Bill as Introduced

HB 171 – AS INTRODUCED

2003 SESSION

03-0556
05/09

HOUSE BILL ***171***

AN ACT establishing a commission to assess the operating efficiency of state government.

SPONSORS: Rep. Moran, Hills 57; Rep. Kurk, Hills 48; Rep. Weyler, Rock 79; Rep. Leber, Merr 35; Rep. Alger, Graf 14; Sen. Peterson, Dist 11; Sen. Sapareto, Dist 19; Sen. Roberge, Dist 9; Sen. Clegg, Dist 14

COMMITTEE: Executive Departments and Administration

ANALYSIS

This bill establishes a commission to assess the operating efficiency of state government.

Explanation: Matter added to current law appears in ***bold italics.***
Matter removed from current law appears [~~in brackets and struckthrough.~~]
Matter which is either (a) all new or (b) repealed and reenacted appears in regular type.

03-0556
05/09

STATE OF NEW HAMPSHIRE

In the Year of Our Lord Two Thousand Three

AN ACT establishing a commission to assess the operating efficiency of state government.

Be it Enacted by the Senate and House of Representatives in General Court convened:

1 Commission Established. There is established a commission to assess the operating efficiency of state government. The purpose of the commission is to identify opportunities for restructuring state government that will:

I. Promote efficiency.

II. Encourage cost savings.

III. Enhance accountability and control.

IV. Improve coordination.

V. Reduce redundancy in state government.

VI. Provide better government for the taxpayer's dollar.

2 Commission Membership; Authority to Contract with Consulting Firm; Acceptance of Gifts.

I. The commission shall consist of:

(a) One member of the governor's office, appointed by the governor.

(b) One member of the house of representatives, appointed by the speaker of the house of representatives.

(c) One member of the senate, appointed by the senate president.

(d) Fifteen representatives of the private sector business community, 5 of whom shall be appointed by the governor, 5 of whom shall be appointed by the speaker of the house of representatives, and 5 of whom shall be appointed by the senate president.

II. The commission may contract with a professional consulting firm with expertise in the business management industry to achieve the commission's goals and objectives.

III. The commission may accept gifts, donations, or grants from any public or private source, provided that such gifts, donations, or grants shall be used exclusively to advance the commission's purpose and duties.

3 Objectives, Scope, and Methodology of Commission.

I. In its study of the restructuring of state government, the 6 major objectives of the commission shall be to:

(a) Examine the current structure of the executive branch of New Hampshire state government.

(b) Identify organizational weaknesses within state government that hamper efficiency, quality of service, and cost effectiveness.

(c) Review recent reorganizational activities occurring in states with demographic and economic conditions similar to those of New Hampshire.

(d) Develop recommendations and legislative proposals for reorganization and suggestions to implement needed changes.

(e) Assess the administrative efficiency, public accountability, and effectiveness of state government.

(f) Examine each executive agency, board, and commission with regard to 3 key areas:

(1) The need for and mission of the agency, board, or commission.

(2) Public accountability and effectiveness of the agency, board, or commission.

(3) The general administrative efficiency of each agency, board, or commission.

II. The commission shall adopt the following methodology in order to achieve its 6 objectives:

(a) First, the commission shall review the current organization of New Hampshire state government, and shall also review recent reorganizational activities in New Hampshire as well as those occurring in states with demographic and economic conditions similar to those of New Hampshire. The review shall include consideration of the recommendations of the 1982 Governor's Management Review; the 1991-1992 Task Force of New Hampshire State Government Operations; and the 1995-96 report of the commission to examine governmental reorganization, established in 1994, 245. In addition, the study shall involve the collection and review of documents and descriptive information regarding the state government's present organizational structure and its budgetary, demographic, and economic conditions.

(b) Second, the commission shall conduct a series of structured interviews with the persons in charge of major state departments to discuss the organization, management, operation, and control of state government programs and activities. These interviews may include discussions regarding the priorities of state programs, alternative service delivery mechanisms, and the identification of potential opportunities to streamline government operations and improve responsiveness.

(c) Third, the commission shall conduct a series of structured interviews with various interested parties including representatives of business groups, employee groups, local governments, and others. These interviews may include discussions regarding the priorities of state programs, alternative service delivery mechanisms, and the identification of potential opportunities to streamline government operations and improve responsiveness.

(d) Fourth, the commission shall present a preliminary list of issues and opportunities for restructuring state government organization in New Hampshire at a public hearing to be held no later than October 1, 2003, and to allow the commission to receive public comment regarding the purpose, objectives, scope, and conduct of this study.

(e) Fifth, the commission shall hold at least 2 meetings with state employees to receive comments on general and specific issues and potential improvements relating to New Hampshire state government.

III. The commission may request from the several departments, agencies, and officials such information and assistance as it deems necessary. The full cooperation and support of the departments, agencies, and officials is expected.

4 Chairperson. The first meeting of the commission shall be held within 45 days of the effective date of this act. The members of the commission shall elect a chairperson from among its members.

5 Reports.

I. The commission shall submit quarterly progress reports on its activities and findings to the speaker of the house of representatives, the senate president, the governor, the house clerk, the senate clerk, and the state library. The first progress report shall be submitted 3 months from the date of the first commission meeting; the remainder of the progress reports shall be submitted every 3 months thereafter.

II. The commission shall report the final results of its study, including its findings, recommendations, and any proposed legislation, to the speaker of the house of representatives, the senate president, the governor, the house clerk, the senate clerk, and the state library no later than December 1, 2004.

6 Effective Date. This act shall take effect upon its passage.

Amendments

Rep. O'Neil, Rock. 85
January 21, 2003
2003-0031h
05/09

Amendment to HB 171

Amend subparagraph I(d) of section 2 of the bill by replacing it with the following:

(d) Fifteen representatives of the private or public sector community, 5 of whom shall be appointed by the governor, 5 of whom shall be appointed by the speaker of the house of representatives, and 5 of whom shall be appointed by the senate president.

Amend subparagraph II(d) of section 3 of the bill by replacing it with the following:

(d) Fourth, the commission shall present a preliminary list of issues and opportunities for restructuring state government organization in New Hampshire at a public hearing to be held no later than July 1, 2003, and to allow the commission to receive public comment regarding the purpose, objectives, scope, and conduct of this study.

Amend the bill by replacing section 4 with the following:

4 Chairperson. The first meeting of the commission shall be held within 30 days of the effective date of this act. The members of the commission shall elect a chairperson from among its members.

