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mtg

## **Analysis of Overlap, Duplication and Fragmentation Across Executive Branch Departments**

*(Performance Audit Division Report Issued April 2000)*

- I. LA does not have an overall statewide strategic plan that provides comprehensive coverage to all service areas (p. 5)**
- II. Prior Audits that addressed similar issues (pp. 10 - 12)**
  - a. Consolidation of the Administration of LA's State Retirement Systems (PAD report issued January 3, 1994)**
    - i. Four state retirement systems all have the same mission and provide the same services
    - ii. They do not coordinate their daily administrative functions and 3 of the 4 have similar organizational structures
    - iii. Concluded that consolidating the administrative functions of the four state retirement systems would reduce management, staff and operating expenses for a potential cost savings of \$1.5 - \$1.8 million
    - iv. Investment expenses could also be reduced
  - b. Department of State Civil Service (Sunset Review issued November 1996)**
    - i. Three separate state civil service systems within the department (State Civil Service, State Police Commission, and State Examiner, Municipal Fire and Police Civil Service)
    - ii. State Civil Service and State Police Commission have identical powers and perform basically the same function - just for different populations - therefore these functions are duplicative
    - iii. There is no overall department for human resources management - Group Benefits is under DOA; training and workers' compensation are under DOA; employee assistance programs are under DHH
  - c. Department of State and Department of Elections and Registration (Sunset Review issued July 1996)**
    - i. Some functions between the two departments were duplicative - both departments recover the elections costs from local governments
    - ii. Department of Elections and Registration handles voter registration and maintains the state's voting machines
    - iii. Select Council on Revenues and Expenditures estimated the potential savings to be between \$300,000 and \$500,000 by consolidating the two
    - iv. Would require a 2/3 vote of both houses of the legislature
- III. Areas for Further Study (pp. 12 - 13)**
  - a. Coastal Conservation**

no longer issued

- i. Projects are selected from a priority list developed from coastal users - this procedure should be evaluated further
  - ii. There was no single database containing coastal restoration project information that is accessible to pertinent agencies
- b. **Youth Drug Abuse Prevention** - Could not review local level expenditures of youth drug abuse prevention funds; have concerns about duplication
- c. **Adult Literacy** - did not review entities that provide this service; may wish to determine effectiveness of programs
- d. **Grant Programs** - Could not verify whether all of the monies are properly monitored and used for its intended purpose

#### **IV. Overlap, Duplication and Fragmentation**

##### **a. Need to Coordinate Workforce Preparation Programs**

- i. DSS and Department of Labor (Labor) both provide job training, placement, and support services to welfare recipients (pp. 17 - 20)
- ii. DSS and DHH (2 programs) both provide evaluation, job training, and supported employment to disabled citizens; however, each agency has different eligibility requirements (pp. 20 - 24)
  - 1. Governor's Office of Disability Affairs is working on a strategic plan to coordinate agencies involved with providing services to the disabled (pp. 24 -25)
  - 2. Louisiana Workforce Commission developing "One-stop Shops" to address the problem of overlap and duplication (should be fully implemented by July 2000) (p. 25)
- iii. Labor and DED both pay state technical colleges to provide customized training programs for businesses; results in increased monitoring and administrative costs; awards were issued to the same companies (pp. 25 - 29)

##### **b. Need to Coordinate Youth Drug Abuse Prevention Programs (pp. 31 -38)**

- i. DOE, Governor's Office of Safe and Drug Free Schools and Communities, Louisiana Commission on Law Enforcement and Administration of Criminal Justice (within the Governor's Office), and DHH all provide funding for youth drug abuse prevention programs
  - 1. There is no coordination or oversight of funding
  - 2. Lack of oversight leads to overlapping and duplicative efforts
- ii. Governor's Drug Policy Board has the legal authority to coordinate drug abuse programs in the state (LA R.S. 49:219.3)

##### **c. Need to Coordinate Teen Pregnancy Prevention Programs (pp. 39 - 43)**

- i. DSS and Governor's Office of Women's Services both fund teen pregnancy prevention programs

