor. The Highway Commission duties are:

1. Construction and maintenance of primary roads.
2. Construction of farm-to-market roads.
3. Supervision of secondary roads.
4. Engineering assistance to other departments.

The department has charge of the responsibility for all construction and maintenance work of the primary road system. It has charge, for the state of Iowa, of the expending of all federal aid road funds allotted to this state. The Highway Commission also has certain duties and responsibilities in connection with secondary road work, although those roads are under the supervision of the County Boards of Supervisors. There are two kinds of secondary roads in each county. These are

the regular county secondary roads and the other known as the farm-to-market roads. Plans and specifications governing construction on these roads must be approved by the Highway Commission. Investigators for the commission found this department to be one of the better divisions of state government. The administrative work of the department has been for many years the sole responsibility of the chief engineer and the credit for our road system must be largely given to his ability in planning and administering the program.

It is the belief of the commission that with the retirement of the chief engineer, a change should be made in the management of this department. We believe that it would be to the advantage of the state that a Superintendent of Public Roads be appointed by the Governor with the consent of the Senate. This Superintendent or administrative officer would be chosen for his ability and experience, and should have full charge of all the executive matters pertaining to the department of roads. As a policy making board on a per diem basis, the commission proposes that there be a Highway Commission appointed by the Governor, with the consent of the Senate, composed of three members, each qualified by experience and training in engineering and construction problems. This commission should be chosen at

large without representing any particular district. The examination of the financial records of the Highway Department leads us to believe that each Commissioner strives to get his proportionate share of funds for his own district, without full consideration for the benefit of the state at large.

We also recommend that the keeping of accounts of the Highway Department be returned to that department and that the Comptroller simply pre-audit the claims before warrants are issued by the State Auditor. You will notice in another portion of the report, that we have recommended the transfer of the weighing of trucks and the police work connected with that activity to the proposed Department of Traffic and Transportation.

PROPOSED DEPARTMENT OF INDUSTRY AND LABOR

At present there are three different divisions of state government that are engaged in matters pertaining to the protection of labor. The Industrial Commissioner under the statute adjudicates disputes between industry and labor in connection with workmen's compensation, and has jurisdiction over the various compensation statutes. The Commissioner of Labor is responsible for the enforcement of laws relating to health and safety of labor and

child labor, and also inspects various industrial installations that might affect the safety of labor. He gives special attention to the inspection of factories, mills, and workshops where labor is employed. He also has charge of private employment agencies. The Department of Mine Inspectors has jurisdiction over the operation of coal and gypsum mines and of enforcing the laws designed for the safe operation of the mines, and the safety of the workers in the mines. The laws provide for safeguards against fire, for proper ventilation, escape exits, and many other safety factors. It is apparent to the commission that these three departments are all engaged in very similar work that is for the protection of the laborer at his task and for the compensation of the laborer when injured or incapacitated in the pursuit of his vocation.

Therefore, it is proposed that these three divisions be joined under a common department with a single administrative head appointed by the Governor, with the consent of the Senate, to have charge of the regulations called for by the statutes of the Industrial Commissioner, the Commissioner of Labor, and the Division of Mine Inspectors. Such a department would be in the interest of labor both from the correlation of the activities of the various departments and efficiency resulting from overall supervision.

THE PROPOSED DEPARTMENT OF LIQUOR CONTROL

The present Liquor Control Commission has the sole power to buy, import and have in its possession for sale and sell liquors; also the power to maintain or discontinue state liquor stores and distributors in such cities and towns as the commission deems advisable and proper; to rent, lease and equip any building or any land necessary to carry out the provisions of the act; to appoint necessary employees; to determine the nature of the liquor kept or sold, and to prescribe the labels to be placed on the packages; to license, inspect and control the manufacture of alcoholic liquors in Iowa; and to make rules and regulations necessary for carrying out the provisions of the act.

The Commission consists of a three member board of bipartisan nature, each member to be appointed by the Governor for a six year term. The work of the department is largely administrative, namely the buying and selling of alcoholic beverages. The statute leaves very few judicial, legislative, or advisory functions to the determination of the Commission.

It is proposed that the Commission be reduced to a one man department, namely, a department headed by a Commissioner of Liquor Control, said Commissioner

to be appointed by the Governor with the consent of the Senate, tenure of office and salary of such Commissioner to be determined by the legislature. The present Commission and their predecessors have divided the work of the department as follows: One member has charge of the buying and selling of liquor; another superintends the employment of personnel; the third member has to do with the leasing of buildings and real estate. All three are administrative duties and could be very well carried on, with perhaps the exception of the buying and selling of liquor, by subordinates. When a commission or bureau attempts to or does administer a department by an agreed program of division of the duties among themselves, it is prima facie evidence that a plural body is an unnecessary extravagance and that such duties could probably be done better and at less expense by a single executive, with the added advantage of clearly fixing responsibility for administrative command.

It is suggested that the purchase of office supplies, equipment, and printing, now under the jurisdiction of this department be transferred to the proposed Department of Buildings and Supplies. The reason for such transfer is obvious and has been discussed in another portion of this report.

PROPOSED DEPARTMENT OF MILITARY AFFAIRS

The commission recommends that a Department of Military Affairs be created with the Adjutant General to be the supervising head. The Military Affairs Department should retain all the present powers and duties of the present Adjutant General's office and in addition to this, assume the powers and duties of the following agencies pertaining to military and veterans' affairs:

Armories
Armory Board, State
Arsenals
Camp Dodge
Civil Air Patrol
Civilian Defense
Disaster Relief
Graves Registration
Military Forces:
 National Guard
 State Guard
Ranges
Registration of Aliens
Veterans Affairs:
 Army of Occupation in
 Germany 1918
Bonus Board (WWI)
China Relief Expedition
Civil War Veterans
Haitian Expedition
Indian Wars
Memorial Halls &
 Monuments
Mexican War

Mitchells Cavalry
Nicaraguan Campaign
Newstands, disabled
 veterans
Northern Border Brigade
Philippine Insurrection
Revolutionary War
 Memorial Commission
Service Compensation
 Board (WWII)
Siberia Expedition
Spirit Lake Relief
 Expedition
Tyler's Rangers
United Spanish War
 Veterans
War Roster
 Commission
Yangtze Valley Service
 Veterans

The above mentioned functions all pertain to military affairs and should be consolidated into one

department. Economies and the pooling of the various routine administrative duties could be effected and a more complete understanding of military matters obtained. It is also recommended that the Adjutant General be appointed by the Governor, who, under the constitution of Iowa, is Commander-in-Chief of the Army and Navy. It is quite obvious that the office of military affairs and its supervisor, the Adjutant General, should be the sole responsibility of the Governor.