Amend paragraph II of section 5 of the bill by replacing it with the following:

II. The commission shall report the final results of its study, including its findings, recommendations, and any proposed legislation, to the speaker of the house of representatives, the senate president, the governor, the house clerk, the senate clerk, and the state library no later than December 1, 2003.

Speakers

SIGN UP SHEET

To Register Opinion If Not Speaking

Bill # HB 171 Date JAN. 21, '03

Committee EDtA

**** Please Print All Information ****

Name	Address	Phone	Representing	(check one) Pro	Con
SEN. CLEGG	RM 302, SH	271-2106	Cosponsor/Dist 14	X	
Rep BILL LEBER	ANDOVER, NH		DIST 35	X	
Rep NEAL KURK				X	

Hearing Minutes

HOUSE COMMITTEE ON EXECUTIVE DEPARTMENTS AND ADMINISTRATION

PUBLIC HEARING ON HB 171

BILL TITLE: establishing a commission to assess the operating efficiency of state government.

DATE: January 21, 2003

LOB ROOM: 100 SH **Time Public Hearing Called to Order:** 1:00 PM

Time Adjourned: 2:15 PM

(please circle if present)

Committee Members: Reps. O'Neil, Hamel, Langer, Goulet, Zolla, N. Allard, Dexter, Hall, C. Robertson, Bergin, LaFlamme, Milligan, W. Field, Fitzgerald, Maybeck, Clayton, Schulze, DeJoie, Irwin, Pilotte and F. Sullivan.

Bill Sponsors: Rep. Moran, Hills 57; Rep. Kurk, Hills 48; Rep. Weyler, Rock 79; Rep. Leber, Merr 35; Rep. Alger, Graf 14; Sen. Peterson, Dist ll, Sen. Sapareto, Dist 19; Sen. Roberge, Dist 9; Sen. Clegg, Dist 14

TESTIMONY

* Use asterisk if written testimony and/or amendments are submitted.

Gov. Benson, supports bill. Bring people in from outside to provide service for our citizens. He would like it to be the first bill he signs. Three issues were paramount in his testimony. #1 it will start in 30 days not 45, #2 the public hearing will be h eld in July 2003 not October and #3 the final report will be issued in December 2003 not 2004.
Rep. Moran, primary sponsor. Supports bill. Last year's bill, HB 738 was vetoed by Gov. Shaheen. This time governor is included. Requires interview with all groups. Not funded by state, being done through private sector.
Rep. Leber, sponsor. Supports bill. Says "ditto" to all that has been said. Maybe this will give us a look at the big picture.
Q. Rep. Field: Why not look at other areas of government? ie, judicial?
A . Rep. Leber, yes
Q. Rep. Dexter, no fiscal note, how do we fund other areas?
A. commission will develop the details
*Rep. Weyler, co sponsor. Supports bill. Takes a different approach. Business sector should show us

- performance budgeting – need to look at outcome
- need to look at latest technology – as legislators we need to look at outcomes
- you get information out by bringing in creative people who have experience and ideas

Q. Rep. DeJoie, will we look at quality and adequacy of service?
A. Yes, especially with the public input. Intent is to bring business practice into state government
Q. Rep. Dexter Says 6 objectives, where is 6
A F is broken down.

Rep. Whalley, representing Speaker Chandler. Supports bill. This will bring expertise from the private and business community.
Q. Rep. Robertson I do not see a fiscal note
A. From private funds.
Q. Rep. Clayton who will oversee for checks and balances?/conflict of interest?
A. Business background – work and private interest. People who want to develop a better product. Bring the right people forward to determine what is best for us
Q. Rep. Milligan questions size of committee – can so many agree can we accomplish this big task?
A. The size of committee allows subcommittees to work to meet the deadline
Q. Rep. Dexter you feel what the governor has requested is reasonable?
A. Yes
Rep. Burling Supports concept. Assumed but not proven that business failed business – not talking about bringing in all businesses, but believes there are those who can add different ideas/eyes ie local government administrators, accountants or lawyers. Unknown who will be included. What about service providers? Customers of government who tend to be people in need: healthcare, people in jail. Things to think about. Go into this with a commitment to ask the tough questions. This should be set up as a real study, not a sham. I am looking forward to reviewing the study when it comes back to us.
Q. Rep. Pilotte Are deadlines doable?
A. It is realistic, NH citizens are capable of doing a huge amount of work in a short time
Q. Rep. Maybeck Why does governor have only 2 years?
A. An issue – if we want to have government for and by the people, why are we out passing the ? Business people? Voters want more confidence if funding came from the people. Better if it were a line in the budget.
Sen. Peterson supports bill. Last time, bill was not supported by the top. This time, the bill can success and be profitable for NH. Business models don't necessarily apply to government as he agrees with Rep. Burling. Government needs to learn how to be efficient. It has been 30 years since the last review of government efficiency. The "Citizen's Task Force" was very helpful. We don't need to fear it. Believes this legislation is better written. Different disciplines included need to consider who should sit and listen and who should testify. Thirty years to too long. Have had many internal reports, which are fine and will give valuable information. State is technologically behind. This is an opportunity to do something good. Should taxpayer's pay? Governor's Blue Ribbon Commission worked. Not concerned re: this because of funding
Q. Rep. Clayton Is business community from NH or globally?
A. This needs to be considered
Q. Are there people who would be excluded?
A. No
Q. Rep. Bergin, Line 16, page 1 – would you object to eliminating the word "business"?
A. No
Q. Rep. Robertson How does this process work? Collecting money, etc.
A. Don't know, look at page 1, line 21
Q. Rep. Irwin, who will choose the consulting firm? Interested in gifts, donations?
A. Scope is wide – majority of commission would vote – we can save a great deal with a modest investment
Q. State employees are pretty much at the tail end, is anyone going to consult with them?
A. State departments will be interviewed, they could be first. Respect is given to our state employees. They will be first, middle and end of process. An opportunity to have other people who run organization will look at ours
Q. Rep. Dexter is the order of interview important?
A. There are detailsto be considered.
Rep. Hamel We have got to take a look at the entire operation
Rep. Moran – the sequence is basically macro to micro
Sen. Roberge supports bill.

Denis Parker, representing SEA, 860-7197. He is here as a conscience of good government. He supports the governor and speaker. Purpose of government is to perform services the private sector does not. NH & VT are the only states with a 2 year governor term. This leaves little time for the governor's work to be done.

