



Recommendations from State Restructuring Commissions and Agencies

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444 N. Capitol Street, Suite 642 • Washington, DC 20001 • 202.624-5382 (phone) • 202.624.7745 (fax) • www.nasbo.org

States have experienced significant budget shortfalls since the national recession began in December 2007. As available revenues were significantly reduced, states struggled to decrease expenses, pass balanced budgets, and eliminate their budget gaps. In response, some states' executive and legislative branches created restructuring commissions to assess the operations and structure of their state government and recommend changes to improve efficiency and reduce costs. Below are a review of these restructuring commissions by state and a list of some of their recommendations. To read their complete reports, please visit their individual websites.

ARIZONA

[Commission on Privatization and Efficiency \(COPE\)](#)

Governor Jan Brewer signed Executive Order 2010-10, establishing the Commission on Privatization and Efficiency (COPE), in May 2010. The commission is mandated to evaluate each state entity and recommend measures to reduce the size and cost of the state government.

[COPE Initial Report](#)

Recommendations:

- Consolidate the different email systems into a centrally maintained system
- Implement a state-wide online database to exchange surplus property and equipment at the state level
- Performance-Based facility management and maintenance contracts for public buildings and secure-site facilities
- Arizona Department of Agriculture (ADOA) should expand inventory of real property assets to include unimproved land and property and additional property in the possession of ADOA
- Arizona State Parks should continue entering into concession agreements with private recreation firms
- Increase the use of technology to streamline processes

CALIFORNIA

[Commission on the 21st Century Economy](#)

Governor Arnold Schwarzenegger signed Executive Order S-15-09, creating the Commission on the 21st Century Economy, in July 2009. The commission is to propose reforms to the California tax structure, stabilize revenues and encourage long-term economic prosperity. The Commission's review of the state tax system was not directly prompted by the recent economic downturn.

[Commission Final Report](#)

Recommendations:

- Reduce and restructure the personal income tax
- Eliminate the corporation tax and franchisee minimum tax
- Eliminate the state general purpose sales tax
- Establish the Business Net Receipts Tax (BNRT)
- Create an independent tax dispute forum
- Establish a new rainy day reserve fund

COLORADO

[Government Efficiency and Management \(GEM\) Performance Review](#)

Governor Bill Ritter commissioned the Colorado Government Efficiency and Management Performance Review in early 2007. The review identified 91 recommendations to increase the efficiency of state government.

[GEM Review Final Report](#)

Some recommendations within categories:

- Working smarter and saving money
 - Use excess asphalt to reduce highway mowing costs
 - Use state maintenance garages more efficiently before outsourcing
 - Replace private sector engineers with new department of transportation employees
- Going green
 - Incorporate energy conservation initiatives into state buildings
 - Reduce printing and postage costs by using electronic communication
 - Reduce the number of state owned vehicles
- Controlling health care costs
 - Implement preferred drug list
 - Improve Medicaid program Integrity with fraud detection technology
- Improving public safety
 - Process parole board documents electronically
 - Upgrade Colorado Bureau of Investigation fingerprint technology
- Improving efficiency through information
 - Create web-based penalty assessment system
 - Streamline records management and storage

- Improving customer service
 - Streamline Colorado National Guard Tuition Assistance process, and licensing and permitting in the Department of Agriculture
- Improving collection and recovering funds
 - Maintain functioning ports of entry without increasing appropriations by transferring funds between budget line items
 - Collect more Title IV_E federal reimbursements for foster care services

CONNECTICUT

[Commission on Enhancing Agency Outcomes \(CEAO\)](#)

The Connecticut General Assembly passed House Bill 7007, during the September Special Session, 2009. Sec. 49 of the legislation created the Commission on Enhancing Agency Outcomes, and charged the commission to identify ways to reduce costs while enhancing quality and accessibility of services. The commission determined 51 recommendations.

[CEAO Initial Report](#)

Recommendations include:

- Consolidate 23 agencies into six state agencies
- Modify state employee pension plans and retiree health care costs
- Streamline licensing and permitting processes
- Require direct deposit for all state employee payroll checks
- Consolidate printing centers within state agencies and expand paperless processes
- Consider sharing services/purchasing with neighboring states
- Expand the use of reverse auctions for purchasing for services and products, among agencies and towns
- Statewide on-line application system
- Create statewide electronic system for state records

FLORIDA

[Office of Program Policy Analysis and Government Accountability](#)

The Office of Program Policy Analysis and Government Accountability was created by state law under the oversight of the Joint Legislative Auditing Committee as part of the Legislature. The office receives direction from state law, the presiding officers, or the Joint Legislative Auditing Committee to review agencies and programs to improve services and reduce costs.