SECRETARY OF STATE

The office of Secretary of State is established by the constitution of Iowa. The three present divisions are the land office, division of corporations and trademarks, and the general office. The Secretary of State is ex officio chairman of the Iowa Real Estate Commission, and is ex officio member of the Executive Council, the State Board of Health, the State Printing Board, the State Permit Board, and the Employment Agency Commission. The commission recommends that a department of Occupational Registration be added to the office of the Secretary of State. It is proposed that the

Department of Occupational Registration shall exercise certain administrative functions (as distinguished from the advisory, quasi-legislative, and quasi-judicial functions) which are common to, and are exercised by seventeen independent boards. Administrative functions involved in examining and licensing attorneys, and otherwise regulating the practice of law, should be excepted from the functions of the proposed department and would be left with the courts and state bar. Also excepted are the Board of Examiners for Court Shorthand Reporters and the Board of Educational Examiners.

In the proposed Department of Occupational Registration would be centralized all general administrative functions and activities such as are required in professional or vocational registration and regulation by existing state agencies, including clerical, secretarial, stenographic, and record-keeping work; handling applications; arranging for examinations; assisting in examinations; issuing licenses, certificates and permits; maintaining registers and other records of applicants, licensees, permittees, and business establishments; conducting investigations; making inspections; and performing similar administrative work.

The several examining boards heretofore existing, and enumerated in a subsequent section, would continue in operation. These boards would be vested with such advisory, quasi-legislative, and quasi-judicial powers as are appropriate for plural bodies with respect to the several professions and occupations within their respective jurisdictions. Specifically, the boards would continue approving the issuance, suspension, and revocation of certificates, licenses, and permits; and advising the head of the proposed Department of Occupational Registration, the Governor, and the legislature on policies, procedures, and standards, and on such other matters as may be referred to them for consideration and study.

The boards would conduct all examinations and certify to the Secretary of State the successful applicants. The boards would have power to adopt rules, regulations, and standards within the scope of their jurisdiction over a profession or occupation. In their quasi-judicial capacity, the several boards would conduct hearings on such matters as complaints, charges, and violations of law governing professions and occupations, suspending or revoking licenses, permits, and certificates; and other matters regarding appeals from the Secretary of State.

Fees for examinations, registrations, and other services performed by the Secretary of State or the several boards would be collected by the Secretary of State. Collections would be required to be deposited with the State Treasurer. All such administrative functions of the type described in the preceding section, heretofore exercised by an agency of the state government except as noted, would be transferred to and vested in the Secretary of State. Specifically, such administrative functions transferred would include those of the type described now being performed by the following agencies:

- State Board of Accountancy
- Board of Architectural Examiners
- Barber Examiners
- Board of Basic Science Examiners
- Chiropractic Examiners
- Cosmetology Examiners
- Dental Examiners
- Embalmer Examiners
- State Board of Engineering Examiners
- Medical Examiners
- Board of Examiners for Mine Inspectors,
Mine Foremen, and Hoisting Engineers
- Nurse Examiners
- Optometry Examiners
- Osteopathic Examiners
- Pharmacy Examiners
- Podiatry Examiners
- Watchmaker's Board

The several boards affiliated with the above mentioned divisions would not have any administrative functions; secretarial, typing, recordkeeping, and

other similar administrative functions would be provided to the boards through the regular staff of the Secretary of State.

Basically, the proposed plan provides for a continuation of the functions of the state government with respect to licensing and regulating the practices of the various professions, trades, and occupations, in the public interest. Most plans involve the allocation of functions to provide appropriate types of organizations and staffs to engage in the activities required in such matters. Advisory, quasi-judicial, and quasi-legislative functions would continue to be exercised by boards as appropriate functions of plural bodies. On the other hand, purely administrative functions such as recordkeeping, collecting fees, inspection, and investigation would be exercised by the Secretary of State.

STATE TAX COMMISSION

This is the chief tax collecting department of the state. It was created in 1939 by the 48th General Assembly, being an outgrowth of the State Board of Assessment and Review. It is another of those bureaus where the administrative duties and

quasi-judicial and quasi-legislative powers are placed in one department. Your commission believes this is not the best type of government, and our examination of this department reveals that such an opinion is amply sustained.

We believe that the collection of taxes or the administrative end of this department should be placed under the direction of a single administrator. Inasmuch, as the Treasurer of State is the chief fiscal officer of the state and receives and disburses the public revenue of the state, and since he also collects, under the provisions of the motor vehicle fuel tax law, a sum in excess of \$33.5 million annually, and employs approximately 50 people in the tax collecting division of the department; we, therefore, recommend that the collection agencies of the Tax Commission and the Treasurer of State be combined, and such administration be placed under the jurisdiction of the Treasurer of State. Also, that the motor carriers tax now administered by the Commerce Commission be transferred to the Treasurer of State. We have given due consideration to the possible inclusion of motor vehicle license tax, oleomargarine tax, and insurance premiums tax, but due to the necessity of maintaining the records within the departments now making these collections, it is considered impractical to make any change.

The commission considers it improper that the Tax Commission, as a judicial agency, sit in judgment upon the actions of the Tax Commission as a collection or administrative agency. Such a procedure manifestly makes the State Tax Commission judge, jury, and prosecuting agent in questions of dispute. We therefore recommend that there be created a Board of Appeal and Review consisting of three members to be appointed by the Governor, with the consent of the Senate, to act as the name indicates in connection with all matters of tax appeal and assessment review. Said board to be paid on a per diem basis and meet periodically at the seat of government. It is proposed that one member of this board be an attorney licensed to practice in Iowa.