Q. Rep. Field do you anticipate any problems with whistle blowers?

A. State employees are very willing to do and support these studies

Q Rep. Pilotte would employees feel their views are not heard if someone didn't ask them

A. They want to be a part

Respectfully submitted,

Joan Schulze

Rep. Joan Schulze, Acting Clerk

Testimony

Howard L. Wilson
POBox 91
Andover,NH 03216
603-735-5427
stoneanarch@tds.net

Executive Departments & Administration Committee
100 State House January 21, 2003 1PM

Re: HB 171

An efficient government,is to be feared,maybe even more than an in-efficient government. I will admit that parts of NH's government are vastly inefficient,and that others are so efficient,that the Rights of Individuals,are at risk,from both parts.

Yes, I will endorse a study of the so-called Efficiency,of NH's government. I will fear some,or all of the possible recommendations that may come out of this study.

For Liberty,

Howard L. Wilson

HB 171

Testimony of Rep. Ken Weyler
Executive Departments & Administration Committee
Jan. 21, 2003 Room 100 1:00

1. **Government does not have the same incentives for efficiency as the private sector does. There is no competition.**

2. **Special interest groups can use the public input process to assure that they receive an inordinate share of government largesse.**

3. **The list includes government contractors, those regulated by the government, unions and senior employees.**

4. **Technology developments that produced the GDP growth of the nineties were not properly applied in government. In five budgets that I have personally reviewed, we bought the computers, but were unable to replace the administrative staff.**

5. **Even though we are not working for a profit, the business organization and technology developed in the private sector should be able to allow us to more efficiently deliver services.**

6. **The largest business sector is now services. That sector should have a lot to show us.**

7. **We are a relatively efficient state, but improvements can always be found.**

State of New Hampshire

HOUSE OF REPRESENTATIVES

CONCORD

RECEIVED
JAN 3 2006
By KW

MEMORANDUM

DATE: December 30, 2005

TO: Honorable John H. Lynch, Governor
Honorable W. Douglas Scamman, Jr., Speaker of the House
Honorable Theodore L. Gatsas, President of the Senate
Honorable Karen O. Wadsworth, House Clerk
Honorable Steven J. Winter, Senate Clerk
Michael York, State Librarian

FROM: Rep. Edward Moran
(603) 472-5912

SUBJECT: Final Report on GOVERNOR'S EFFICIENCY COMMISSION (GEC)
RECOMMENDATIONS MADE IN DECEMBER OF 2003 (HB 171 cl 2003

Attached is the GEC report which provides the recommendations made and the responses given by the designated State department and agency.

If you have any questions or comments regarding this report, please do not hesitate to contact me.

Edward P. Moran

EPM:cab

Encl.

QUANTIFIED RECOMMENDATIONS
GOVERNOR'S EFFICIENCY COMMISSION

DECEMBER, 2005

	BUSINESS SERVICES	
	RECOMMENDATIONS	**CURRENT STATUS**
	The GEC makes the following endorsements and recommendation for efficiency improvements in the area of business services provision.	
1.	The GEC endorses the development and implementation of the Department of Administrative Services led Enterprise Resource Planning (ERP) program. Many accounting, payroll, and accounts payable functions should be centralized as the new ERP computer system is implemented. • The data entry functions should remain in the agencies. • Data processing and report functions should be centralized into the Department of Administrative Services (DAS).	
2.	The GEC recommends that the Bureau of Graphic Services be used as a marketplace pilot program.	As to what was meant by "market place pilot program", this was never fully explained to us, so I can answer that it probably has not been done. However, we continue to competitively bid jobs to outside vendors (as we always have) and use competition to cut costs of state printing. This is why we were originally set up by law in 1977. We have also improved our in-house efficiency and capabilities to save the state money by doing more work in-house at less cost than the private market.

	FLEET	
	RECOMMENDATIONS	**CURRENT STATUS**
	The GEC makes the following recommendations for improving fleet management in the State of New Hampshire	
1.	Implement a comprehensive, agency-wide fleet management software system	No changes have been implemented
2.	Research, design and implement a vehicle-share program i.e.: Savings in year one $ 663,000 Savings over five years $3,793,000	No changes have been implemented

	FACILITIES	
	RECOMMENDATIONS	**CURRENT STATUS**
	The GEC makes the following recommendations to improve facilities management in New Hampshire.	
1.	Establish and enforce space utilization criteria to be applied across all agencies by the Division of Property and Plant Management (DPPM)	Space utilization criteria has been established and posted on the Bureau of Planning and Management web site. The standards are utilized for space planning and lease space solicitations. www.admin.state.nh.us/bpm
2.	Authorize the DPPM to manage all lease operations for the state	Through the passage of new legislation, Chapter 291, Laws of 2005, the Bureau of Planning and Management has been given greater authority to oversee and manage leasing of state office space throughout New Hampshire.
3.	Staff the DPPM with professionals equipped to negotiate lease contracts, strategically plan for space utilization for the state, etc.	Although Chapter 291, Laws of 2005, granted the Division of Plant and Property Management greater authority to over and manage the leasing of state office space, no new positions were created to carry out additional duties and responsibilities. The Department is currently seeking approval from Governor and Council to reclassify a

		current position within the Bureau of Court facilities to assist with contract negotiations and strategic space planning for court facilities under the direction of the Bureau of Planning and Management.
4.	Allocate resources to the DPPM sufficient to enable it to achieve these goals.	The Department of Administrative Services is looking forward to implementing many of the goals and objectives of the GEC; however, many of the initiatives cannot be accomplished without adequate resources. We look forward to working with the Legislature in the next operating budget process to obtain the required resources to accomplish these goals.
6.	Identify and implement an information technology tool to facilitate the operation of the centralized DPPM	The facilities group with Health and Human Services has acquired a facilities management tool for management of their facilities. Administrative Services is currently in the process of completing a memorandum of understanding with Health and Human Services to combine the leasing and facilities management function as allowed in Chapter 291, Laws of 2005. After this consolidation is complete in early calendar year 2006, we will explore the potential of expanding the use of this system to manage all state facilities.
7.	Update the assessment of all state properties. Building assessment should be based on replacement costs and land at fair market value. This will facilitate decisions regarding disposal, upgrading, and highest and best use.	Administrative Services would love to be able to update the assessment of all state properties, unfortunately no resources are currently available to accomplish this task. Administrative Services is looking forward to working with the Legislature in the new operating budget process to identify and obtain the necessary resources to accomplish this objective.
8.	Utilize auditors/assessors for this purpose from other agencies as possible or hire contractors for a one-time cost.	Administrative Services would love to be able to update the assessment of all state properties, unfortunately no resources are currently available to accomplish this task. Administrative Services is looking forward to working with the Legislature in the new operating budget process to identify and obtain the necessary resources to accomplish this objective.
9.	Periodically establish an advisory board to direct state planning for its future needs and to determine the disposal of land and property deemed unnecessary to the state. i.e.: Savings in year one $ 2,391,000 Savings over five years $12,345,000	Administrative Services will be glad to work with an advisory committee after adequate resources have been obtained to complete an assessment of state owned property as described above.

