

**COMMISSION ON STREAMLINING GOVERNMENT  
INITIAL REPORT RECOMMENDATIONS  
BY SUBJECT AREA  
December 18, 2009**

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**1. Civil Service and Employee Benefits**

- 7 Department of Revenue increase number of auditors through employee definitions to increase compliance.
- 20 Department of Social Services should implement on average a 1:8 supervisor-employee report ratio.
- 31 Department of Environmental Quality reduce the workforce TO by 20 through ongoing streamlining opportunities as determined by the Secretary.
- 38 Department of Public Safety and Corrections - Public Safety Services, Department of Health and Hospitals and Department of Veterans Affairs automate time and attendance systems.
- 114 The Office of Coastal Protection and Restoration should promote cost savings by holding unfilled positions open and restricting travel.
- 121 The Public Service Commission should reduce agency membership in professional regulatory organizations.
- 134 The legislature should require that all institutions of higher education bring their Tables of Organization on budget, to the extent and in the same manner followed by other executive branch agencies.
- 135 The Office of Workforce Development and the Department of State Civil Service should begin discussions now, in anticipation of a reduction in the state workforce, to develop a plan for easing the transition of the employees from state service to private employment.
- 136 Each statewide elected official should determine, as of October 2, 2009, the number of unfilled positions authorized for the agency in its Table of Organization, Appropriated Table of Organization Full Time Equivalent (T.O.FTEs) approved by legislative appropriation, eliminate approximately 50% of those unfilled positions, and return the funds appropriated therefor to the state. In addition, each statewide elected official should not, unless otherwise approved by the Commissioner of Administration, exceed the number, considered the ceiling of occupied Non- T.O. FTEs that existed on October 2, 2009, for the remainder of the fiscal year and return any subsequent savings to the state. Collectively the number of occupied Non-T.O. FTEs for statewide elected officials (Schedule 04 and Schedule 06) was 325 on October 2, 2009.

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160	Eliminate certain unfilled positions within the executive branch of state government in response to Executive Order No. BJ2009-11.
173	Any proposal of a separation package, whether it takes the form of an early retirement program, a retirement incentive, a buyout plan in exchange for voluntary separation, or a severance package for involuntary separation, should be carefully analyzed to ensure that the total projected expense of the plan, including any actuarial costs to retirement systems or increases in the premium amounts paid for group health insurance, does not outweigh the savings to the state; specifically the recurring savings of the state should pay for the costs of the package within five years of implementation. Additionally, the state should route up to 50% of the annual savings resulting from the severance of employees receiving the separation package to the retirement system and the group health insurance provider to help fund the additional direct or indirect costs, if any, associated with implementation of the separation package. Further, the inclusion of provisions prohibiting reemployment of the voluntary participants and requiring elimination of positions held by all employees severed from employment should be strategically included in the package design to avoid "double dipping" and to maximize savings.
174	Each agency head should consider furloughs for employees as a cost-saving measure to help delay or eliminate the possibility of layoffs. Agency heads should give due consideration to the timing of such furloughs, seeking opportunities to maximize the savings while avoiding significant adverse effects on the delivery of services. For example, a regular work day immediately following or preceding a holiday seems a promising choice as many state employees take leave on those days, and many agencies experience reduced demand for services.
175	To the extent that agencies employ the retirement incentive layoff avoidance measure of Civil Service Rule 17.9, the agency should abolish the position vacated by each retiree or the agency should abolish other positions which provide the same savings that would be gained from abolition of the vacated position.
176	The legislature should consider allowing members of the Louisiana State Employees' Retirement System to purchase service credit to be used for purposes of eligibility by paying the full actuarial cost; the legislature may choose to restrict this to members who have attained the age at which they would be eligible to retire but who lack five years or less in service credit to become eligible, and to require the member to retire within 30 days of such purchase.