The advantages of these proposals are obvious. The responsibility for the assessment and collection of taxes falls directly upon the Treasurer of State, who, in fact, receives the collected funds from the Tax Commission. His added duties will simply be to make such rules and regulations as are necessary to carry on the business of assessing and collecting the various taxes provided for in the statutes. The duties of the judicial board will be separate from

those of the State Treasurer, and such board shall determine upon appeal only whether or not the Treasurer of State has acted in a legal and equitable manner.

The commission also believes that such an arrangement would be in the interest of much greater administrative efficiency and more equitable treatment of the taxpaying public.

TREASURER OF STATE

The Treasurer of State is a constitutional office. The revenues of the state are received and disbursed by him. Disbursements are made upon warrants issued by the authorized officer, which at present is the State Comptroller.

The Treasurer of State is required to collect 4¢ per gallon on all gasoline used in the state, except when used in federal and state owned cars. The Treasurer is also in charge of the gasoline refund department. The tax on gasoline is refunded when gasoline is not used on the public highways.

In view of the fact that the Treasurer of State already collects taxes in the amount of approximately \$34 million annually, it is recommended that he be made the collection agent for all taxes now collected by the Tax Commission, namely, individual and

corporation income tax, sales and use tax, chain store tax, cigarette tax, beer tax, and inheritance tax.

The commission also recommends that all other administrative duties of the Tax Commission be transferred to the Treasurer of State. The reasons for the foregoing recommendations are in line with the general reorganization plan of the commission which is the placing of general executive and administrative duties and powers under the direction of a single head; and quasi-judicial, quasi-legislative and advisory duties and powers under jurisdiction of a plural body such as a board or commission.

PROPOSED BOARD OF APPEAL AND REVIEW

The commission proposes the creation of a board of three members to be appointed by the Governor, with the consent of the Senate, to serve as a quasi-judicial body to decide appeals, of taxpayers or other interested persons, from the acts of the Treasurer of State. Said board to be on a per diem basis and to meet in regular session at least monthly. The commission believes such a separate board answers the universal criticism leveled at boards or commissions sitting in judgment on their own acts, rulings, or interpretations of the law.

PROPOSED DEPARTMENT OF TRAFFIC AND TRANSPORTATION

The Iowa Department of Public Safety was created by an Act of the 48th General Assembly in 1939. It is the outgrowth of those departments relating to the Highway Patrol and motor vehicles then under the jurisdiction of the Secretary of State. The Bureau of Criminal Investigation was transferred from the office of the Attorney General, and the Division of Fire Marshal was an independent agency. The Public Liability Division has been created since, likewise the Division of Radio Communication.

This is one of the larger and more important departments of state with the exception, perhaps, of the Tax Commission, touching more people directly than any other department. The General Assembly, in 1939, gave the Public Safety Department and the Highway Patrolmen broad police powers. In fact, creation of the Department of Public Safety was the establishment of a state police system. Your commission believes, and has ample evidence to sustain that belief, that such transfer of police powers was a mistake. We do not know if the General Assembly expected the Highway Patrol to supersede the sheriffs and their deputies as peace officers, but whether it thought so or not, that

is substantially true at present. If the state is to maintain a body of state police, which is at the same time the Highway Patrol, such group must be vastly expanded. It is the opinion of this commission that the activities of the Highway Patrol be confined to the regulation of highway traffic and regulation and inspection of commercial vehicles using the highways. The Highway Patrol should confine its police efforts to those crimes and violations of law occurring upon the highways of the state. We believe that if their efforts are so confined, that enlargement of the Highway Patrol to any great extent is unnecessary and that efficiency of the Highway Patrol would be increased, and as a consequence, deaths on the highways decreased.

The commission is also of the opinion that this department should have control of all activities pertaining to transportation and regulation of commercial transportation upon the highways. We, therefore, recommend the transfer of the Motor Carriers Division from the Commerce Commission to this department. Also the Safety Division, whose duties are the weighing and inspection of commercial vehicles, under the jurisdiction of the State Highway Commission, be transferred to this department.

It is obvious that coordination of these activities would tend to promote efficiency and would greatly benefit the motoring public.

As stated in another report, we recommend the transfer of the Bureau of Criminal Investigation to the jurisdiction of the Attorney General, and also that the Division of the Fire Marshal be transferred to the office of the Attorney General. These are both investigating departments and have little or nothing to do with traffic or transportation.

The commission also recommends that the Iowa Aeronautics Commission be transferred to this department. Its duties are largely regulation of transportation and traffic by air-borne vehicles.

The reasons for the above mentioned consolidations and changes are obvious. The commission would have a Department of Traffic and Transportation which would have full control and responsibility for safety upon the highways of the state. It believes that such safety control is the most important single operation incident to state government. All crimes, felonies, and misdemeanors other than those perpetrated upon the highways, should be left to the jurisdiction of the regular and duly qualified peace officers existing under state and local jurisdictions.

Over five hundred deaths have already occurred upon the Iowa roads during the year 1950. Millions of dollars worth of property has been destroyed. It is of tremendous importance that every possible measure be taken to lessen this gigantic toll. Your commission believes that every effort of this particular department be concentrated upon that great objective, the saving of lives. We do not believe that the best results can be obtained by the diffusion of the activities of the Highway Patrolmen. They are doing a magnificent job, even though handicapped by a statute imposing upon them overall police powers.

We also recommend that the name of the Department of Public Safety be changed to the Department of Traffic and Transportation.

PROPOSED DEPARTMENT OF WELFARE AND INSTITUTIONS

The law governing the present Board of Control clothes the Board with full power to manage, control, and govern the institutions under its management. At the present time there are fourteen such institutions; four for the care and treatment of the insane located at Cherokee, Clarinda, Independence, and Mt. Pleasant; one Penitentiary at Ft. Madison; one Reformatory at Anamosa, a Boys' Training School at Eldora; a Girls'

Training School at Mitchellville; a Women's Reformatory at Rockwell City; the Soldiers' Home at Marshalltown; the Annie Wittenmyer Home at Davenport; the Juvenile Home at Toledo; the Glenwood State School at Glenwood; and the Woodward State Hospital and School at Woodward. At the time of our investigation, each of these institutions had an executive officer in charge with the exception of the Annie Wittenmyer Home at Davenport, whose Superintendent has resigned. The examination by the commission revealed that a board of laymen, such as the law provides for, does not function in a manner which might be hoped for by the public. This is not a criticism of the members of the board, but more it is critical of the law. It is quite apparent that a multiple board is not the best administrative agency. Over the years, questions of policy have largely been determined and the management of the institutions has become more or less a strict executive accomplishment.

