

**Reorganization and Efficiency Task Forces/Commissions in Other States**

| State    | Effort Name   | Initiator (Executive or Legislative) | Mission/ Goals  | Group Composition   | Workplan   | Work Started/ Completed                       | Savings Target Pre or Post Taskforce?  | Comments   | Other Issues  | Sources   |
|----------|---|--------------------------------------|---|---|--|---|--|--|---|---|
| Colorado | Government Efficiency and Management Performance Review | Executive                            | Review government services and identify possible savings, efficiencies, improved customer service and non-tax revenues.   | Team of state employees from 23 state agencies.   | Executive team worked focused  | May 2007 - June 2008                          | Savings evolved from the process: \$11 million first year; \$143.7 million over 5 years. | Report made recommendations in 7 areas plus an employee survey and contains "nearly 100 specific, actionable recommendations for improving Colorado state government operations.   | Legislature had a commission (2009) to look at spending and staffing needs in addition to the executive efforts; however, there was no focus of efficiency or recommendations.  | <a href="http://www.colorado.gov/cs/Satellite/GovRite/GOVR/1198314076903">Colorado: http://www.colorado.gov/cs/Satellite/GovRite/GOVR/1198314076903</a> and <a href="#">telephone contact with Colorado Legislative Council.</a>  |
| Hawaii   | Task Force on Reinventing Government                    | Legislative                          | To identify strategic opportunities to improve the operational and organization efficiency of state government.   | Members included two from the financial sector, two from public and private sector labor, two from the tourism industry, two from the Legislature, one from the executive branch, and one from the Judiciary. | The Task Force met a total of six times. Six primary departments and issue areas reflecting critical government functions were identified to focus on. Subcommittees were formed to examine each issue area and tasked with formulating up to five recommendations.                                | October 2009 - January 2010 (report issued)   | Did not develop savings estimates.   | Subcommittees received input from career civil servants working within the subject areas, non-governmental organizations, "clients" of the affected government services, and other stakeholders. At its final meeting the full task force adopted recommendations of the subcommittees as the recommendations of the whole.  | A common discussion ensued in each subcommittee, which the committee as a whole recognized, the need to improve the State's information technology infrastructure and capabilities. At final meeting, committee voted on each recommendation.   | <a href="http://www.capitol.hawaii.gov/site1/studies/comTRG.asp">HI Legislature -- http://www.capitol.hawaii.gov/site1/studies/comTRG.asp</a>   |
| Iowa     | State Government Reorganization Commission              | Legislative                          | To consider options for reorganizing state government to improve efficiency, modernize processes, eliminate duplication and processes, reduce costs, and increase accountability. | Two co-chairs, one from each chamber; and eight other members, four from each chamber   | Two meetings were held. The first included presentations from various executive agencies, Microsoft, and Google on efforts to achieve efficiencies. At the second meeting, the commission considered and adopted, as a whole, the recommendations for legislative standing committees to consider. | September 2009 - January 2010 (report issued) |  | The recommendations were topical such as E-government, consolidated purchasing, government efficiencies, span of control, etc. and others were by budget category such as administration and regulation, department of commerce, agriculture, etc. Some recommendations included the elimination or consolidation of boards, commissions, and divisions within agencies. | Recommendations also included directives to the executive Department of Administration Services (the counterpart to our DFA) to implement several best practices such as four-ten day schedules, telecommuting, shared services, i.e. staff, training, educational services etc; electronic pay stubs; expanded use of procurement cards; convert printed material to online documents; etc                         | <a href="http://www.legis.state.ia.us/scripts/docmgr/docmgr_comdocs.dll/showtypeinterim?id=true&amp;type=ih&amp;com=487">Iowa General Assembly - Additional Committee Information -- http://www.legis.state.ia.us/scripts/docmgr/docmgr_comdocs.dll/showtypeinterim?id=true&amp;type=ih&amp;com=487</a> |
| Michigan | Legislative Commission on Government Efficiency         | Legislature                          | To consolidate, streamline, and make more efficient the functions of state government.  | Nine members from outside government appointed by key legislative leaders and the fiscal agency director of each house.   | The workplan consisted of three phases: 1. Initial fact finding through public hearings and information gathering; 2. Issue identification and development of initial recommendations; and 3. Synthesis and final recommendations. The commission was divided into 10 working groups.              | October 2007 - October 2009                   | Savings evolved from the process and are estimated at \$1.5 billion annually.            | Recommendations are organized by function: Corrections, Local Government and Revenue Sharing, Medicaid/Department of Community Health, Higher Education, K12 Education/School Aid, Personnel practices, Information Technology, Purchasing and Strategic Sourcing, Public Employee Health Benefits, Sustained Efficiency Within Departments, and other.                  | Final Report entitled <b>Charting A Way Forward: A Path Towards Fiscal Stability for the State of Michigan</b> completed in November 2009. Commission is no longer meeting and sunsets in September 2010. A report on implementation of each recommendation is periodically published identifying status such as bills introduced, enacted, and inclusion in budget recommendations (last report February 3, 2010). | <a href="http://www.michigan.gov">Michigan.gov website and telephone contact with the Legislative Council Administrators office.</a> ( <a href="http://council.legislature.mi.gov/lcqe">http://council.legislature.mi.gov/lcqe</a> ).   |