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177	<p>The legislative committees on retirement should continue meeting jointly to study the possibility of altering the design of the retirement plan benefit structure of the four state retirement systems to provide for decreased risk to the employer agencies and the state, increased predictability of costs, and greater portability of benefit. The committees should be cognizant of the state's exemption from social security participation and the effects of any change in that exempt status on employees as well as the state. This study should specifically include consideration of a defined contribution structure. The Commission on Streamlining Government should review any report issued by the committees as part of its ongoing duties pursuant to the provisions of Act 491 of the 2009 Regular Session.</p>
179	<p>The legislative committees on governmental affairs should meet jointly to study the current Civil Service rules and state laws governing leave accrual and accumulation and to determine whether the current structure supports the overall employment and compensation policies of the state of Louisiana. Particular emphasis should be given to a determination of whether disability insurance may be used as a substitute for or as a supplement to sick leave accrual and accumulation, and the cost, if any, of the current law and rules allowing leave balances to be converted to retirement credit.</p>
181	<p>The legislative committees on governmental affairs, retirement, appropriations, and finance should undertake a comprehensive study of the state's policies related to the employment and retention of state public servants, the compensation package offered to those public servants, the extent to which the combination of salary and benefits supports the employment and retention policies, and the adjustments, if any, to the compensation package that may be more successful in furthering employment and retention policies; after the study is complete, it is recommended that the committees present a joint report to the House of Representatives and the Senate detailing the committees' findings and recommending proposals for any changes the committees deem necessary or prudent. The Commission recommends that the joint report be issued at least thirty days before the convening of the 2011 regular legislative session.</p>
182	<p>The legislature should require each agency receiving state funding or operating with selfgenerated funds derived from fees and other assessments or interagency transfer to evaluate and justify its staffing level as part of the state budgeting process. Each agency head should consider engaging in strategic workforce planning and using that strategic plan in presenting staff justification to the legislature. An agency's strategic workforce plan should be subject to internal review and amendment at regular intervals not to exceed three years.</p>

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183	All executive branch agencies, including higher education entities, should be required to report all employees to the Department of State Civil Service and the legislature, including "T.O." and "non-T.O.", full-time equivalents, work-as-needed, "when-actually-employed," part-time, seasonal and temporary, and the head count and full-time equivalent for employees working under contract. The reporting of these additional groups of employees to Civil Service shall be at the same time, in the same manner, and to the same extent reported now or as Civil Service may require. The report to the legislature shall, at a minimum, be made as a part of the annual budgeting process; however, the legislature may require such report to be made more frequently.
184	The legislature should determine whether an agency's unclassified managers receive pay increases even if they have not complied with the requirements applicable to classified managers regarding completion of the performance reviews of the employees supervised.
185	By February 1, 2010, the Department of State Civil Service should hold mandatory education and training for all upper level management (whether classified or unclassified) and human resources staff of executive branch agencies to inform or refresh them regarding the current rules and procedures for layoffs, layoff avoidance measures, salary flexibility, and other workforce management tools. By March 15, 2010, the Department of State Civil Service and the upper level management, whether classified or unclassified, and human resources personnel of each agency should schedule and hold in-depth discussions regarding the particularized personnel needs of the agency and the tools, processes, and rules by which Civil Service can help the agency meet those needs. To the extent the current practices of Civil Service do not meet the needs of the agency, Civil Service should consider rule changes.
186	The Department of State Civil Service should coordinate with the Division of Administration to eliminate any duplication in training programs and to ensure there are no gaps in the training programs offered.
187	The Department of State Civil Service shall adopt appropriate national, regional, or state testing or certification programs that may be used in lieu of the civil service exam to determine qualifications for classified positions. The department should give due consideration to ACT WorkKeys as well as to any similar testing or certification programs. The department should balance the positive aspects of each program against any increased costs to the state as an employer or to the prospective employee as an applicant. The department should consider whether an applicant who already has a rating or certification from a public or private national, regional, or state entity should be