[Legislative Recommendations Report](#)

Policy recommendations with fiscal impacts include:

- Criminal Justice
 - Review and decrease the number of correctional officers
 - Expand the Redirection Program into counties currently underserved and to gang-involved youth, before they are eligible for a residential commitment program

- Education
 - Reduce Advanced Placement program incentive funding to align more with program costs
 - Encourage school districts to maximize efficiency of their food service operations to reduce subsidies to these programs
 - Increase number of retail lottery sales terminals to make them more accessible to residents and tourists
- Government Operations
 - Revise Florida Statutes to fine overweight commercial motor carriers and impose higher penalties for each subsequent violation of the state's weight limitations
 - Raise state employee parking fees

GEORGIA

State Senate Budget Task Force

In January 2010, Lieutenant Governor Casey Cagle and the State Senate created the State Senate Budget Task Force to recommend cost cutting measures to reduce the budget in the short and long-term. The task force presented 50 recommendations.

Task Force Final Report

Recommendations include:

- Shared Services and efficiencies
 - Determine where to consolidate shared services based on economies of scale
 - Use electronic funds transfers and online employee time-keeping
- Best practices, downsizing and consolidation
 - Review agencies' core missions, reduce nonessential functions and consolidate similar agencies
 - Determine personnel requirements for agencies and decide which are larger than necessary
- Real estate and leases
 - Consolidate landscape and maintenance services contracts
 - Pursue large-scale program to reduce real estate holdings through facility consolidation or sale or leaseback of non-core facilities
- K-12 education
 - Use the Georgia Virtual School and other online providers to increase course offerings
 - Increase teacher contributions to their retirement fund
- Higher education
 - Review tuition rates to determine if they are analogous to similar institutions nationwide
 - Maximize private endowments and hold institutions accountable for reaching fundraising goals

- Indigent healthcare
 - Encourage Medicaid patients to utilize primary care clinics by charging low co-pay
 - Motivate primary care physicians to perform annual checkups to Medicaid population
 - Monitor and renegotiate prescription drug rates
- State employee healthcare
 - Encourage state employees to utilize consumer-driven healthcare plans
- Revenue
 - Ensure all businesses are properly filling taxes
 - Determine which tax exemptions should be eliminated

ILLINOIS

Governor's Taxpayer Action Board

Governor Pat Quinn appointed the Governor's Taxpayer Action Board, on March 18, 2009, to examine and recommend mechanisms to improve operations and enhance efficiency at the state government level.

TAB Report

Some recommendations within categories include:

- State-wide
 - Eliminate certain paid holidays for state employees
 - Increase technological investment
- Human Services
 - Adopt an integrated service delivery model in the Department of Human Services, Department of Children and Family Service, Department of Aging and Department of Healthcare and Family Services
 - Adjust eligibility criteria and administrative rules to receive state assistance benefits
- Medicaid
 - Promote prevention and cost-effective care management strategies
 - Pursue community-based care for the elderly and disabled as primary care option rather than institutionalized care in the long term
- Pensions
 - Institute new pension plan for new hires and increase employee contributions for current employees
- Employee and retiree health care
 - Restructure premiums so employees pay amounts more consistent with overall market trends
 - Change the model for purchasing health care
- Education
 - Consolidate K-12 school districts
 - Cap the property tax levies adjustment and revise the GSA formula

- Public Safety
 - Reduce low-risk inmate populations by allowing them to re-enter society under state supervision
- Government Operations
 - Review local government revenue sharing
 - Enhance infrastructure financing through consolidation, public-private partnerships and outsourcing

INDIANA

[Indiana Commission on Local Government Reform](#)

Governor Mitch Daniels created the Commission on Local Government Reform to recommend measures to restructure local government, reduce costs, and increase efficiency, in 2007. The commission unanimously agreed on 27 recommendations.

