

These minutes contain materials which paraphrase and/or summarize statements made during this session. Only text enclosed in quotation marks report a speaker's exact words. For complete contents of the proceedings, please refer to the tapes.

Measures Heard: None (Inform. Meeting)

HOUSE COMMITTEE ON AGENCY REORGANIZATION AND REFORM

January 15, 1991 Hearing Room D 3:30 p.m. Tapes 1 - 2

MEMBERS PRESENT: Rep. Clarno, Chair Rep. Hugo, Vice-Chair Rep. Derfler Rep. Katz Rep. Jones Rep. Brian Rep. Clark

STAFF PRESENT: Susan Browning, Committee Administrator Scott Kaden, Committee Assistant

WITNESSES: Rep. Campbell, (Speaker of House & Committee Member) Fred Miller, Executive Director

These minutes contain materials which paraphrase and/or summarize statements made during this session. Only text enclosed in quotation marks report a speaker's exact words. For complete contents of the proceedings, please refer to the tapes.

TAPE 1, SIDE A

008 CHAIRPERSON CLARNO: Calls the meeting to order at 3:30 p.m.

013 CHAIRPERSON CLARNO: Introductions of the staff and committee members.

041 REP. BRIAN: Questions concerning the filing of a minority report (see Exhibit A, Item 11) and clarification of field trip procedures, i.e. would these activities fall under the "open-meeting" law?

071 REP. DERFLER: Moves to adopt the rules, as proposed.

074 CHAIRPERSON CLARNO: Without objection, the committee rules are adopted.

083 CHAIRPERSON CLARNO: Overview of committee procedures and objectives. - We must insure that agencies are functioning with efficiency, satisfying their missions with justifiable operating costs Objectives ("Three-Point Plan") 1. Consolidation of programs 2. Coordination of agencies, elimination of duplication and fragmentation

-scrutiny of the many boards and commissions within this state -review of confidentiality rule 3. Control of bureaucracy, agency organization
-various publications will be addressed with regards to value and costs
-travel, purchasing and liquidation -streamline the process

192 CHAIRPERSON CLARNO: Asks the committee members for opening comments.

194 REP. HUGO: Poses a question for the chair concerning which agency reportedly had 1200 rule changes.

197 CHAIRPERSON CLARNO: OLCC

198 REP. HUGO: We have a serious challenge and we are operating in interesting times. Reminded of a conversation with a colleague in the Washington state legislature who had asked how Oregon ever got anything done with so many people involved in various boards and commissions. - Not interested in getting involved in the family structure of the people of Oregon. - Suggested Revenue Committee should investigate and review the tax credits available to charitable organizations.

230 REP. DERFLER: Offers the goal of keeping the level of services at current levels without adding addition costs.

244 REP. KATZ: Suggests that agency management reorganization must be done within the agency; we must understand the dynamics of agency organization. - Coordination between the different committees is a must for the Chairperson - Department of Human Resources must be reviewed, addressing the umbrella agency's success and failure. - Interested in seeing the integration of social services in our educational institutions. - Audit Committee statistics; is there a duplication of the head count?

293 REP. JONES: She is looking forward to contributing small steps which yield big results. - Comments on the mission of the Revenue Committee and the success of tax credits as a means of encouraging social agencies to reach out further.

347 REP. CLARK: We have an incredible opportunity to do something about the governing mentality. State agencies are too cold toward the citizens of this state; but we must not level blame on the state employees. In many instances, the employees are trapped and bound by policy.

417 REP. BRIAN: Looks forward to constructive and responsible review of the agencies. It will be crucial to coordinate the timing of the committees' efforts, especially with regards to Ways and Means. Clear, written criteria for Ways and Means must be established for purchase of equipment, training, travel, publications and others.

459 CHAIRPERSON CLARNO: Elaborates on her opening comments, concerning family unity as opposed to family dependence on the state.

484 SPEAKER CAMPBELL: The Legislature is not in a position to make changes in government procedure without the support of the state government management team. We must operate with less costs. This committee will approach this task with three subcommittees. Responsibilities of this committee will concentrate on three issues: Human Resources, Education and Corrections (the "lion's share of the budget"). We need the help of the Senate as well.

Tape 2, Side A

078 CHAIRPERSON CLARNO: Introduction of Fred Miller, Executive Director.

084 FRED MILLER: Appreciates the comments of the chair with regards to the coordination, consolidation and control of agency heads. He feels there exists three or four entities within state government: 1. Long standing organizations (Highway and Forestry Depts.) 2. Umbrella organizations (Human Resources - 1969, Transportation - 1973) 3. Organizations formed out of reaction to perceived problems (DEQ, LCDC, Energy, etc.) 4. Small boards and commissions (50 - 60, whose funding are varied) - The state is one giant holding company, with 45,000 employees, 110 different corporations within that holding company, funded in a variety of ways. The governor only appoints 6 - 8 agency heads. The structure is difficult to change because of its diversity. - Pilot projects are the key to success, not pronouncements by the Governor. - Refer to success stories: AFS, Highway Division, leaderless highway crews, etc.

220 REP. KATZ: In preparation for Steve Minnich's testimony, why did we create the layer of management we now want to eliminate?

225 FRED MILLER: The ebb and flow of organizations is interesting. We have not made all the desired organizational changes during the interim. Our agencies must have a mission and some way to measure outcomes. This has always been stated, but not always followed.

235 REP. KATZ: In talking with Duncan Wyse, I learned that some agencies couldn't even talk in the "language" required for measuring outcomes.

239 FRED MILLER: Sometimes measurement is a very difficult process. The issues dealt with by the government are very hard; where you don't really know how well you are doing. - Flattening organizations is a possibility. - Early retirement programs are a possibility, especially when in the process of down-sizing. - Need to insure that we are not duplicating each others efforts.

292 REP. HUGO: How can the legislature be more efficient?

301 CHAIRPERSON CLARNO: Can we find small changes that will make a difference? In publications?

316 FRED MILLER: When you get the subcommittee structure established, maybe we can get you involved with some of our cabinet meetings. We have a common objective.

320 CHAIRPERSON CLARNO: Adjourns the meeting at 4:21 p.m.

Prepared by:

Scott Kaden, Committee Assistant

Reviewed by:

Susan Browning, Committee Administrator

EXHIBIT LOG

A - Proposed Committee Rules - 2 pages