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	allowed, on an individual basis, to have that certification substitute for the civil service examination.
188	The Department of State Civil Service, with the support of the Legislative Auditor, should examine the supervisor-to-staff ratios, within each program in executive branch agencies and determine whether the ratio is appropriate based on the particularized circumstances and data from the industry. The department should report annually to the State Civil Service Commission, the division of administration, the Joint Legislative Committee on the Budget, and the Commission on Streamlining Government as to the programs examined, the ratio, and the propriety of that ratio. If possible, the data should be maintained in the Integrated Statewide Information System (ISIS) or any successor data information system.
189	The State Civil Service Commission should not consider an employee whose annual performance review shows he or she "meets expectations" for any pay increase which purports to be based on meritorious service or performance.
190	The Department of State Civil Service should annually report to the Joint Legislative Committee on the Budget regarding the turnover rate in state agencies and the cost associated therewith; the report should provide data on specific job classifications where the turnover rate is especially high or the cost to the state is great.
191	The legislature and the Department of State Civil Service should continue efforts to enlarge the pay bands, to provide opportunities for flattening agencies' organizational charts, to encourage use of pay-for-performance initiatives, and to widen the utilization of the dual career ladder. Additionally, the department should monitor the current performance evaluation process to ensure each agency conducts the evaluation activities in a manner that is objective and consistent, both internally and in comparison to other agencies. If the department finds that objectivity and consistency are chronically lacking, the department should inform the State Civil Service Commission and the legislature so that rules or laws may be formulated to assist the agencies in achieving objectivity and consistency in performance evaluation.
192	As a part of continuing assessment of whether the state's employment practices are meeting the goals and policies of workforce attraction and retention, it is of paramount importance to know why employees separate from service. Currently, the costs of turnover are quite large. The Department of State Civil Service should encourage each agency to conduct exit interviews with employees who sever employment and to record the reasons for the separation in the Integrated State Information System (ISIS) or other

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utilized personnel records system. If possible, the department should work with the Division of Administration to revise the turnover reasons in ISIS to make the data more meaningful and valuable. The department should include the turnover information, including reasons for separation, as a part of its reports. At least once a year, the department should report to the State Civil Service Commission, the Joint Legislative Committee on the Budget, and the Commission on Streamlining Government regarding turnover rates, reasons for separation, any recommendations for decreasing the turnover rate, and any other information the department deems important for an overall understanding of state employee turnover and the reasons for separation.

- 193 All executive branch agencies should be encouraged to utilize the maximum allowable probationary period of two years for employees hired on or after January 1, 2010. The Civil Service Commission should consider whether the minimum probationary period should be lengthened, perhaps to the current two-year maximum.
- 194 The Department of State Civil Service should encourage state agencies to take full advantage of existing special pay and rewards and recognition policies to provide employees with both monetary and nonmonetary rewards for outstanding performance. This should take place in conjunction with the implementation of the new annual pay increase system based upon the employee's annual performance review. Where the department perceives an agency to be underutilizing these tools, the department should contact the agency directly to schedule a discussion about the appropriate use of special pay, rewards and recognition, and pay-for performance options.
- 195 The Deferred Retirement Option Plans of the Louisiana State Employees' Retirement System, the Teachers' Retirement System of Louisiana, and the Louisiana School Employees' Retirement System should be closed effective January 1, 2015. Any state employee whose membership in the Louisiana State Employees' Retirement System is governed by Act 75 of the 2005 Regular Session should not be permitted to participate in the plan. Any person who enters the plan applicable to his or her system on or after January 1, 2013, should sever employment upon completion of participation in the plan. Any person who is eligible to enter the plan on or before January 1, 2015, and who has not submitted an application to enter the plan on or before January 1, 2015, should be prohibited from participation in the plan. The retirement systems should provide for early application to enter the plan for those members whose eligibility begins near the termination date of the plan but who may wish to begin participation on a date after January 1, 2015, but in no case shall such participation extend beyond the legally permissible time limitations.

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196	Each manager responsible for engaging in the Performance Planning and Review process should use the PPR forms to track each employee's productivity and level of performance by using objective information to measure actual performance against expectations.
197	The Department of State Civil Service should lower the number of classifications to 800 by December 31, 2010, and further lower the number to 600 by December 31, 2011.
198	Each agency should consider using furloughs to keep costs down. Each agency should furlough every employee one day each quarter of the 2010-2011 fiscal year. Determination of timing of furloughs is left to the agency; however, where possible the agency should consider furloughing all employees in a particular location on the same day to capture additional savings from such things as non-use of utilities.
202	Ensure that terminated, deceased or retired state employees do not get their active employee pay inappropriately.
203	Restructure teacher pay to provide incentives for education graduates to seek secondary education positions.
215	Each agency must review its historical vacancy and attrition rates and shall make strategic reductions in positions by five percent, first looking at layers of management and clerical staffing, each year for three years. Furthermore each agency should review process re-engineering and unit consolidation while preserving critical services such as public safety and direct patient care. Reductions can be achieved through outsourcing privatization and program elimination where feasible and cost effective. Each agency must report to the Commission on Streamlining Government by December of 2010 and 2011 the achieved reductions and explanation of why the target was not met. Finally, state personnel who learn new skills or increased scope of responsibility should be reviewed for pay increases using savings from staff reductions.
217	Direct the Office of Group Benefits to write an RFP to consider consolidating and outsourcing state employee group medical benefits under a single administrative provider to more effectively leverage critical mass and improve efficiency, and report the results back to the Commission on Streamlining Government. Multiple options/levels can be offered through a single provider.
218	Scale down the Louisiana Teacher Assistance and Assessment Program.