It is the belief of the commission that an overall directive head, titled a Commissioner, in charge of a Department of Welfare and Institutions would be a decided improvement. Also, that the now Board of Social Welfare should be combined with the department controlling the institutions. Much of the work of

the Board of Control is, by necessity, in the field of general welfare, and particularly the schools such as Toledo, Mitchellville, Davenport, Eldora, and likewise the Soldiers' Home at Marshalltown fall in that category. The administration of the Department of Social Welfare is also in the hands of a three member board. That department is largely an administrative agency. The laws controlling the actions and powers of the board are quite restrictive and designate largely the policies of the board. Consequently, administrative work constitutes the large portion of the board's activities.

The commission recommends that the Commission for the Blind be abolished and its activities be transferred to the proposed Department of Welfare and Institutions. The administration of pensions for the blind is now under the jurisdiction of the Department of Social Welfare, and the commission believes all matters pertaining to blind persons, with the exception of the School for blind children at Vinton, should be administered by one department.

It is proposed by the commission, therefore, to establish a Department of Welfare and Institutions with an overall Executive Commissioner as its head, such Commissioner to be appointed by the Governor with the consent of the Senate, and to be selected

upon the basis of qualification and experience. The commission also recommends that three directors be appointed by the said Commissioner with the approval of the Governor, namely, a Director of Mental Institutions, a Director of Penology, and a Director of Welfare, each of these directors to have training and experience in his particular field. The Governor, the Commissioner, and the three Directors mentioned above to comprise the policy making board of the department which shall meet at the seat of government at least once a month. The reasons for such a department are obvious. First of all, any Board of Control as it is now selected is, in most every instance, entirely lacking in experience in the public fields of endeavor which it attempts to supervise. It seems in the public interest that persons qualified educationally and by experience should direct the activities in each of the three separate fields, except from a strict business side of the department. The history of the many boards is that the individual members have had few of the qualifications necessary for the proper supervision of either mental institutions, penal institutions, or welfare institutions. Consequently, each institution has operated largely according to the

qualifications and notions of its superintendent.

Whatever the legislature decides to do in connection with the recommendations above, the commission believes that one of the details of administration that should be called to the attention of the Governor and the legislative body, is that there should be more attention paid to occupational therapy and vocational training at Ft. Madison, Anamosa, Rockwell City, Mitchellville, and Eldora. It seems to the commission that it is poor business and unfair to incarcerate inmates in the above mentioned institutions for a number of years and not provide education and training in the skills which will make them employable with technical ability when discharged from those institutions. Likewise, vocational training is very important at Davenport and Toledo for the older students.

The commission believes that the proposed Department of Welfare and Institutions, with the Commissioner and three Directors will correct such shortcomings as are now evidenced and will bring the management and control progressively to the high level which the people of Iowa deserve and expect.

The commission believes and recommends that the Board of Parole as now constituted should be abolished and the Director of Mental Institutions, the Director of Penology, and the Director of Welfare constitute the Board of Parole with the same duties and functions as now appear in the statutes of the state. The commission believes that these directors, selected in the manner set out in this report, with special emphasis on their qualifications, are peculiarly fitted to constitute a Board of Parole.

COMMISSION ON UNIFORM STATE LAWS

The reorganization commission recommends that this department be abolished. Its efforts in the past have largely been ignored by the legislature. It is believed that a similar division under the Council of State Governments makes such departments in individual states unnecessary.

STATISTICAL DATA

A summarized statement of the present functions and duties and statistical data for the periods indicated for the various agencies of state government which may be affected by the Reorganization Plan are submitted herewith.

ADJUTANT GENERAL - NATIONAL AND STATE GUARD

Functions and Duties:

To control and administer military activities and military properties of the state, and to maintain permanent grave registry of deceased military personnel. The Adjutant General is a member of the War Roster Commission; serves as Secretary of Soldiers' Bonus Board; is a member of World War II Service Compensation Board; member of Armory Board; and Chief of the Governor's Military and Naval Staff.

Annual appropriation 7/1/48 - 6/30/49	\$ 600,000.00
Unlimited appropriations	30,925.57
Federal funds	3,039,425.68
Other income	76,932.98
Trust fund income	6,832.76
Expenditures (all funds)	3,807,452.50
Number of employees:	
Adjutant General's office	59
National and State Guard	varies

IOWA AERONAUTICS COMMISSION

Functions and Duties:

It is the duty of this Commission to promote aviation in the state of Iowa by rendering engineering and technical services; to enforce the aeronautics laws of the state, for which purpose they have police powers; and to make investigations of all aircraft mishaps, accidents, etc..

Annual appropriation	None
Receipts 7/1/48 - 6/30/49 (trust fund)	\$62,423.97
Expenditures	51,944.32
Number of employees (regular)	8
Commission members	9

DEPARTMENT OF AGRICULTURE

Functions and Duties:

Promotes and protects the interests of agriculture in the state. Administers laws pertaining to sanitation, adulteration, mislabeling, etc.; regulates livestock disease control, storage of grain, control of noxious weeds and insect pests, and other kindred activities; reports on weather, markets, crop statistics and yields; promotes farm shows and exhibits; administers laws pertaining to soil conservation; has general direction of numerous agricultural societies; and has charge of and supervises the various inspection services delegated to this department. The

Secretary of Agriculture is an ex officio member of the Executive Council, State Fair Board, State Soil Conservation Commission, Iowa Dairy Industry Commission, and the several affiliated agricultural societies which receive state aid.

Annual appropriation 7/1/48 - 6/30/49	\$561,910.00
Standing appropriation	20,000.00
Unlimited appropriation	15,592.83
Federal funds	5,000.00
Other income	2,913.74
Trust fund income	171,218.64
Expenditures (all funds)	672,397.83
Number of employees	142

ATTORNEY GENERAL

Functions and Duties:

Appears for state in all court actions in which the state is a party or has interest; supervises County Attorneys; gives written opinions on all questions of law submitted by General Assembly and state agencies; prepares contracts, forms, etc., which may be required for use of the state. The Attorney General is an ex officio member of the State Printing Board, the Commission to hear petitions on consolidation and reinsurance, and the "Pittsburg Plus" Committee. He is also chairman of the Board of Law Examiners.