	CONTRACTING AND PURCHASING	
	RECOMMENDATIONS	**CURRENT STATUS**
	The GEC makes the following recommendations to improve the New Hampshire procurement process.	
1.	Expand and enhance the services of the Bureau of Purchase and Property (BPP) to provide not only hard goods procurement, but also protocols, standards and guidance on contract and service procurement.	The Bureau of Purchasing purchases over 100 million dollars worth of goods and services for state government on an annual basis. In addition, the Bureau also provides assistance to other state agencies to develop and issue RFPs and contract documents. Administrative Services is looking forward to working with the Legislature to identify and obtain the required resources to provide additional central services for state agencies.
2.	Implement a best value procurement system	The Bureau of Purchase and Property has begun to consider the total cost of ownership when procuring hard goods. Examples include: 1. Software, Hardware, Telephone Systems and Security Systems. The cost of ongoing maintenance for up to five years is included in the bid evaluation to determine the total cost of ownership instead of just the initial purchase. 2. Other hard goods such as air conditioners, appliances, and computers must be energy star rated to be considered for award therefore taking into consideration the cost of operating these devices.
3.	Establish a Request for Proposal (RFP) process to be implemented and enforced statewide that includes: • How to write bid specifications • How to set up the evaluation process • How to provide an open review of the evaluation process for bidders	The Bureau of Purchase and Property has revised their Purchasing rules and standardized many processes including RFP, RFQ and the bid process. More flexibility has been included during the bidding process including the ability to correct minor irregularities and negotiate with low bidders. The bid results are now shared electronically with vendors on the web site and vendors are notified of the results. In order to expand this to a statewide process, additional resources will be required and Administrative Services looks forward to working with the Legislature during the next operating budget process to identify and obtain the required resources to accomplish this objective.
4.	Establish a temporary procurement commission to guide change in the New Hampshire procurement system	Although we have not established a temporary procurement commission to guide change, many of the recommendations of the efficiency committee have been included in the newly revised purchasing rules. Examples include: 1. Elimination of mailing of bid and contract documents. Utilization of fax to issue bids and purchase order. 2. Posting of bid results on the web site for all vendors to view and evaluate 3. Notifying vendors if their bids are non compliant 4. Making provisions for vendors to correct minor deficiencies with their bids eliminating the need to disqualify their bids and/or their re-bids.

		5. Providing the ability to negotiate with low bidders in order to obtain better pricing. With the installation of a new ERP system over the next two years, Administrative Services looks to expand its use of technology and utilize electronic bidding, system development of bid documents, contacts, bid tabulation as well as vendor self service.
5.	Invite the National Association of State Procurement Officers (NASPO) to implement its "states helping states" program to review the procurement system in New Hampshire and help to direct the change plan.	Administrative Services has not invited NASPO to implement its "states heaping states"; however, we continue to work with NASPO to take advantage of several cost savings opportunities. Examples include: 1. Multi-state purchase of pharmaceuticals, MMCAP, over 42 states with savings of $1,200,000 per year for New Hampshire. 2. Participating on a joint contract with 31 other states (WSCA) to acquire computer equipment direct for manufacturers resulting in significant savings. 3. Administrative Services is taking the lead to create the first of several Tri-State (ME, VT, NH) joint purchases for Department of Transportation supplies and equipment. Examples: (a) VT-NH joint contract for boots resulting in 20% savings on a joint contract with approximately $250,000 per year, resulting in savings of $50,000 for both states. (b) NH-VT joint procurement for road paint resulting in savings of $257,125 for NH and VT (c) NH-VT-ME-MA joint procurement for road beads that resulted in .02 per pound or $38,720 for NH or $122,720 total for all four states.
6.	Ensure that the BPP has sufficient staff and resources to meet its expanded needs.	Administrative Services looks forward to working with the Legislature during the next operating budget process to identify and obtain the necessary resources to expand our procurement role to accomplish this objective.
7.	Implement a centralized procurement web site where it is required that all RFPs be posted.	Administrative Services has expanded our web site and continues to make improvements to make it more user friendly. We continue to make it available to all state agencies including the Office of Information Technology, Secretary of State and Public Works Design and Construction. In order to fully accomplish this goal, additional resources are required to maintain a central web site and database for all state agencies to utilize for procurement of goods and services.
8.	Require that RFPs and the associated bid history remain on the web site for two years after the bid has been awarded.	Our system has the capability of storing information regarding bids and information for up to two years. This information will be available to vendors for their review and evaluation.

9.	Limit newspaper notification of RFPs to direct readers to the central web site or to call the BPP office for details.	Governor and Council procedures still require advertising in a newspaper of general circulation for a minimum of two days. Administrative Services has been able to reduce their advertising costs significantly by reducing the size of the ads and referring bidders to the State Purchasing and/ or Planning and Management web sites for bids and/or lease space solicitations.
10.	Review and revise the purchasing dollar limit structure.	The current dollar limit requiring competitive bidding is $2,000. This is set by law. Administrative Services is directly reviewing RSA 21-I and will consider this when making recommendations for modifications to the Legislature in an upcoming legislative session.
11.	Implement and encourage the use of a state purchasing card	The Procurement Card System is on hold pending the selection of an ERP system vendor. Once a vendor is selected, Administrative Services will issue an RFP to obtain a purchasing card system.
12.	Increase cooperative purchasing where appropriate i.e.: Savings in year one $13,051,000 Savings over five years $65,352,000	Administrative Services has taken the lead to create the Tri-State purchasing group and join other consortiums such as MMCAP and WSCA as described above to leverage our buying power to procure goods and services. We are currently meeting with school administrative personnel from local school districts to facilitate a joint bid for oil, natural gas and propane in the spring of 2006.