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| New Jersey | Joint Legislative Committee on Government Consolidation and Shared Services -- on of four committees established in a special session | Legislature -- special session to reduce property tax burden | To review and formulate proposals that address the sharing of services and regionalization of functions at all levels of government.  | Six legislators, bipartisan, bicameral  | Over 3 months, held nine committee meetings and three public hearings. Received testimony from local and national experts from various sectors on consolidation of services (inc savings generated), efficiency and duplication across government sectors. Received public input by e-mail.                               | August 2006 - October 2006 | Received testimony but did not evaluate cost saving estimates. | Made 18 recommendations ranging from the creation of a permanent committee to review municipal consolidation (implemented and first report issued Jan 2010) and changing local election dates to promoting shared municipal courts and abolishing defunct commissions. Recommendations carried actions item to be taken up by the state legislature, state executive, or local governing bodies. | One of four committees established to consider property tax reform, the committee focused on the sharing of services among cities, counties and the state -- i.e. consolidation to eliminate duplication. Committee reviewed almost all services from fire and police services to public schools and their districts to court systems. Received public input by e-mail that proved "extremely useful".  | <a href="#">Final Report of the Joint Legislative Committee on Government Consolidation and Shared Services, December 1, 2006; Local Unit Alignment and Reorganization and Consolidation Commission, 2009 Progress Report, January 2009.</a> |
| Nevada     | Spending and Government Efficiency Commission (SAGE Commission)   | Executive - by executive order                               | Review executive branch agency operations and provide governor with recommendations for streamlining operations, improving customer service and maximizing the use of taxpayer dollars. | Twelve citizen member boards - 6 appointed by the governor (including a chair), 2 appointed by the Speaker of the Assembly, 1 appointed by the Assembly Minority Leader, 2 appointed by the Senate Majority Leader, 1 appointed by the Senate Minority Leader. No compensation, board members cover all their own expenses. | Over a 2 year period, monthly meetings recommendations/status report to governor every 90 days, final report due June 30, 2010. Solicited suggestions from state employees through a survey, cabinet secretaries suggested how to perform essential services for less money by making changes to procedures or processes. | May 2008 - January 2010    |  | The work was divided into horizontal services, i.e. services that cut across all agencies such as IT, and vertical services. Vertically six agencies, accounting for nearly 70% of the state's (non-education) spending were examined. Subcommittees were formed for each horizontal and vertical issue area.  | In addition to the recommendations, the commission issued a set of observations and comments including how the budgeting process districts from focusing on the big picture due to a need to deal with the minutia resulting in the same basic public services being provided by multiple agencies in a duplicative fashion without any coordination. The commission observed the lack-of-will to revisit the usefulness of a program, tax, or credit once enacted resulting in unmanageable structures and statutes. | <a href="#">Welcome :: Nevada SAGE Commission -- http://www.sagenevada.org/</a>  |

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| Utah    | Advisory Commission to Optimize State Government   | Executive                            | Make rec. to executive on how to improve gov. efficiency, enhance effectiveness and optimize performance; identify areas where innovation and efficiencies exist, explore ways to expand those measures. | Three co-chairs; 7 members; all are public members named by the governor; governor serves as chair; four ex-officio legislative members     | 1) review of near term activities (10-12 week time frame), generate information to inform the FY 11 budget process; 2) long term review (12 month process)  | September, 2009 - Ongoing (Fall 2010 for written recommendations)   |   | Committee has identified several principles to guide its work: being data driven; taking a long-term focus; targeting efforts at high-cost centers in state government; independence; recommendations that are limited in scope; open process  | Committee has received some criticism for its decision to bar the public from attending its meetings.  | <a href="http://performance.utah.gov/optimization/Utah%20Commission%20to%20Optimize%20State%20Government.pdf">http://performance.utah.gov/optimization/Utah%20Commission%20to%20Optimize%20State%20Government.pdf</a> |
| Vermont | Challenges for Change: Results for Vermonters. Steering Team Report to the Joint Legislative Government Accountability Committee | Legislative, with Executive members  | Make government more effective so that results are delivered at a lower cost to taxpayers.   | Steering Committee: three legislators (one from Senate, two from the House), two members of the executive. Committee: Bipartisan, Bicameral | Internal steering committee work to identify challenges (i.e. spending less for better results) for broad areas of government. Steering committee used an outside consulting group to guide effort. Public hearings to review progress to implement the "Challenge Act" | 2009 - Jan. 5, 2010 initial report. Legislature adopted proposal by legislation and require quarterly reports by executive on meeting "challenge" goals | \$50 million (GF and Property Tax) in FY11; \$98 million in FY12. | Initial report adopted as legislation in 2010 session, specifying the broad areas for savings and service outcomes. Quarterly reporting required on implementation, savings, and service impacts. Effort tried to refocus appropriations on results instead of outputs. Its a shift in focus toward performance-based budgeting. | A somewhat unique approach that identified savings and key service expectations upfront; seeks new approaches to achieve the stated "challenges" to government agencies. Tried specifically to avoid focusing on reorganization of state agencies. | <a href="http://www.leg.state.vt.us/fo/Challenges%20for%20Change.htm">http://www.leg.state.vt.us/fo/Challenges%20for%20Change.htm</a>   |