(Attorney General Cont.)

Annual appropriation 7/1/48 - 6/30/49	\$43,000.00
Unlimited appropriation	1,174.24
Federal funds	None
Other income	None
Expenditures (all funds)	45,533.64
Number of employees	10

AUDITOR OF STATE

Functions and Duties:

Administers laws pertaining to the examination of counties, cities, and schools, as well as all state agencies and persons receiving or spending state funds. General supervision of all Building and Loan Associations doing business in Iowa. Is process agent for all foreign Building and Loan Associations doing business in Iowa. Is ex officio member of the Executive Council, Printing Board, Geological Board, Bonus Board, and Department of Health.

Annual appropriation 7/1/48 - 6/30/49	\$117,560.00
Additional appropriation - Interim Com	4,390.78
Other income	12,561.87
Expenditures (all funds)	138,642.90
Number of employees	41
*Number of county and municipale examiners	39

*Paid per diem by counties and municipalities.

STATE BANKING DEPARTMENT

Functions and Duties:

The Superintendent of Banking controls, supervises, examines, and directs all banks and trust

companies operating under a state charter. Approves organization and reorganization of State and Savings Banks, and trust companies. Acts as receiver or liquidation officer of state incorporated banks and trust companies. Superintendent is ex officio member and chairman of the State Banking Board.

Annual appropriation	None
Other income (trust fund)	\$208,218.87
Expenditures	175,016.05
Number of employees	34
Board members	4

IOWA COMMISSION FOR THE BLIND

Functions and Duties:

Compile record of blind persons showing cause and condition of blindness, educational background, and capacity for further education and industrial training; reduce blindness by preventable methods; provide vocational training; market products manufactured by blind. The Superintendent of the School for the Blind is an ex officio member of this Commission.

Annual appropriation 7/1/48 - 6/30/49	\$25,000.00
Federal funds	15,326.89
Other income	40,317.08
Trust fund income	16,444.23
Expenditures (all funds)	94,320.33
Number of employees	7

STATE CAR DISPATCHER

Functions and Duties:

Assign all state owned motor vehicles on basis of needs, purchase all motor vehicles, motor vehicle supplies and repairs used by state; maintain records of cost of operation, depreciation, and other pertinent detail; authorize and regulate use of privately owned cars used in state business; and maintain and inspect periodically all state owned motor vehicles.

Revolving fund 7/1/49 - 6/30/50	\$366,893.99
Depreciation reserve fund	432,304.45
Expenditures (all funds)	692,053.92
Number of employees	7

COMMERCE COMMISSION

Functions and Duties:

General supervision over common carriers operating in the state; including railroads and their connected facilities, transmission lines, pipelines, and motor carriers; also supervision of bonded warehouses.

Annual appropriation 7/1/48 - 6/30/49	\$182,500.00
Other income	None
Trust funds	90,334.81
Expenditures (all funds)	267,864.74
Number of employees	71

CONSERVATION COMMISSION

Functions and Duties:

Makes recommendations for the acquisition of state parks and preserves, forests, and other state

conservation areas, and is charged with the duties of administering them. They are also charged with the duty of protecting, propagating, increasing and preserving the fish, game, and fur bearing animals, and protecting the birds of the state, together with the enforcement of laws relating thereto. The administration and enforcement of laws relating to boats and navigation on state owned inland waters of the state is also a duty of the Commission. Likewise, the Commission has jurisdiction over the state owned meandered lakes and streams of the state and the construction of dams and other improvements relating to such waters. The specific powers and duties are outlined in detail in Chapter 107.23 and 107.24 of the 1950 Code.

Annual appropriation 7/1/48 - 6/30/49	
(not including special appropriations)	\$ 415,000.00
Federal funds	50,381.30
Other income (trust fund)	1,264.526.65
Expenditures (all funds)	1,833,300.05
Number of employees (regular)	233

BOARD OF CONTROL

Functions and Duties:

Contracts for, manages, controls and governs,
subject only to the limitations imposed by law, those

institutions placed under their jurisdiction.

INSTITUTIONS

Annual appropriation 7/1/49 - 6/30/50	
Salaries, support & maintenance	\$ 8,462,735.00
Repairs, replacements & alterations	191,500.00
Capital & special funds	4,000,000.00
Interim committee	83,615.33
Other income	391,426.01
Expenditures (all funds)	11,127,481.81
Number of employees	2,881

INDUSTRIES

Sales	\$1,127,221.96
Expenditures	939,366.01
Number of employees - exclusive of inmates	56

GENERAL OFFICE

Appropriation	\$220,000.00
Expenditures	187,520.38
Number of employees	76

Comparative statement of population and employees at
the several institutions shown on following page.

POPULATION AND EMPLOYEES OF INSTITUTIONS UNDER
BOARD OF CONTROL

<u>Institution</u>	<u>6-30-40</u>		<u>6-30-50</u>	
	<u>Inmates</u>	<u>Emp.</u>	<u>Inmates</u>	<u>Emp.</u>
Cherokee State				
Hospital	1,594	269	1,608	348
Clarinda State				
Hospital	1,697	246	1,495	323
Independence State				
Hospital	1,661	238	1,630	343
Mt. Pleasant State				
Hospital	1,482	193	1,391	321
Glenwood State				
Hospital & School	1,747	268	1,827	296
Woodward State				
Hospital & School	1,539	181	1,627	263
Men's Reformatory				
Anamosa	1,137	162	830	183*
Penitentiary				
Ft. Madison	1,446	164	1,178	215*
Women's Reformatory				
Rockwell City	70	23	74	25*
Girls' Training School				
Mitchellville	160	46	97	48
Boys' Training School				
Eldora	587	90	170	113
Orphans' Home				
Davenport	506	117	407	156
Juvenile Home				
Toledo	201	50	198	79
Soldiers' Home				
Marshalltown	<u>348</u>	<u>129</u>	<u>402</u>	<u>224</u>
Totals	<u>14,157</u>	<u>2,176</u>	<u>12,934</u>	<u>2,937</u>