[Streamlining Local Government Report](#)

These recommendations include, but are not limited to the following:

- Counties
 - Create a single, unified legislative body for county government
 - Consolidate emergency public safety dispatch by county or multi-county region
 - Move funding of child welfare to state
- Townships
 - Transfer responsibilities to county executive
- Schools
 - Reorganize school districts to achieve a minimum student population of 2,000
- Cities and Towns
 - Hold all municipal elections on an even-year cycle
- Libraries and Special Districts
 - Establish library districts large enough to provide high-caliber services at lower costs
- All Local Governments
 - Expand voluntary coordination and consolidation of units and services
 - Encourage local improvement efforts using best management and business practices
- Support and Monitoring
 - Create statewide benchmarking system to provide public and policy-makers with current information about local government productivity and progress

[Department of Government Efficiency and Financial Planning](#)

The Department of Government Efficiency and Financial Planning was created within the Indiana Office of Management and Budget Planning in 2005. The department works with the executive branch to identify areas to change state government and agencies to improve performance while reducing costs.

[PROBE Initial Report](#)

Recommendations:

- Organizational Recommendations
 - Eliminate the \$250,000 fund center for Adult Vocational Education within the Department of Education (DOE), a program already exists through the Department of Workforce Development
 - Reduce the number of DOE programs and transfer funds to tuition support for school districts to spend on operating costs
- Statutory Recommendations
 - Encourage State Board of Education to develop grant amounts that tie to performance measures and individual student profiles
 - Re-examine the law that allocates funding into various areas to provide school districts an incentive to reduce non-academic instruction costs
- Operational Recommendations
 - Improved efficiency or effectiveness opportunities
 - Shared services opportunities
 - Competitive sourcing opportunities

IOWA

[State Government Reorganization Commission](#)

The Legislative Council passed Senate File 2088 in early 2010, establishing the State Government Reorganization Commission to evaluate the organization of state government to improve efficiency and reduce costs.

[Commission Initial Report](#)

Recommendations:

- E-Government
 - Continue information technology consolidation efforts
 - Encourage Legislative and Judicial Branches to participate in e-government purchasing and efficiencies
- Consolidated purchasing
 - Executive Branch agencies close loopholes
 - Review interstate and intergovernmental purchasing opportunities
- Government efficiencies
 - Streamline hiring procedures
 - Amend Code to require an review of state government every five years to ensure services are being delivered in the most cost efficient and effective way
- Creation of commissions
 - Add responsibilities to an existing commission before creating a new commission
 - Develop criteria and determine a sunset date before creating a new commission

- On-line Training
 - Incentivize the development and implementation of more web based training for internal and external customers
- Storing of records
 - Re-examine all records types and length of storage
 - Encourage use of electronic storage format
- Legislature
 - Eliminate Iowa Codes being free of charge. Establish electronic and printed price
 - Move towards only providing electronic copies

KANSAS

[Kansas Facilities Closure and Realignment Commission](#)

Governor Kathleen Sebelius signed Executive Order No. 09-01, on January 22, 2009, creating the Facilities Closure and Realignment Commission to assess state facilities and determine their possible closure and realignment.

[Commission Report](#)

Recommendations:

- Combine the Kansas State School for the Blind and the Kansas State School for the Deaf and budget them as a single entity
- Close the Rehabilitation Center for the Blind and Visually Disabled
- Rainbow Mental Health Center will remain open and Social Rehabilitation Services(SRS) will pursue public private partnerships with community hospitals
- Kansas Neurological Institute and Parsons State Hospital recommends SRS develop criteria for placement in community based services, review current residents, and Executive Reorganization Order be written clearly and strongly so savings go to expand funding for the Home and Community Based Services for Developmentally Disabled Waiver

LOUISIANA

[Commission on Streamlining Government](#)

The Louisiana State Legislature passed Senate Bill 261, in 2009, creating the Commission on Streamlining Government. The commission is charged with evaluating the programs, operations and services of state agencies to determine and recommend which functions can be eliminated, streamlined, consolidated, privatized or outsourced.

[Commission Preamble to the Final Report](#)

238 recommendations in the final report, including:

- Eliminating activities, entities, statutory dedications, and programs that are outdated, duplicative, or fall outside the scope of the results the state is trying to achieve
- Privatizing or outsourcing activities that yield greater savings and service to citizens
- Initiating efficiencies through the integration of technology
- Improving the effectiveness and efficiency in the state government employment system

MAINE

[Joint Standing Committee on Appropriations and Financial Affairs](#)

The Joint Standing Committee on Appropriations and Financial Affairs is under the Office of Fiscal and Program Review in the Maine State Legislature. It is comprised of 13 legislators, who are responsible for submitting recommendations regarding streamlining initiatives and budget reduction proposals.