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222	<p>Should a reduction in force through voluntary or involuntary separation become necessary, whether applicable only to targeted programs or budget units or implemented across most agencies, the design process of the staff reduction plan should include discussions of a separation package which may take the form of an incentive or severance package. Prudence dictates that the details of such a package should be determined only after designation by the appropriate entity of programs to be reduced or eliminated or positions to be emptied. However, any such separation package may include three basic components: (1) a lump-sum payment, (2) provision for health insurance, and (3) provision for education or training. If the package is offered as an incentive for voluntary separation, any employee taking the incentive should be prohibited from employment with the state or from entering into a contract to provide services on behalf of the state for a period of thirty-six months. If the person is reemployed or enters a contract within the prohibition period, the person should reimburse the state the proportionate value of the incentive package. Any separation, whether voluntary or involuntary, to which a separation package applies should trigger the abolition of the position from which each employee is separated; however, if the position is critical to the mission of the agency, the agency should be permitted to abolish another position or combination of positions that represent the elimination of the same amount of salary and benefit costs from the agency's budget.</p>
227	<p>Require that the retirement plan benefit structure for the four state retirement systems be changed to a defined contribution plan for all new employees hired after July 1, 2010.</p>
235	<p>Provide that the span of control in all departments shall be a minimum of one manager per ten employees. Highly technical, policy or non-repetitive functions may have a span of control as low as one manager per five employees with the permission of the Joint Legislative Committee on the Budget.</p>

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**2. Efficiency and Benchmarking**

- 1 Reduce total number of state-owned automobiles to 2004 level over a 12 month period.
- 2 Reduce total number of automobiles by 20% and convert many agency fleets to rental over a 12 month period
- 3 Hold department heads accountable for poor safety performance by department employees.
- 5 Develop coordinated plan for consolidated collection of accounts receivable where feasible.
- 6 Require non-resident contractors to include tax ID number on each permit and proof that contractor has completely registered to do business in Louisiana.
- 7 Department of Revenue increase number of auditors through employee definitions to increase compliance.
- 9 Department of Health and Hospitals transition Medicaid to integrated delivery system with care coordination.
- 10 Department of Health and Hospitals solicit qualified providers to partially privatize centers for the developmentally disabled by transferring residents to private centers or transitioning them to community based services. Further recommends the department consolidate state run centers. These solicitations should be competitively based on cost and quality experiences and the contract should contain incentives to reduce costs and compliance with regulatory requirements.
- 12 Department of Health and Hospitals consolidate operated in-patient health services in Greater New Orleans area.
- 16 Department of Natural Resources implement a pilot program to change inspection of wells by self-reporting affidavit with appropriate penalty for non-compliance.
- 17 Require electronic reports by energy producers to the Department of Natural Resources.
- 19 Louisiana Workforce Commission eliminate Second Injury Fund over time