	BOARDS AND COMMISSIONS	
	RECOMMENDATIONS	**CURRENT STATUS**
	The GEC makes the following recommendation regarding consolidation of boards and commissions.	
1.	Consolidate the office space and administrative functions of the smaller licensing boards within the Department of Health and Human Services	Unable to ascertain any discernible changes.
2.	Use the experience of the Department of Health and Human Services process as a model to proceed with consolidating boards within other New Hampshire Executive	

	Branch Departments i.e.: Savings in year one $ 519,000 Savings over five years $2,595,000	

	ALLOW THE LIQUOR COMMISSION TO OPERATE WITH GREATER INDEPENDENT AUTHORITY	
	RECOMMENDATIONS	**CURRENT STATUS**
	The GEC makes the following recommendations for improving the profitability of the Liquor Commission	
1.	Allow the Liquor Commission to operate with greater independent authority as an Enterprise Fund of the state.	This would require a legislative initiative.
2.	Immediately investigate the feasibility of building a new liquor facility on Route 93 in Salem.	The feasibility of a store at the rest stop in Salem was investigated by the Commission. There are specific restrictions on the use of this land.
3.	Conduct an analysis to determine the viability of existing stores and the need for more locations.	The Commission is always reviewing the viability of our retail store outlet locations. Within the last year, the Commission built a new store in Keene, moved the Glen store to a new facility and is currently reviewing at least two new store locations.
4.	Determine the best system for warehousing state liquor i.e.: Additional revenue in year one: $6,000,000 Additional revenue over five years $2,978,000	The Commission never saw nor discussed this recommendation and is not aware of how these revenue numbers were determined. The Commission never formally considered changes to our warehouse system.

	CLOSE THE STATE NURSERY	
	RECOMMENDATION	**CURRENT STATUS**
1.	The GEC recommends closing the nursery	The State Forest Nursery is now self funded from seedlings and timber sales and no longer utilizes General Funds. The Nursery received no general funds in the FY 05-06 budget.
2.	The GEC recommends that the 888 acres currently operated by the state nursery be brought before the facilities divestiture board established in the facilities management section of this report.	The 888 acres located at the State Forest Nursery are DRED property and are managed as a State Forest.
3.	The GEC further recommends that the board determine that any non-market services currently provided by the nursery, that are deemed necessary to the state, be undertaken by another state body such as the University of New Hampshire. i.e.: Savings in year one $ 142,000 Savings over five years $708,0000	See response # 1.

	STUDY THE ALTERNATIVES TO FIRE TOWERS	
	RECOMMENDATION	**CURRENT STATUS**
	The GEC recommends that further study include a consideration of satellite technology and the recommendations of the National Forest Service related to the use of fire towers. i.e.: Savings in year one $ 234,000 Savings over five years $1,168,000	The Division of Forests and Lands has looked at the alternative of satellite technology for forest fire detection, and has concluded that it is not a feasible option at this time. Currently, there are no states that use satellite technology as a primary means of fire detection. Drawbacks include minimum size of the fire the satellite can detect, length of time between detection and reporting, and false triggers such as hot roofs. In addition, 25% of a tower watchmen's time is spent performing non-detection related duties that cannot be replaced by satellite technology.

	ALLOW THE SWEEPSTAKES COMMISSION TO OPERATE WITH GREATER INDEPENDENT AUTHORITY	
	RECOMMENDATION	**CURRENT STATUS**
	The GEC recommends that the lottery be reorganized to operate with greater independent authority as an independent business enterprise unit of state government, not limited by the state bureaucracy, building in some of the following.	
1.	Incentives	LSR 06-2667.0 introduced for 2005-06 session.
2.	More effective advertising purchases	Advertising media was reviewed and adjusted. A new multi-media web-based advertising/marketing project will launch in early 2006.
3.	More efficient delivery system of materials	Implemented July 1, 2005
4.	Evaluation of employee productivity	An annual strategic plan is developed in cooperation with the Commission and is monitored for meeting goals.
5.	Separate bingo from the Lottery Commission	Implemented January 1, 2005 by transferring operations to the Pari-Mutuel Commission.
	Further study needs to be carried out before the GEC will be able to recommend corrective action to the Legislature. i.e.: Additional revenue in year one: $3,450,000 Additional revenue over five years: $25,875,000	

	SUPPORT AND ENDORSEMENT	
	RECOMMENDATION	**CURRENT STATUS**
	The GEC supports and endorses ongoing efficiency improvement currently underway in the Department of Health and Human Services, the Office of Information Technology, the Office of the Attorney General and efforts that are underway to address administration rulemaking inefficiencies. The GEC believes that their improvement efforts will achieve significant efficiencies and cost savings in the state and should be supported to completion and implementation.	Office of Information Technology Response: The development of the organizational structure of the Office of Information Technology (OIT) continues. Management of vacant position is being used to align resources with the needs of the organization and the customer agencies. OIT continues to work toward improving efficiency in information technology services. Unified help desk services now support 14 agencies. The unified help desk is the first step in efficient allocation of technical support resources. A review of the needs of the smaller agencies that traditionally did not have any dedicated IT support is underway and a plan to meet those needs will be delivered to the Legislature in Q4 SFY2006 (177:188). Efforts to standardize and unify IT infrastructure and services are underway. As systems and equipment reach the end of their useful life, the replacements are being implemented in a manner that is compliant with the current enterprise standards. This approach leads to efficiencies in both procurement and support.

	NH DEPARTMENT OF HEALTH AND HUMAN SERVICES	
	RECOMMENDATIONS	**CURRENT STATUS**
	The New Hampshire Department of Health and Human Services (DHHS) is the largest state agency with a fiscal 2004 budget of $1.7 billion dollars, 3,605 employees and 14 divisions. Its domain ranges from infants to the elderly, providing a broad range of social and health-related services.	
	The GEC and management of DHHS agree that there should be a continual focus on cost reduction and revenue maximization targeting cost reduction (excluding payroll) at the	Reorganization has been key to cost reduction and efficiencies. The Department recently completed a reorganization employing a shared services model to minimize overlap, better utilize same resources, and insure consistent support. Created the Bureau of Improvement and Integrity (BII) to ensure continuous

	beginning of each fiscal year. Payroll is excluded because it might be appropriate to add personnel to attain a much more significant cost reduction and insure the efficiency and effectiveness of programs while still serving the citizens of New Hampshire.	improvement and financial integrity. Having this Bureau in place allows the Department (DHHS) to be ready for future challenges and address them as they arise. Consolidated all licensing responsibilities into a new Bureau of Licensing and Certification. Consolidated three divisions (Behavioral Health, Elderly and Adult Services and Developmental Services) into the Division of Community Based Services. Integrated SURS – Surveillance and Utilization Review in BII. Continuously building upon the ability to use technology to streamline processes. Established internal audit – hired staff to do 3rd party contingency audit within BII. To address the recommendation of performance management benchmarks, the Department is making progress using the balanced scorecard. Establish contract management oversight with database tracking. HB 644 passed last session, transfers oversight of maintenance personnel and management of DHHS leased and certain state owned facilities to the Department of Administrative Services, providing for more centralized functions (in progress). Received legislative authority to enact a new assessment tool to determine Medicaid nursing home eligibility. This will allow the Department to more effectively determine the appropriate level of care needed by the recipient and utilize community resources to keep people in their homes. Establish regular "back of budget" discussion to continually monitor spending and make adjustments for an unforeseen expense.
	The GEC endorses and supports the current efforts of DHHS in reducing costs and improving efficiencies.	See the above response.