[Committee Final Report](#)

Recommendations:

- Reduce General Fund allocations
- Decrease costs of public safety campaign advertisements
- Consolidate the oversight of state gaming
- Decrease amount spent on state employment advertisements in newspapers
- Reorganize custodial staff
- Consolidate IT costs
- Increase automation of pay issuance
- Eliminate multiple telephone lines
- Reorganize selected state agencies

MICHIGAN

[Legislative Commission on Government Efficiency](#)

The Michigan Legislature enacted Public Act 96 of 2007, on October 1, 2007, creating the Legislative Commission on Government Efficiency. The commission was responsible for recommending how to consolidate, streamline and make the state agencies function and operate more efficiently. The commission was repealed effective September 30, 2010.

[Commission Final Report](#)

Recommendations:

- Corrections
 - Reduce the prison population and close prisons
 - Lower salary and benefit expenses
- Local government and revenue sharing
 - Combine and restructure constitutional and statutory revenue sharing distributional formulas, though a constitutional amendment
 - Provide incentives for sharing or consolidating services
- Medicaid/Department of Community Health
 - Design Strategies include: increasing copays, using of alternative benefit plans, increasing the number of community health workers and federally qualified health clinics
 - Coverage strategies include: expanding managed care, strengthening the estate recovery law, increased community based long term care and other programming

- Higher education
 - Eliminate or restructure the Michigan Promise Grant Program to be financially need based
- K-12 education/school aid
 - Consolidations at the school district level
- Personnel practices
 - Streamline processes to reduce duplicating functions and overhead
 - Adjust salaries to compensation levels in the market
- Information technology
 - Consolidate and centralize IT systems management in all government branches
- Purchasing and strategic sourcing
 - Improve the existing purchasing system (ADPICS)
 - Identify common goods and services between state and local governments and select vendors to be used for these purchases
- Public employee health benefits
 - Hire professional consultants to review health care benefits issues and improvements
- Sustained efficiency within departments
 - Adjust supervisor to employee ratios

MINNESOTA

[Drive to Excellence](#)

Drive to Excellence was created on April 4, 2005 and continues to increase the quality and delivery of government services while reducing costs. Over the last five years, Drive to Excellence has implemented solutions for reforming and streamlining Minnesota government operations.

[Drive to Excellence Annual Report 2009](#)

Recent projects include:

- LEAN Continuous Improvement streamlined more than 110 business processes and established goals to achieve improvements in service delivery
- Enterprise Email Project under Drive to Excellence IT Governance created the Office of Enterprise Technology and allocated responsibility over statewide technology policy and assets
- Fleet Management reduced the size and better utilizes the states on road passenger vehicles
- SWIFT consolidates all the administrative functions across state agencies
- Establishment of the Office of Grants Management which standardizes and simplifies the grant procedure in state government and improves grant information available to the public
- Strategic Sourcing achieves cost savings and efficiencies through best-practice procurement strategies

NEVADA

[Spending and Government Efficiency \(SAGE\) Commission](#)

Governor Jim Gibbons established the SAGE Commission on May 7, 2008, by Executive Order, with the intent to study and recommend how to streamlining the government, reduce spending and improve government services.

[SAGE Final Report](#)

44 total recommendations, including:

- Create a program similar to the US Government Printing Office and bill all transactions electronically
- Modify retirement benefits for the Public Employee Retirement System members
- Establish statutory Evaluation and Sunset Commission to review the efficiency and necessity of state agencies, commissions and boards
- Each state agency must review costs and fees charged for services to ensure the fees cover the cost providing such services
- Undertake a pilot program at state agencies to implement changes in the budget system through a program budget with clear performance evaluation criteria
- Take an inventory of all State-owned real estate, buildings and leased facilities and appoint a task force to evaluate their uses
- Technological improvements strategy developed by the State Information Technology Advisory Board

NEW MEXICO

[Government Restructuring Task Force](#)

The New Mexico State Legislature passed House Bill 237 (Laws 2010, Chapter 101), relating to the establishment of the Government Restructuring Task Force, during the 49th Legislative Session. The task force is responsible for studying the current use of government resources, creating recommendations, and proposing legislation to promote efficiency.

Recommendations:

No recommendations available at this time. The final report will be released on December 31, 2010.