*Includes industry employees

CUSTODIAN

Functions and Duties:

The duties of the Custodian are summarized as follows:

1. Have charge of, preserve, and adequately protect the State Capitol and grounds, and all other state buildings and grounds, at the seat of government, and all property connected therewith or used therein or thereon.
2. See that all parts and apartments of said buildings are properly ventilated, and kept clean and in order.
3. See that all visitors, at reasonable hours, are properly escorted over said grounds and through said buildings, free of expense.
4. Have, at all times, charge of and supervision over the police, janitors, and other employees of the department in and about the Capitol and other state buildings at the seat of government.
5. Institute in the name of the state and with the advice and consent of the Attorney General, civil and criminal proceedings against any person for injury or threatened injury to any public property under his control, or for committing or threatening to commit a nuisance therein or thereon.
6. Record and keep an itemized record of all furniture and equipment under his care and control, the plans and surveys of public grounds and buildings, and underground construction at the seat of government.

Annual appropriation 7/1/49 - 6/30/50	
(not including special appropriations)	\$126,000.00
Transferred from Tax Commission	2,500.00
Expenditures	125,918.02
Number of employees (regular)	53

BOARD OF EDUCATION

Functions and Duties:

The Iowa State Board of Education is the governing body for:

1. The State University
2. Iowa State College of Agriculture and Mechanic Arts
3. Iowa State Teachers' College
4. School for the Blind
5. School for the Deaf
6. State Sanatorium

The Board chooses from outside its own membership a finance committee of three members. The committee selects its chairman and secretary, the secretary of the committee also serving as secretary of the Board, and he is in charge of the general offices and has his office at the seat of government. The State Board of Education determines the policies for the operations of the institutions under its jurisdiction. The Board is required to meet only four times annually according to statute.

Annual appropriation 7/1/48 - 6/30/49	\$50,600.00
Other income	1,141.89
Expenditures	54,595.07
Number of employees	8
Board members	9

EXECUTIVE COUNCIL - OFFICE

Functions and Duties:

Secretary keeps a complete record of the proceedings of the Executive Council. Acts as purchasing

agent and disburses all supplies, furniture, and equipment, postage, etc., for all state departments and agencies not authorized to purchase such items. Acts as secretary of the Board of Engineering Examiners, War Surplus Commodities Board, and, by law, is the secretary of the State Conservation Commission. The administrative assistant acts as State Personnel Director and the assistant secretary as State Car Dispatcher.

Annual appropriation 7/1/49 - 6/30/50	\$300,000.00
Additional appropriation Chap. 19.29	
Code 1950 (unlimited)	100,000.00
Other income	102,864.23
Expenditures (all funds)	496,919.13
Number of employees	24

Note: Numerous appropriations for specific items and nonrecurring expenses are administered by this office. Such items are not included in the recap above.

GEOLOGICAL SURVEY

Functions and Duties:

It is the duty of the Geological Survey to gather and supply information relative to surface and underground water supplies in the state; the supply of coal, gypsum, sand, gravel, ceramic clays and shales, limestone and dolomite; make studies of the gas and oil possibilities in the state; and make geological and

and hydrological studies of dam sites on flood control and recreational projects.

Annual appropriation 7/1/47 - 6/30/48	\$50,000.00
Additional appropriation - Interim Com.	7,100.00
Other income	135.43
Expenditures	36,436.90
Number of employees - regular	10
Number of employees - part time	Numerous

DEPARTMENT OF HEALTH

Functions and Duties:

To protect the health of the citizens of Iowa under the supervision of the Health Commissioner and through the following administrative divisions:

1. Central Administrative Division
2. Public Health Nursing Division
3. Maternal and Child Health Division
4. General Hygiene Division
5. Vital Statistics Division
6. Public Health Engineering and Industrial Hygiene Division
7. Preventable Disease Division
8. Tuberculosis Control Division
9. Cancer Control Division
10. Venereal Disease Control Division
11. Hospital Survey and Planning Division
12. Licensure and Registration Division

The Commissioner of Health is the executive officer of the several Boards of Examiners for the various professions affecting the public health.

Annual appropriation 7/1/48 - 6/30/49	\$325,000.00
Additional appropriation - Interim Com	800.00
Standing appropriation	200.00
Unlimited appropriation	2,248.66
Federal funds	481,520.68
Trust funds	15,281.00
Other income	161,229.02
Number of employees	243

HIGHWAY COMMISSION

Functions and Duties:

In general the duties of the Highway Commission are to construct and maintain primary roads; construct farm-to-market roads; have general supervision over secondary roads; provide engineering assistance to counties and other state agencies; and to administer all federal aid allotted to the state for highway purposes:

Annual appropriation 7/1/48 - 6/30/49	\$ 5,009,587.18
Federal funds	9,273,444.37
Other income	27,635,726.89
Expenditures (all funds)	39,507,628.49
Number of employees (approximately)	2,300

INDUSTRIAL COMMISSION

Functions and Duties:

Establish and enforce rules and regulations necessary for carrying out the intent and purposes of the Workmen's Compensation Law. The Commissioner acts as chairman of Boards of Arbitration for settlement of all controversies. Duties are quasi-judicial in nature.

Annual appropriation-regular 7/1/48-6/30/49	\$47,080.00
Annual appropriation-state cases	15,000.00
Other income	508.15
Expenditures (all funds)	65,506.12
Number of employees	10

INSURANCE DEPARTMENT

Functions and Duties:

The Insurance Commissioner is responsible for the enforcement of all laws relating to insurance and the

sale of securities in the state; general supervision and direction over all insurance business transacted in the state, including transactions relating to organization, reorganization, liquidation and dissolution of insurance corporations. Also responsible for the collection of several millions of dollars in premium taxes and fees, and is the custodian of a billion dollars of deposits required by law. The Commissioner acts as ex officio receiver and liquidating officer for domestic insurance carriers.

Annual appropriation 7/1/48 - 6/30/49	\$ 60,000.00
Additional appropriation - Interim Com	21,214.16
Other income	125,282.93
Expenditures (all funds)	175,252.21
Number of employees	44

BUREAU OF LABOR

Functions and Duties:

To supervise and enforce all laws relating to safety appliances and health conditions in manufacturing and mercantile establishments, workshops, machine shops, and other industrial concerns within its jurisdiction. To supervise and enforce child labor laws. Has jurisdiction over employment agencies. Inspects and licenses industrial boilers of over 15 pounds pressure.