	OFFICE OF INFORMATION TECHNOLOGY	
	RECOMMENDATION	**CURRENT STATUS**
	The GEC supports the concept of consolidation of the state government's information technology (IT) resources including systems procurement and administration. The effort should increase the state's use of information technology and will ultimately improve employee efficiency, employee productivity, reduce operating costs and improve internal and external services levels. The GEC strongly recommends that the OIT consistently reports its progress to the Legislative Oversight Committee.	The Information Technology Council (RSA 4-d:4) held its first meeting in April 2005. The Office of Information Technology (OIT) has been working closely with the IT Council, which has been providing both strategic and operational guidance. The development of the NH Information Technology Plan for 2005-2009, entitled "Foundation for Transformation", was a joint effort between the executive branch agencies, OIT and the IT Council. The IT Council meets regularly with 2006 meetings expected on a bi-monthly basis. Current information about the IT Council can be found at www.oit.nh.gov/itcouncil. It is anticipated that the Legislative Oversight Committee (RSA 4-d:7) will meet in February, 2006.

	OFFICE OF THE ATTORNEY GENERAL TO CONSOLIDATE LEGAL FUNCTIONS	
	RECOMMENDATION	**CURRENT STATUS**
	By request of the New Hampshire Office of Attorney General, the National Association of Attorneys General has reviewed the operations of the New Hampshire office and made several recommendations which the office is currently implementing. In addition, the office is conducting its own internal and inter-departmental analysis regarding the delivery of legal services within and by the state. The office believes there are several	The Department of Justice formed an internal committee to study the consolidation of legal services throughout state government. This study included contacting certain Executive Branch agencies to determine the number of in-house attorneys and the functions such attorneys performed. DOJ concluded that the consistency and quality of legal advice could be improved by consolidating certain Executive Branch in-house attorneys within the DOJ, but that there were three long term issues that would need to be addressed to successfully accomplish such a consolidation: (1) Expanded building space for the DOJ to house additional attorneys; (2) Restructuring of pay grades to account for differences among DOJ and in-house attorneys; and (3) Addition of management at DOJ to supervise

	potential benefits to be gained from centralization and consolidation of legal function and services within the state. These benefits include:	additional attorneys. Given these issues, we did not believe consolidation was feasible at this time.
1.	Hiring and retention of better-qualified legal professionals	See above response.
2.	Standardized expectations from the management of legal staff	See above response.
3.	Improved accountability, supervision, internal training	See above response.
4.	Better and consistent advice provided to state offices, staff and officials	See above response.
5.	Reduction of law suits resulting from poor or inconsistent legal advice from and across the state	See above response.
	Time and resource constraints on the office will result in gradual completion of the assessment, recommendation and implementation of these efforts. The GEC endorses these efforts and would support their continuation and legislation needed to implement its recommendations.	

	ADDRESS ADMINISTRATIVE RULEMAKING INEFFICIENCIES	
	RECOMMENDATION	**CURRENT STATUS**
	The House Committee on Legislative Administration considered problems with rulemaking at about the same time that the GEC was considering them. The resulting HB 230, a bill approved by that House Committee, would, if enacted, address the need for a quick way to repeal adopted rules and also make two other helpful amendments to RSA 541-A. It also would establish a study committee to attend in more detail to rulemaking problems and their solution	HB 230, effective June 1, 2004 (Chapter 180, Laws of 2005) See expedited repeals in RSA 541-A:10-a; waiver of deadlines in RSA 541-A:40,IV; and extended conditional approval response period for boards and commissions in RSA 541-A:13,V(a).
	The rulemaking problems to be considered by the study committee include many, but not all, of the issues presented by agencies to the GEC. The two most important issues not specifically assigned to the study committee are mentioned above. Additional important issues which the GEC recommends be assigned to the study committee are:	Results of HB 230 Study Committee were in HB 354 in the 2005 session. Vetoed by the Governor 7-1-05 See veto message 7-5-05, last printed in House Calendar 11-10-05. Successor bill HB 1351 has been filed for 2006 session.
1.	The possibility of holding the various required voting meetings of groups with rulemaking authority by teleconferencing, so long as there exists a site enabling public participation in the teleconference.	Not addressed in HB 1351 as filed, but could serve as a vehicle for doing so. Section 10 of HB 1351 sets up a study committee also, which shall consider issues related to rulemaking.
2.	The possibility of faxing and emailing the required rulemaking notice to municipalities and licensees and the possibility of shortening the content of these notices as well as of newspaper published notice to: name of agency; summary of proposed rule;	Electronic notice to licensees in Section 4 of HB 1351. Other fax or electronic notice not addressed in HB 1351 as filed, but could serve as a vehicle. Electronic filing of documents under RSA 541-A is an issue for HB 1351 study committee in Section 10.

	agency contact person (including name, phone and fax numbers and email address) for a copy of the proposed rule and accommodation to disability; date, time and place of public comment hearing and last day to submit written comment on proposed rule.	
3.	The possibility of stapling forms to the proposed rules which refer to them, rather than being required to describe forms in rules test.	Section 11 of HB 1351 repeals RSA 541-A:16, I(b)(1) which requires that forms and instructions be described in rules. Stapling or filing of forms is not addressed, but HB 1351 could serve as a vehicle for addressing this.
4.	The possibility of omitting the voting meeting of a group with rulemaking authority now required to adopt an approved rule; the same group will have already approved the rule by a vote.	See answer/status in # 1
5.	The possibility of making less stringent the definition of "emergency" for the purpose of emergency rulemaking.	See answer/status in # 1

	INITIATIVES FOR FURTHER STUDY	
	Effective Implementation of Legislative Budget Assistant Audit Recommendations	
	RECOMMENDATION	**CURRENT STATUS**
	Currently the Office of the Legislative Budget Assistant (LBA) is tasked with audit and oversight of New Hampshire state agencies and practices. The LBA has, however, no mechanism or ability to enforce its recommendations. The GEC recommends that further study of various enforcement mechanisms for the LBA be undertaken. The commission or other entity charged with study of the LBA enforcement issues should explore appropriate sanctions that could be imposed on department heads, commissioners or others who fail to implement LBA recommended reforms. The study entity must also consider a means for adjudicating disagreements between the LBA recommendations and the views of the agency under review.	No commission or entity has studied different enforcement mechanisms.