NEW YORK

[Commission on Local Government Efficiency and Competitiveness](#)

Governor Eliot Spitzer signed Executive Order No. 11 in 2007, creating the New York State Commission on Local Government Efficiency and Competitiveness. The commission is to analyze local government operations and recommend measures to improve efficiency and effectiveness.

[LGEC Final Report](#)

Recommendations:

- Regional services
 - Require all E-911 calls and police, fire and emergency medical services dispatch to be done at the county level
 - Study whether health services can be provided more efficiently at the county or multi-county level and if they should be consolidated
 - Allow multiple counties to jointly care and house inmates in a regional jail
- Modern municipal structures
 - Restructure the current municipal classification of cities, towns and villages and their differentiation of powers
 - Establish a clear process for towns or villages to consolidate with one another
- School district restructuring
 - Consolidate school districts
 - Encourage the use of Board of Cooperative Educational Services (BOCES) for back-office school district operations
- Informed & active voters
 - Create a uniform election date
- Aid & incentives to local government
 - Examine ways for local conditions, sound maintenance practices and smart growth to determine highway funding
 - Study tax assessment and collection to determine improvements or consolidation
- Addressing cost drivers
 - Increase local government and school district employees contribution to the cost of health insurance
 - Review public employee pension benefits

[Senate Task Force on Government Efficiency](#)

In early 2010, the Senate Majority Conference announced the formation of the Senate Task Force on Government Efficiency. The task force is a legislative committee charged with determining how the New York state government can more effectively manage state resources and recommend efficient solutions. No recommendations available at this time.

NORTH CAROLINA

[Budget Reform and Accountability Commission \(BRAC\)](#)

Governor Bev Perdue created the Budget Reform and Accountability Commission through Executive Order No. 5, on January 12, 2009. The goal of the commission is to maintain the core functions and services of the government in the most cost effective manner.

Recommendations:

- Consolidate information technology
- Privatize facilities maintenance in corrections
- Improve the management of statewide grants

OHIO

[Budget Planning and Management Commission](#)

In the state operating budget, the Budget Planning and Management Commission was formed to study and recommend efficiency measures to balance the state budget for fiscal years 2012 and 2013. No recommendations available at this time.

[Commission on Local Government Reform and Collaboration](#)

In 2008, the Ohio State Legislature passed the Capital Budget Bill, House Bill 652. Section 701.20 of the legislation established the Ohio Commission on Local Government Reform and Collaboration to recommend ways to increase local government efficiency and effectiveness.

[Commission Report](#)

Recommendations:

- Create seed funding to support start-up and transition costs associated with collaborative efforts
- Alter state law to enable tax revenue sharing between local governments so economic development revenue can be equitably shared within a defined region
- Encourage the General Assembly to overhaul the current joint economic development district and zone laws to make it easier for political subdivisions to understand and utilize these economic tools
- Strongly encourage regions to adopt regional economic development plans that leverage their economic strengths
- Create one-stop services for citizens and businesses
- Increase the flexibility of local governments to determine the most effective operational framework
- Permit counties to regionalize services beyond political boundaries.
- Encourage the State Library of Ohio to research issues of collaboration, mergers and consolidation of library systems

OREGON

[Governor's Reset Cabinet](#)

Governor Ted Kulongoski signed Executive Order 09-13, on September 3, 2009, establishing the Governor's Reset Cabinet. They have been directed to examine state government operations and recommend measures to create efficiencies and improve government functions to better serve their citizens.

[Reset Cabinet Full Report](#)

Recommendations:

- K-12 education
 - Develop and implement a shared service model with all districts participating
 - Create a statewide public virtual education option

- Higher education
 - Implement a student success initiative to improve rates of college attendance and completion
 - Cut Oregon University System by 15 percent for the upcoming budget to decrease the state's deficit
- Health and health care
 - Implement strategies recommended by the Oregon Health Fund Board to reduce health care expenditures
 - Direct investment of scarce resources to prevention-based services
 - Assess the public health system to determine greater efficiency and effectiveness
- Human services
 - Obtain a federal waiver to redirect the use of federal funds to better utilize community based care systems and assure all parents with substance abuse problems have access to treatment
 - Develop low cost and high impact service that will keep seniors safe, healthy and independent at home
- Public safety
 - Design a modern system of uniform, transparent and proportional sentencing guideline practices that optimize the use of prisons
 - Adopt the federal system of 15 percent earned credits for offenders
- Labor costs
 - Align state and school employees' benefits with comparable jobs in the private sector
 - Establish upper limits to health benefit costs and manage them from year to year
- Organization and efficiency
 - Continue improvements, streamlining and e-government progress
 - Consolidate small boards and commissions
- Planning and budgeting
 - Use long-term, multi-biennial budget projects to inform decisions
 - Allow the Governor the authority to make targeted reductions
- Revenue stability
 - Establish a constitutional amendment to establish an emergency budget reserve
- State and local partnerships
 - Create state-county planning council to create and expand regional service delivery structured services jointly financed and delivered by county governments and the state