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20	Department of Social Services should implement on average a 1:8 supervisor-employee report ratio.
21	Place jurisdiction over all receivables by all departments in Louisiana state government with the Cash Management Review Board and require that the State Receivables Report be compiled and published no later than 60 days after the end of every quarter.
22	Direct the Division of Administration to determine the value and the "highest and best use" of each state-owned property, and develop opportunities for the state to enter into public-private development partnerships with private and non-profit public partners, chosen by competitive bid, in order to develop and manage state-owned real estate in a manner that achieves the "highest and best use" of the property, increases cash flow for taxpayers, meets smart growth principles, and satisfies the highest standards of design and environmental sustainability.
23	Develop cooperative arrangements with Arkansas and Mississippi which would identify and explore creative, synergistic opportunities to make the operation of state government and the provision of state government services more cost effective and efficient.
24	Sunset and abolish all special funds in the State Treasury and the statutes establishing such special funds, with some exceptions, as of June 30, 2011, after a full comprehensive review by the Joint Legislative Committee on the Budget by December 31, 2010.
25	The governor and the legislature authorize and direct the LSU Health System to adopt the recommendations of Alvarez and Marsal for the operation of the interim Charity Hospital in New Orleans. The governor and legislature direct every other charity hospital in Louisiana to contract for a similar financial and operational assessment with a third party private sector consulting firm, such as but not necessarily Alvarez and Marsal, that specializes and has a proven track record in turnaround management, corporate restructuring and performance improvement for institutions and their stakeholders.
26	The governor and the legislature are urged to utilize and strictly apply the criteria of Act 842 of the 2008 Regular Session with eligibility for funding being limited to organizations that are accredited or certified by the Louisiana Association of Nonprofit Organizations or nationally certified or accredited and following the content of the existing executive order which content should be made statutory. Further the Legislative Auditor and Inspector General should have ample tools and mandates to oversee these funds with all due diligence.

Recommendation #	Description
29	Department of Environmental Quality lease office & warehouse space at reduced rates from the Department of Agriculture and Forestry.
32	Department of Wildlife and Fisheries consider consolidating the litter hotline from DEQ.
33	Department of Wildlife and Fisheries consolidate the marine, inland, and wildlife facilities at the Lacombe Hatchery.
38	Department of Public Safety and Corrections - Public Safety Services, Department of Health and Hospitals and Department of Veterans Affairs automate time and attendance systems.
42	Department of Veterans Affairs re-negotiate the competitive therapy services at the veterans homes.
44	Legislation be enacted to allow reverse auctions.
45	Continue the implementation of the LaGov (ERP) project.
46	Consolidate the state's data processing assets to move to a centralized data environment.
47	Continue the implementation of e-mail as a statewide shared enterprise service.
48	Implement an IT spend analysis/agency efficiency scorecard.
49	Review, modernize and consolidate management of IT procurement.
50	Implement a single infrastructure for external health care initiatives.
51	Continue implementation of a management of enterprise network infrastructure.
52	Require at least 60% of the money in Louisiana's Capital Outlay Program be spent on road and bridge construction and maintenance through the existing priority program and at least 20% of the money in Louisiana's Capital Outlay Program be spent on deferred maintenance of state buildings, including colleges and universities, for each year of the next five years.
53	Require non-elderly, non-disabled recipients of any affordable housing or housing assistance program offered through the Louisiana Housing Finance Agency to obtain

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	formal employment in the private sector or government, and require that those recipients who claim they cannot find employment to participate in a supervised job search or in educational job training program that assists people to obtain employment or perform community service.
54	Direct all boards and commissions, except those boards responsible for administering Louisiana's retirement systems, to file electronically, on or before February 1 of each calendar year, with the Commissioner of Administration of the state of Louisiana, the Speaker of the Louisiana House of Representatives and the President of the Louisiana Senate, a financial statement setting forth in detail the assets and liabilities, including unencumbered and encumbered cash on hand, of each board and commission. Further direct all money which is not needed by these boards be subject to appropriation for any lawful purpose by the Legislature.
56	Make pretrial mediation of disputed claims filed with the Office of Workers' Compensation voluntary, which will eliminate the need for six attorney mediators at that office at an average annual savings of \$75,000 for each mediator.
58	Urge departments and agencies of state government to contract with the Department of Revenue to have their document and remittance processing performed by that department until that department's equipment is used as close to 100% of the time as is practical and possible.
59	The Louisiana Workforce Commission audit program for unemployment insurance taxes be transferred to the Department of Revenue and that no more than 75% of the monies spent by the Louisiana Workforce Commission to perform this service be appropriated annually to the Department of Revenue to perform the service.
60	Transfer the audit functions and responsibilities of the International Registration Plan currently administered by the Department of Public Safety and Corrections to the Department of Revenue, which currently performs audits for the International Fuel Tax Agreement, and require that no more than 75% of the monies spent by the Department of Public Safety and Corrections to perform these services be appropriated to the Department of Revenue to perform the services.
61	That inefficient and circular flows of tax payments and tax credits be eliminated by having the state make a direct payment to the local government or entity levying the tax or surcharge for which tax credits are taken.