	Consolidation of the College for Life Long Learning into the New Hampshire Community Technical College System.	
	RECOMMENDATION	**CURRENT STATUS**
	The GEC recommends:	
2.	That the analysis be concluded by no later than March 31, 2004.	A series of meetings was held in early 2004 by a joint task force comprised of Trustees from the University System and the Community Technical College System to analyze cost savings to be achieved by various forms of collaboration between NHCTCS and

		CLL. The group was chaired by former Governor Walter Peterson, who serves as a Trustee of both Systems. The group looked at factors that included the following: Missions of the two institutions; student body composition and enrollment patterns; faculty and staff composition and qualifications; locations and overhead costs; courses offered and degrees granted; costs to students; budgets. Concurrent with these meetings, the USNH Board of Trustees was reviewing the status and future of the College for Lifelong Learning. Their work culminated in a re-branding of the institution as "Granite State College" with a slightly new mission, however, one that retained CLL/GSC as an entity within the University System of NH.
3.	That a pilot project be conducted. This project will demonstrate opportunities for enhanced, coordinated programs, strengthened accessibility, cost savings and resource efficiencies by bringing together the program offerings of the New Hampshire College for Lifelong Learning and the New Hampshire Community Technical College System in a specific geographic/service region to be determined.	Participants identified the North Country as the ideal location for a pilot project. System and College leaders spent over a year developing a Memorandum of Understanding for co-location at NHCTC-Berlin and additional forms of collaboration. The MOU was signed on December 13, 2005. Granite State College will co-locate its Gorham/Berlin Center including its staff, programs, and services to the NHCTC Berlin Campus by January 1, 2006. The Granite State College Littleton Center already has co-located with the NHCTC Littleton Academic Center. This agreement will enhance the coordination of course offerings between the Systems, create well-defined academic pathways for students at the NHCTC Littleton Academic Center. This agreement will enhance the coordination of course offerings between the Systems, create well-defined academic pathways for students through the baccalaureate level, and will result in the sharing of resources and avoidance of duplication of courses and overhead costs.
	The GEC further recommends that the New Hampshire Community Technical College System revert to its previous governance model of one president per campus. A few years ago, the System consolidated management of six colleges from six presidents down to three (excluding the New Hampshire Technical Institute). It is questionable whether this has achieved cost savings. In addition, it has created a system that is difficult and cumbersome to manage.	NHCTCS successfully introduced legislation in the 2005 session (SB 79) to give the Board of Trustees the authority to determine the organization and administrative structure of the System. Pursuant to this authority, the Board voted in July of 2005 to uncouple merged campuses and hire three additional College Presidents. Interim Presidents were named, and national searches are currently underway for permanent presidents. System leaders anticipate new presidents will be hired during the first quarter of 2006. In conjunction with this effort, NHCTCS is working with the New England Association of Schools and Colleges (the Colleges' accrediting body) and with the US Department of Education on the procedural aspects of moving from four colleges to seven. Consistent with the expectations of the GEC, NHCTC leadership and the local communities, and that the uncoupling will ultimately be a cost-savings/revenue producing measure after some initial start-up costs.
	The New Hampshire Community Technical College System also should conduct an assessment of the highest and best use of its current facilities including site analysis,	All System Colleges have completed or are in the midst of a campus master planning process linking development of physical facilities to future program growth and/or change. The Board has created a standing committee on Facilities and Capital Projects, whose responsibilities include assessing the future physical needs of the

	planning and redesign with regard to its future mission.	colleges. The System Office has created and filled the position of Director of Capital projects, to be responsible for overseeing all capital projects System-wide and for assisting the Board and Commission in planning for future facility needs. All colleges underwent an engineering and maintenance assessment in 2004 and 2005 resulting in a prioritized list of significant maintenance needs over the next 6 years.

	A Revised Ethics Framework to Govern the Work of NH State Government	
	The GEC recommends:	**CURRENT STATUS**
1.	That the current framework for ethical decision-making by employees and officials of the Legislature and Executive branches be reviewed and revised, where necessary, to ensure that appropriate rules and guidelines are in place to direct ethical decision making by elected and appointed officials and employees serving the State of New Hampshire.	Legislation will be filed in 2006 Legislative Session to address this issue.
2.	That the overarching "Code of Conduct" be designed and implemented to provide the vision and rational for employees and officials to act with the highest ethical standards and integrity.	Legislation will be filed in 2006 Legislative Session to address this issue.
4.	That this review be undertaken by the ongoing GEC and be completed by March 2004.	Legislation will be filed in 2006 Legislative Session to address this issue.

PERSONNEL		
	RECOMMENDATIONS	**CURRENT STATUS**
1.	Implementation of a centralized hub and spokes human resource management structure	Karen Levchuk, Director, Personnel Administrative Services, requested a time extension to respond to these recommendations; she is new to the position, and has been unable to schedule a meeting with Commissioner Hill to discuss these recommendations. She will respond as soon as possible after January 9, 2006; her responses will be added to this report when provided.
2.	Implementation of a regular and frequent reporting system through the centralized hub and spokes structure whereby Personnel staff can share information and receive guidance and instruction	
3.	Establishment of a centralized training budget to be administered by the Division of Personnel, and the division shall have a discretionary budget for additional training needs	
4.	Implementation of a workforce development system by the Division of Personnel to administer and monitor a structured performance appraisal at the agency level	
5.	Reduction of general fund gross payroll and related benefits by 5% of the FY 2004 budget through normally occurring attrition and retirements	
6.	That all state employees utilizing the state health care coverage pay 10% of the premium for their respective coverage/plan	
7.	Elimination of bumping rights for classified employees	

8.	Implementation of a new budget-based efficiency incentive program	
9.	Active promotion and utilization of an individual/group incentive program for exceptional cost reduction efforts i.e.: Savings in year one $ 32,540,000 Savings over five years $162,702,000	

Voting Sheets

HOUSE COMMITTEE ON EXECUTIVE DEPARTMENTS AND ADMINISTRATION

EXECUTIVE SESSION on HB 171

BILL TITLE: **establishing a commission to assess the operating efficiency of state government.**

DATE: January 22, 2003

LOB ROOM: 100 SH

Amendments:

Sponsor: Rep. O'Neil — OLS Document #: 0031h 2003

Sponsor: Rep. — OLS Document #:

Sponsor: Rep. — OLS Document #:

Motions: OTP, OTP/A, ITL, Interim Study (Please circle one.)