Annual appropriation 7/1/48 - 6/30/49	\$38,400.00
Expenditures	41,905.14
Number of employees	11

LIQUOR CONTROL COMMISSION

Functions and Duties:

The Liquor Commission has the sole power to buy, import and have in its possession for sale and to sell liquors; establish, maintain and/or discontinue state liquor stores and special distributors in such cities and towns as deemed advisable; to rent, lease, and equip any building or any land necessary to carry out the provisions of the act; to determine the nature, form, and capacity of packages containing liquor kept or sold under the act, and prescribe the labels and seals to be placed thereon; to issue and grant permits and licenses and to revoke same for cause; to license, inspect, and control the manufacture of alcoholic liquors and regulate the entire liquor industry in the state; and to appoint necessary employees and make rules and regulations that are necessary for carrying out the provisions of the Liquor Control Act.

Annual appropriation	None
Gross liquor sales 7/1/49 - 6/30/50	\$39,699,777.73
Other income	590,540.48
Expenditures and deductions	32,880,947.91
Number of employees	763

MINE INSPECTORS

Functions and Duties:

To examine, test, and adjust, as often as deemed necessary, all scales, beams, and other apparatus used

in weighing coal at mines; examine all mines at least once every six months, and enforce all laws pertaining to safeguards, hoisting equipment, other safety features, and all regulations concerning operations of mines.

Annual appropriation 7/1/48 - 6/30/49	\$19,000.00
Additional appropriation - Interim Com.	300.00
Expenditures	19,157.37
Number of employees	5

MINE EXAMINING BOARD

Functions and Duties:

To adopt rules and regulations and prescribe and conduct examinations of applicants for: mine inspectors, mine foremen, and hoisting engineers; issue certificates of competency to those found to possess the requisite qualifications.

Annual appropriation 7/1/48 - 6/30/49	\$3,000.00
Expenditures	2,271.36
Number of employees (board members)	5

NATURAL RESOURCES COUNCIL

Functions and Duties:

The Council is empowered to acquire title to land, easements, or other interest therein; or other property or rights in the name of the state; and has the right to exercise the power of eminent domain. Its main purpose is to establish a comprehensive statewide program of flood control and a program for the conservation,

development, and use of the water resources of the state.

Annual appropriation 7/1/49 - 6/30/ 50	\$50,000.00
Expenditures 7/1/49 - 3/31/50	14,988.07
Number of employees - regular	2
Number of Council Members	7

PHARMACY COMMISSION

Functions and Duties:

To enforce the laws governing the sale and distribution of drugs, medicines, and poisons in the state of Iowa, and the laws pertaining to the Uniform Narcotic Drug Act.

Annual appropriation 7/1/48 - 6/30/49	\$17,500.00
Expenditures	16,618.03
Number of employees	3
Board members	3

PRINTING BOARD - SUPERINTENDENT OF PRINTING

Functions and Duties:

The Printing Board lets all contracts for printing for all state agencies when the cost of state printing is payable from state revenues. All contracts are to be let through public competitive bids. However, state institutions may do their own printing if they so desire, and if they have adequate facilities. The Printing Board may enter into contracts with the state institutions for printing.

The Superintendent of Printing has charge of all

office equipment, supplies and paper stock belonging to the Printing Board; supervises the enforcement of contracts; prepares specifications, and advertises for bids; directs the document department; has legal custody of all codes, session laws, annotations, etc., and sells, accounts for, and distributes same; compiles and prints the Iowa Official Register and the State Salary List. The Superintendent is ex officio secretary and general executive officer of the State Printing Board.

By virtue of their office, the Auditor of State, Secretary of State, and Attorney General are members of the State Printing Board.

Annual appropriation - general office 7/1/49 - 6/30/50	\$ 29,902.50
Annual appropriation - printing and binding 7/1/49 - 6/30/50	295,920.00
Other income - reimbursements	132,100.36
Expenditures (all funds)	310,839.55
Number of employees	12
Board members (appointive)	2

SUPERINTENDENT OF PUBLIC INSTRUCTION

Functions and Duties:

The Superintendent of Public Instruction has general supervision and control over the public schools of the state, including rural, grade, and high schools, and public junior colleges. The affairs of the office

are administered through the following divisions:

1. Administration and Finance Division
2. Surplus Property Division
3. School Lunch Program Division
4. Veterans Education Division
5. Division for Aid to Handicapped Children
6. Division for Aid to School Transportation
7. Division for General and Emergency Aid
8. Division for Supplemental School Aid

The Superintendent of Public Instruction is the president and executive officer ex officio of the State Board of Educational Examiners, and of the State Board of Vocational Education.

It is noted that for the biennium ending June 30, 1951, the 53rd General Assembly appropriated \$35,295,000.00 for state aid to public schools.

Annual appropriation 7/1/48 - 6/30/49	
Administration	\$ 78,720.00
State Aid	11,127,000.00
Unlimited appropriation	11,226.19
Federal grants	941,446.05
Other income	23,409.49
Expenditures (all funds)	11,993,115.16
Number of employees	84

Note: Board of Educational Examiners and Board for Vocational Education are not included in above statistics.

DEPARTMENT OF PUBLIC SAFETY

Functions and Duties:

The primary duty of the Department of Public Safety is to protect the life and property of the citizens of the state and to facilitate the cooperation and

coordination of law enforcement agencies of counties, cities, and towns. This department administers and enforces the laws prescribed by statute and delegated to its supervision through the following divisions:

1. Division of Administration
2. Division of Accident Statistics and Public Liability
3. Division of Highway Patrol
4. Division of Operators' & Chauffeurs' Licenses
5. Division of Motor Vehicle Registration
6. Division of Criminal Investigation
7. Division of Radio Communication
8. Division of Fire Marshal
9. Division of Safety Education
10. Division of Dealers License Registration

Annual appropriation 7/1/48 - 6/30/49	\$1,723,900.00
Additional appropriation - Interim Com.	253,781.91
Transferred from Liquor Commission	26,000.00
Other income	226,442.00
Expenditures (all funds)	2,294,019.72
Number of employees	494

REAL ESTATE COMMISSION

Functions and Duties:

Commission issues, suspends, and revokes licenses, and regulates the business conduct of all licensees in their relationship with the public insofar as real estate transactions are concerned. Sponsors and conducts educational programs and holds hearings on formal complaints. Secretary of State acts as chairman of the Board.