Recommendation #	Description
62	All departments and agencies of Louisiana state government to the maximum extent possible contract with the Department of Public Safety and Corrections for prison labor to perform cleaning and janitorial services.
63	Direct the Department of Health and Hospitals to immediately and fully implement the provisions of LRS 22:1065 et seq., better known as the “Baby Bill,” as well as the Louisiana Health Insurance Premium Payment Program, and report to the Legislature on a semi-annual basis its results to fully implement these two provisions of Louisiana law.
64	The fixed-site scale responsibilities of the Department of Transportation and Development be transferred to the Louisiana State Police, and that the State Police be directed to achieve a savings of at least 25% in the second year through the consolidation of the responsibilities.
65	The Department of Revenue contract with willing local political subdivisions to have the department, while it is auditing for state sales taxes, to also audit for local sales taxes and be paid a reasonable fee to be negotiated between the two entities.
66	Establish single location for information technology help desk functions for all state agencies and its employees.
67	Develop plans to further integrate services of the Department of Social Services and the Louisiana Workforce Commission, especially those services where shared clientele is realized.
68	Expand current efforts to reduce unused nursing home bed capacity.
69	Develop pilot program for long-term care services for the elderly and people with adult-onset disabilities.
70	Transfer Independent Living, Community & Family Support, and Traumatic Head and Spinal Cord Injury Trust Fund programs from the Department of Social Services, Louisiana Rehabilitation Services to the Department of Health and Hospitals, Office of Aging and Adult Services.
71	Provide a tax clearance requirement for all state vendors and contractors and permit state departments and agencies to "garnish" payment to vendors and contractors doing business with the state and who also have a final judgment as to an account receivable in favor of the state.

Recommendation #	Description
72	Perform a system-wide analysis of behavioral health needs of high risk children within the child welfare and Office of Juvenile Justice systems to maximize the use of Medicaid funding. Such analysis shall be performed in-house by state employees.
74	Governor's Office on Homeland Security and Emergency Preparedness (GOHSEP) work with Louisiana's congressional delegation to identify and utilize federal funding for establishing additional shelter-capacity in-state for Louisiana residents who cannot self-evacuate and shelter during emergency periods.
75	Consolidate eligibility and enrollment functions for citizens needing services or support from Department of Social Services or Department of Health and Hospitals at no additional cost.
77	Transfer appropriate rehabilitation service functions in the Department of Social Services to the Department of Health and Hospitals and the Louisiana Workforce Commission.
78	Board of Elementary and Secondary Education study the use of digital textbooks in state schools and to report to the Legislature prior to March 2010.
79	All Louisiana public school students who have been suspended from school for more than five days in a school year or who have more than ten unexcused absences from school in a school year may be required to enroll in the Louisiana National Guard Youth Challenge Program or alternatively, be placed in the Louisiana Department of Education's Jobs for America's Graduates Program, at the discretion of the principal. Pay for increased enrollment in the Youth Challenge Program and/or the JAG Program with Minimum Foundation Program funds. Change Louisiana law to prohibit students from dropping out of school until they have reached 18 years of age.
80	Except as required by the federal government, the Louisiana Constitution, or court order, limit State General Fund appropriations in FY 10-11 and FY 11-12 for operating expenses to no more than 98% of each prior fiscal year's appropriation while, at a minimum. Providing the same kind and level of needed services as provided in the prior fiscal year through increased productivity.
81	Request an independent study of "Charity Hospital" to evaluate the overall plan and report findings to the legislature before convening of the next regular session.
82	The Department of Health and Hospitals may, to control expenditures, negotiate supplemental rebates for the Medicaid pharmacy program in conjunction with the preferred drug list. In these negotiations, the preferred drug list may be adjusted to reduce