PENNSYLVANIA

[Senate Government Management and Cost Study Commission](#)

During the 2009-2010 Regular Legislative Session, Senate Resolution 161 was passed, establishing the Senate Government Management and Cost Study Commission to investigate the current government operations and recommend cost-cutting measures.

Commission Final Report

Recommendations:

- Corrections
 - Reduce the prison population
 - Perform a cost analysis of operating correctional facilities to determine areas for cost reduction
- Department of General Services
 - Department of General Services should commission a study to evaluate the effective use of the state vehicle fleet
 - State employees should use least expensive travel option
- Procurement
 - Centralize information technology
 - Purchasing agent should be consolidated to the Department of General Services for purchases
- Pensions
 - Review the benefits of a unified retirement system for Commonwealth employees
- Information technology /management
 - Perform a state-wide study to determine increased coordination and consolidation of the information technology services
 - Transition to a paperless work environment through the expanded use of IT systems
- Education
 - Conduct a study of administrative functions of school districts and consolidate some of these functions at the county level
 - School districts should review the practices suggested by the Pennsylvania Association of School Business Officials in “500 Cost Reduction Strategies for Local Education Agencies” located at www.senatorargall.com/commission/052410/agenda.htm
 - Conduct energy audits by each school district to determine energy cost savings
 - Implement uniform, centralized business practices on the state level for school districts
- The General Assembly
 - Merge staff functions within the four legislative caucuses
 - Study the current per diem system in comparison to a reimbursement of actual expenses to determine potential cost savings
- Public Welfare
 - Review eligibility requirements for recipients more frequently rather than semi-annually or annually
 - Improve overall operations of County Assistance Offices

SOUTH CAROLINA

[State Agency Restructuring Study Committee](#)

The Proviso 89.136 of the FY 2010-11 General Appropriations Act was passed by the South Carolina State Legislature, creating the State Agency Restructuring Study Committee. The committee is authorized to review and recommend measures to streamline the government to maximize efficiency and effectiveness.

No recommendations are available at this time. Final report is due December 10, 2010.

TEXAS

[Legislative Budget Board](#)

The Legislative Budget Board was established in 1949 as a permanent joint committee of the Texas Legislature that develops recommendations to improve state and local government performance and operations.

[Texas Government Effectiveness and Efficiency Report](#)

Recommendations:

- General government
 - Pay all state-issued payment employees via direct deposit or electronic pay card
 - Require state facilities to control thermostat settings to achieve comfort within industry standards for energy conservation
- Employee benefits
 - Improve the State Employee Retirement System and report annually on the costs incurred by the agency
- Tax policy
 - Close loopholes to sales taxes on motor vehicles
- Health and human services
 - Reduce hospital medical errors by prohibiting payment and collecting data
 - Increase use of e-prescribing to improve patient safety and prescribing system efficiencies
- Health insurance
 - Require ranking physician health plans to meet national standards
- Criminal justice
 - Reduce prison population by reducing parole process delays
 - Improve traffic safety by banning use of wireless communication while driving
- Transportation
 - Restructure highway maintenance fee to align with cost of road maintenance and repairs
- Higher education
 - Streamline and evaluate tuition and fee exemption and waiver programs
- Public education
 - Inform public school districts of resources available to reduce support costs

[Sunset Advisory Commission](#)

The Texas Legislature created the Sunset Advisory Commission in 1977 to identify government agency inefficiency and recommends changes to improve their operations.