Annual appropriation	None
Other income	\$49,051.00
Expenditures	23,118.03
Number of employees	4
Board members (appointive)	4

SECRETARY OF STATE

Functions and Duties:

The office of Secretary of State is divided into three principal departments; the general or custodial division, land office, and the division of corporations and trademarks. Through the general division, the Secretary of State serves as custodian of original and official documents of state, including the constitution, the original statutes of Iowa, authenticated journals of the General Assembly, and election records. The bonds of various elected and appointed officials are filed in this division. The state land office maintains the records of the annexations or severances of land by the state and by incorporated cities and towns. Records of original patents issued by the state are also kept in this office. The division of corporations and trademarks issues all charters for domestic corporations and cooperative associations. All foreign corporations doing business in Iowa are required to obtain permits from this division. They also administer the laws pertaining to registration and trademarks, labels, and forms of advertising.

The Secretary of State is ex officio chairman of the Iowa Real Estate Commission and an ex officio member

of the Executive Council, State Board of Health, the State Printing Board, the State Permit Board, and the Employment Agency Commission.

Annual appropriation 7/1/48 - 6/30/49	\$29,072.00
Expenditures	30,568.09
Number of employees	10

TAX COMMISSION

Functions and Duties:

The Tax Commission is charged with the duty of collecting the following state taxes:

<u>Kind of Tax</u>	<u>Effective Date</u>
Income - Personal and Corporation	January 1, 1934
Sales	April 1, 1934
Chain Store	July 1, 1935
Income - Nonresident	January 1, 1937
Use	April 16, 1937
Cigarette	July 4, 1939
Inheritance	July 4, 1939
Beer	July 4, 1939
Beer Permits	July 4, 1939
Equipment Car Tax	July 4, 1939

It also functions as the State Board of Review relative to the valuation of property, the assessment of taxes on property and the determination of tax rates, etc..

Responsibility for the administration of the Homestead Tax Credit Law and the apportionment of funds to apply against property taxes is vested in this Commission.

The Military Service Tax Credit Fund is likewise administered by this Commission.

(Tax Commission Cont.)

Annual appropriation 7/1/48 - 6/30/49	\$ 826,970.00
Allocated from collections	17,556,817.83
Miscellaneous income	115.25
5% gross liquor store sales	1,988,726.01
Expenditures (all funds)	21,657,800.01
Number of employees including three Commissioners	416

TREASURER OF STATE

Functions and Duties:

To receive the public revenue of the state and to maintain records showing the source of such revenue and the funds to which they apply; disburse such funds upon state warrants issued and certified by the State Comptroller; arrange for the conversion of public funds into investment bonds; prepare and negotiate the sale of authorized bond issues and pay interest thereon. The Treasurer also collects gasoline tax, penalties, permit and license fees; secures and approves bonds from each licensed gasoline dealer, receives applications and issues permits and licenses to gasoline dealers; processes claims for refunds from nonhighway users; audits gasoline terminals, carriers and distributors' records; tests gasoline meters; investigates questionable refund claims; and allocates gasoline tax collections monthly.

The Treasurer of State is an ex officio member of the Executive Council, the Board of Trustees of the

Public Safety Peace Officers' Retirement System,
World War I Bonus Board, and World War II Service
Compensation Board. He is also ex officio Treasurer
of the Employment Security Commission.

Annual appropriation 7/1/48 - 6/30/49	\$ 50,000.00
Allocations from:	
Sales tax collections	4,913.30
Motor vehicle fuel tax collections	185,000.00
Expenditures (all funds)	233,843.25
Number of employees	64

COMMISSION ON UNIFORM LAWS

Functions and Duties:

To promote uniformity in state laws upon all subjects where uniformity may be deemed to be desirable and practicable.

Annual appropriation 7/1/49 - 6/30/50	\$800.00
Expenditures	772.40
Members	3

COMPTROLLER

Functions and Duties:

The duties of the Comptroller are to audit all demands by the state and pre-audit all claims submitted for issuance of warrants; to control payment of all monies into the treasury, also control all payments from the treasury; to prescribe all accounting and business forms; to keep the central budget and proprietary control accounts of the state government;

to control the financial operations of the State Fair Board and institutions under the State Board of Education; to have custody of all books and records pertaining to fiscal affairs and property of the state; to apportion interest of permanent school funds; to prepare biennially a report of all standing appropriations.

To prepare the budget document and draft legislation to make it effective; to make such investigations of the several departments as called for by the Governor, Executive Council, or legislature; to furnish legislative information concerning appropriations and revenues upon request. He shall biennially prepare detailed budget report as specified by statute.

Annual appropriation 7/1/49 - 6/30/50	\$108,000.00
Other income	5,121.60
Expenditures	85,612.77
Number of employees	25

DEPARTMENT OF SOCIAL WELFARE

Functions and Duties:

The State Board of Social Welfare has authority to formulate and make such rules and regulations, outline policies, dictate procedure, and delegate such powers as may be necessary for the competent and efficient administration of the following welfare programs:

1. Child Welfare
2. Old Age Assistance
3. Aid to the Blind
4. Emergency Relief
5. Permanently and Totally Disabled

The State Board exercises general supervision over the County Boards and their employees.

Annual appropriation 7/1/49 - 6/30/50	\$15,175,000.00
Federal funds	19,083,755.43
Other income	2,394,968.59
Total expenditures (all funds)	36,546,447.95
Number of employees (including board members)	863

STATE BOARD OF EDUCATION - INSTITUTIONS

Annual appropriations 7/1/49 - 6/30/50	\$16,973,177.00
Biennial appropriation 7/1/49 - 6/30/51	2,700,893.00
Number of employees	6,573

THE
UNITED STATES
DEPARTMENT OF THE INTERIOR
BUREAU OF LAND MANAGEMENT
WASHINGTON, D. C. 20250

MEMORANDUM FOR THE RECORD

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