Moved by Rep. O'Neil

Seconded by Rep. Goulet

Vote: 19-0 (Please attach record of roll call vote.)

Motions: OTP, OTP/A, ITL, Interim Study (Please circle one.)

Moved by Rep.

Seconded by Rep.

Vote: (Please attach record of roll call vote.)

CONSENT CALENDAR VOTE: NO

(Vote to place on Consent Calendar must be unanimous.)

Statement of Intent: Refer to Committee Report

Respectfully submitted,

Rep. Ray F. Langer, Clerk

OFFICE OF THE HOUSE CLERK 2003 SESSION

EXECUTIVE DEPARTMENTS AND ADMINISTRATION

Bill #: HB171 **Title:**

PH Date: 1/21/03 **Exec Session Date:** 1/22/03

Motion: OTP/A **Amendment #:**

MEMBER	YEAS	NAYS
O'Neil, Michael, Chairman	1	
Hamel, Albert W, V Chairman		
Langer, Ray F	2	
Goulet, Maurice E	3	
Zolla, William R	4	
Allan, Nelson S		
Dexter, Judson K	5	
Hall, Charles Q	6	
Robertson, Carl G	7	
Bergin, Peter F	8	
LaFlamme, Paul G	9	
Milligan, Robert H	10	
Field, William D	11	
Fitzgerald, James M	12	
Maybeck, Margie	13	
Clayton, William K	14	
Schulze, Joan H	15	
DeJoie, John	16	
Irwin, Anne-Marie	17	
Pilotte, Maurice L	18	
Sullivan, Francis B	19	
	19	0

TOTAL VOTE:
Printed: 1/6/2003

OFFICE OF THE HOUSE CLERK 2003 SESSION

EXECUTIVE DEPARTMENTS AND ADMINISTRATION

Bill #: HB171 **Title:**

PH Date: 1/21/03 **Exec Session Date:** 1/22/03

Motion: **Amendment #:** 0031h.

MEMBER	YEAS	NAYS
O'Neil. Michael. Chairman	1	
Hamel. Albert W. V Chairman	Not Voting	
Langer. Ray F	2	
Goulet. Maurice E	3	
Zolla. William R	4	
Allan. Nelson S	not voting	
Dexter. Judson K	5	
Hall. Charles Q	6	
Robertson. Carl G	7	
Bergin. Peter F	8	
LaFlamme. Paul G	9	
Milligan. Robert H	10	
Field. William D	11	
Fitzgerald. James M	12	
Maybeck. Margie	13	
Clayton. William K	14	
Schulze. Joan H	15	
DeJoie. John	16	
Irwin. Anne-Marie	17	
Pilotte. Maurice L	18	
Sullivan. Francis B	19	
	19/0	
TOTAL VOTE:		

Printed: 1/6/2003

Committee Report

COMMITTEE REPORT

COMMITTEE: **Executive Departments and Administration**

BILL NUMBER: **HB 171**

TITLE: establishing a commission to assess the operating efficiency of state government.

DATE: January 22, 2003 CONSENT CALENDAR YES ☐ NO ☒

☐ OUGHT TO PASS

☒ OUGHT TO PASS WITH AMENDMENT

☐ INEXPEDIENT TO LEGISLATE

☐ REFER TO COMMITTEE FOR INTERIM STUDY
(Available only in second year of biennium.)

STATEMENT OF INTENT
(Include Committee Vote)

HB 171 creates a 15-member commission to study the restructuring of New Hampshire government and develop recommendations to improve operating efficiencies. The commission will be made up of public and private sector individuals who will examine each executive agency, board and commission to access administrative efficiencies. The amendment to the bill changes the reporting dates to get the commission working immediately. Under the amendment, the commission will issue a preliminary report by July 1, 2003 and a final report by December 1, 2003. This represents a great opportunity for the legislative branch and executive branch to work together to identify areas of government improvement which will result in greater customer satisfaction at a potentially lower cost to taxpayers.

Vote 19-0.

Rep. Michael O'Neil
FOR THE COMMITTEE

Original: House Clerk
cc: Committee Bill file

USE ANOTHER REPORT FOR MINORITY REPORT

Executive Departments and Administration

HB 171, establishing a commission to assess the operating efficiency of state government. **OUGHT TO PASS WITH AMENDMENT**

Rep. Michael O'Neil for Executive Departments and Administration: HB 171 creates a 15-member commission to study the restructuring of New Hampshire government and develop recommendations to improve operating efficiencies. The commission will be made up of public and private sector individuals who will examine each executive agency, board and commission to access administrative efficiencies. The amendment to the bill changes the reporting dates to get the commission working immediately. Under the amendment, the commission will issue a preliminary report by July 1, 2003 and a final report by December 1, 2003. This represents a great opportunity for the legislative branch and executive branch to work together to identify areas of government improvement which will result in greater customer satisfaction at a potentially lower cost to taxpayers. **Vote 19-0.**

Blurb HB 171

HB 171 creates a 15 member commission to study the restructuring of NH government and develop recommendations to improve operating efficiencies. The commission will be made up of public and private sector individuals who will examine each executive agency, board, and commission to access administrative efficiencies. The amendment to the bill changes the reporting dates to get the commission working immediately. Under the amendment the commission will issue a preliminary report by July 1, 2003 and a final report by Dec. 31, 2003.

This represents a great opportunity for the legislative branch and executive branch to work together to identify areas of government improvement, which will result in greater customer satisfaction at a potentially lower cost to taxpayers.

This bill establishes an 18-member commission to conduct a systematic review of operating efficiency and effectiveness of state government. The members of the commission are to be appointed by the Governor, the Speaker of the House and Senate President. Fifteen members will be from the public and private sector. The bill requires the commission to review past reports, interview agency heads, interview interested parties from outside state government, hold a public hearing and hold meetings with state employees in order to get as much input as possible. The final report of the commission is due on December 1, 2003. Governor Benson testified in favor of this bill during the public hearing. He feels that it will provide the information and new ideas necessary to advance his goal of improving state government.

Not used