[Commission Report](#)

In 2009, the commission looked at 25 state agencies and made recommendations regarding their effectiveness and continuation, including:

- Texas Department of Agriculture
 - Require the Commissioner of Agriculture to appoint the members to certain boards
 - Eliminate and conform the regulation of certain activities to reflect current industry practices
- Department of Parks and Wildlife
 - Continue for 12 years
 - Evaluate and align programs with the goals in the Land and Water Resource Conservation and Recreation Plan
- Department of Transportation
 - Require comprehensive, transparent, and easily understandable planning and reporting system for transportation projects in the state
 - Transfer motor vehicle functions to the Texas Department of Motor Vehicles
- Texas State Affordable Housing Corporation
 - Continue for six years
 - Submit annual reports to the Legislature on fundraising and grant activities

UTAH

[Advisory Commission to Optimize State Government](#)

Governor Gary Herbert established the Utah Advisory Commission to Optimize State Government, in September 2009. The commission is comprised of former elected officials, business and community leaders who are to review the state government and recommend measures to improve efficiency, effectiveness and performance.

[Commission Final Report](#)

Recommendations:

- Restructure state government to drive continued efficiency improvement
- Systematically change the mix between state employee salary and benefits to better reflect private sector practices
- Leverage technology in education to lower costs and improve outcomes
- Develop and implement a strategic plan for managing prison populations
- Combat fraud, waste, and abuse through a statewide recovery audit initiative

VERMONT

[Challenges for Change](#)

Authorized by the Governor Douglas Administration and the Vermont Legislature, in Act 68 of the 2009-2010 legislative session, to report to the Joint Legislative Government Accountability Committee, Challenges for Change is responsible for determining cost saving measures to close the substantial budget gap in Vermont's fiscal 2011 general fund budget.

[Challenges for Change Report](#)

Recommendations:

- Reform performance contracting and grant making putting a greater emphasis on results as the determinant of payment
- Create a client centric results-based human service package including focusing on the client during intake and care management, empowering families to support their elderly, purchasing results and focusing designated agencies on client outcomes
- Decrease correction recidivism by investing in the Department of Corrections programs: transition housing, chemical dependency treatment programs and other proven programs
- Incentivize small school districts to consolidate and share administrative and back office functions
- Place a limit on the amount that will be reimbursed for school district administrative expenses by the state
- Increase compliance with state regulations while reducing spending by redesigning the compliance process and streamlining bureaucratic processes
- Design and implement an economic development strategy to increase jobs, GDP and personal income while spending less through consolidating programs and reallocating funds among various other programs on an outcome basis

VIRGINIA

[Government Reform & Restructuring Commission](#)

Governor Bob McDonnell issued Executive Order No. 2 in 2010, creating the Governor's Commission on Government Reform and Restructuring. The commission is to review the Virginia state government and recommend measures to improve efficiency.

[Commission Interim Report](#)

In the interim report, the commission recommends 107 items. Final report is due by December 1, 2010.

Some of the recommendations include:

- Establish standard forms for all agencies that can be filled out and processed electronically
- Reduce or eliminate surplus of real property assets provided by agencies
- Consolidate and eliminate various boards and commissions
- Agencies and departments submit one consolidated report to the General Assembly covering all topics

- Eliminate the requirement that the Virginia Department of Transportation must advertise Requests for Procurement in the newspaper
- Encourage state employees to use telework, commuting and alternative work schedules

WASHINGTON

Governor's Committee on Transforming Washington's Budget

Governor Chris Gregoire created the Governor's Committee on Transforming Washington's Budget in 2010. The committee was delegated the task of reviewing the organization and operations of the state and requested to develop a list of ideas on how to improve the efficiency of budget activities. The list is merely suggestions by at least one member of the committee. It does not reflect consensus or recommendations for what should be done. The Governor and her staff will review them and determine which ideas should be implemented to save money.

Suggested ideas include but are not limited to the following:

- State funding formula to change and increase school and district consolidation
- Consolidate the 13 Natural Resource agencies into three agencies: Department of Agriculture, Department of Environmental Regulation and Department of Resource, Recreation and Land Management
- Enhance the rainy day fund by including measures to ensure unsustainable growth is saved
- Revise the Medicaid program by increasing the use of electronic benefit transaction cards and get waivers for those mandates that obstruct health outcomes and are costly
- Incentivize the use of green power and energy efficiency measures to reduce utility bill costs and increase efficiency
- Privatize transit and ferry systems

This information was compiled by Amy Diggs, NASBO Intern. If you would like additional information, please contact Brian Sigritz (bsigritz@nasbo.org or 202-624-8439) or Scott Pattison (spattison@nasbo.org or 202-624-8804).