1. 2 programs were being funded by both agencies; agencies have different monitoring policies and procedures
  2. Both agencies concentrate their efforts in the same area of the state (New Orleans)
- ii. Combining the 2 funding sources would reduce administrative costs
- d. Multiple Agencies Fund Battered Women's Shelters (pp. 45 - 48)**
- i. Governor's Office of Women's Services, DSS, and Louisiana Commission on Law Enforcement and Administration of Criminal Justice (within the Governor's Office) provide funds for battered women's shelters.
    1. Administration is fragmented across the three agencies
  - ii. Combining these funding sources would lead to reduced administrative costs
- e. Louisiana's Administrative Hearing Process is Fragmented (pp. 49 - 51)**
- i. Numerous state entities conduct their own administrative hearings
  - ii. LA R.S. 49:991 establishes the Division of Administrative Law within the Department of State Civil Service; LA R.S. 49:992 authorizes the Division of Administrative Law to commence and handle all adjudications; however, the same statute exempts some state boards, commissions, departments and agencies
    1. Labor and PSC are exempt from transferring cases; other agencies claim exemption for other reasons
  - iii. Consolidation of hearings could result in savings to the state
- f. Overlap in Administration of Supplemental Pay to Local Public Safety Personnel (pp. 53 - 57)**
- i. Department of the Treasury and Department of Public Safety both handle supplemental compensation but to different groups
  - ii. Neither Treasury nor DPS require parishes and municipalities to include job titles of eligible employees on supplemental pay documents
  - iii. Consolidation of this function would reduce administrative costs
- g. Two Departments Conduct Criminal Investigations (pp. 59 - 63)**
- i. State Police and Attorney General both conduct criminal investigations of the same types of offenses
  - ii. There is a lack of coordination between the two departments (e.g., both agencies investigating the same case)
  - iii. The two agencies need to develop a formal system of communication to avoid the duplication of effort
- h. Multiple Entities Regulate Gaming (pp. 65 - 71)**
- i. LA Lottery Corporation, LA Racing Commission, Office of Charitable Gaming and LA Gaming Control Board are all involved in regulating the gaming industry

- ii. State Police and Attorney General provide support services to the gaming industry
  - iii. Overlap in oversight leads to increased administrative costs and can increase inefficiency
  - iv. Potential annual cost of salaries and per diems associated with the three boards (LA Lottery Corp. Board, LA Racing Commission, and LA Gaming Control Board) is over \$365,000
- i. Multiple Entities Inspect Commercial Vehicles (pp. 73 - 82)**
- i. Two units within the Office of State Police and one within the PSC perform overlapping functions related to the inspection of motor carrier vehicles
  - ii. The Towing and Recovery Unit within the Office of State Police and the PSC inspect tow trucks and regulate the towing and recovery industry
  - iii. Most inspections take place in the same location and involve reviewing the same documents
  - iv. All entities are legislatively authorized to conduct their inspections at a combined annual cost of nearly \$5.7 million
- j. DPS and DEQ both Monitor Hazardous Materials (p. 83 - 90)**
- i. Both maintain separate databases that collect and store some of the same information on hazardous materials facilities (total cost for the 2 databases = \$5.2 million)
  - ii. Both agencies inspect the same facilities
- k. Multiple Entities Market Louisiana-Grown Products (p. 91 - 98)**
- i. DAF, DWF - LA Seafood Promotion and Marketing Board, DWF - LA Fur and Alligator Advisor Council, and DED all market various LA-grown products (total cost = \$2.9 million)
  - ii. These entities may be marketing the same products
  - iii. DED and DAF both have contract employees in Mexico (total cost = \$145,000) that have similar purposes
- l. Multiple Agencies Manage Recreational Areas (pp. 99 -104)**
- i. DOTD, DAF, DCRT, and DWF are all involved in managing recreational areas in LA
  - ii. There is no overall management plan for the state's recreational needs
- m. Two State Agencies Manage State Museums (pp. 105 - 108)**
- i. DCRT and Department of State both manage state museums which could lead to an increase in administrative costs (combined \$5.7 million)
  - ii. The functions between these two agencies overlap and can be consolidated

## V. Definitions Used

- a. Overlap - two or more agencies/departments appear to perform partially the same activities leading to the accomplishment of the same goal (p. 6)
- b. Duplicative - instances where two or more agencies/departments appear to conduct identical activities leading to the accomplishment of the same goal (p. 7)
- c. Fragmented - instances where two or more agencies/departments appear to conduct different activities leading to the accomplishment of the same goal (p. 8)

**VI. Methodology (p. 9)**

- a. Reviewed and analyzed each department's executive budget performance data and statutory information
- b. Compared the missions and goals among all of the executive branch departments
- c. Established 7 categories of government services into which all of the missions and goals fell then grouped similar ones together
- d. Did further research on programs to determine whether overlap, duplication or fragmentation existed
- e. Tried to estimate the cost of overlap or duplication using expenditure data (unaudited)
- f. Work limited to 20 executive branch departments and the Office of the Governor (boards and commissions were only included if they came to our attention)