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	costs by revising the state maximum allowable cost methodology for generic drugs, and should then require manufacturers to compete for placement on the preferred drug list based on cost when there is more than one brand in a class.
83	Direct the Department of Education and the Board of Elementary and Secondary Education to pursue student based budgeting.
84	Governor and legislature authorize the Department of Health and Hospitals to use co-pays up to ten dollars for emergency room treatment to the extent allowed by federal law and in a way that would encourage proper use of resources and discourage overuse of resources that may not be needed. Such co-pay shall not apply to services rendered for emergency conditions or services for children.
85	The Board of Regents, in collaboration and consultation with the postsecondary education management boards, study the consolidation of purchasing functions among the campuses to increase purchasing power.
87	Department of Public Safety and Corrections – Corrections Services expand its partnership with Louisiana State University Health Sciences Center - Shreveport to provide the more costly medications to inmates in the Shreveport region.
97	The Department of Health and Hospitals, Office of Aging and Adult Services implement a needs based allocation of services in the Elderly and Disabled Adult Waiver Program and the Personal Care Attendant Services Medicaid Option by the end of FY 2009-2010.
100	The Department of Insurance be given permission to buy its own telephone system, which will be an improved system, and also save \$250,000 each year, beginning with the second year after the purchase.
101	The LSU Health Care Services Division be directed, to the maximum extent possible, to execute affiliation agreements with other hospitals that have high levels of Medicare patients and a commitment to resident training in order to receive additional money from Medicare for graduate medical education, which such additional monies are currently being left on the table because of low numbers of Medicare patients in the Charity Hospital system.
102	The Department of Health and Hospitals consider reducing the administrative costs of the Louisiana Medicaid Program by at least 5%.

Recommendation #	Description
103	Develop plan to remove the state of Louisiana from the leasing of buildings and office space.
105	Every department and agency be required to: (1) Organize itself structurally for the delivery of services along uniform regional boundaries as determined by the state; (2) Shift transactions with the public to an electronic online capability as appropriate; and (3) Support regional Government Services Centers under a "mall concept" whereby citizens may go for all government services and processes that could be accessed electronically or with the help of skilled specialists. Department and agency field offices be consolidated to such centers and surplus buildings and personnel be addressed.
106	Each state department is to prepare and provide a review or an analysis of what could be changed, modified, consolidated, eliminated, streamlined, improved, and/or enhanced to ultimately permanently reduce or eliminate continuation costs or expenses in their respective department, agency, board or commission. Provide financial incentives for implementation of permanent sustainable savings.
107	Office of Juvenile Justice partner with the Department of Social Services and other stakeholders to better implement the Families in Need of Services Program with a goal of preventing youth from entering the costly juvenile justice system.
108	School districts should work with the Office of Juvenile Justice to forward local Minimum Foundation Program (MFP) funds to OJJ for students transferred to state custody and are no longer in local schools, eliminating the "double payment" for each student's education by the state and so that MFP dollars follow the student.
109	Develop, plan and explore efficiency opportunities for consolidating field sampling programs within the departments of Health and Hospitals, Environmental Quality and Wildlife and Fisheries.
110	Department of Health and Hospitals to study appropriate role and determine best future use of Villa Feliciana (VF) Medical Complex either as a medical facility or otherwise.
111	Develop, plan and explore efficiency opportunities for consolidating/leveraging of the Department of Health and Hospitals and the Department of Environmental Quality drinking water programs for testing and monitoring and transfer Lead-based Paint Program from DEQ to DHH.

Recommendation #	Description
112	The Department of Natural Resources should restructure the Office of the Secretary, Management, and the Atchafalaya Basin.
113	The permitting teams of the departments of Natural Resources, Wildlife and Fisheries, and Environmental Quality should be co-located.
114	The Office of Coastal Protection and Restoration should promote cost savings by holding unfilled positions open and restricting travel.
115	The Public Service Commission should be subjected to the criteria of full cost recovery.
116	The Public Service Commission should reduce the number of telephone lines and delete voice mail.
117	The dues and subscriptions for the entire Public Service Commission that no longer serve the agency's needs or which are too costly should be eliminated.
118	The Public Service Commission should consolidate the number of copiers and electronic devices throughout the agency.
119	The Public Service Commission should reduce the number of vehicles and implement the use of "pool vehicles".
120	The Public Service Commission should use one purchasing source with all purchase orders issued from a central location; additionally the agency should make efforts to buy in bulk, maintain an adequate inventory of supplies and equipment, and implement a requisition system for issuance statewide.
121	The Public Service Commission should reduce agency membership in professional regulatory organizations.
122	The Public Service Commission should continue to move toward electronic documentation and filing requirements to reduce paper, office supplies, postage, and other associated costs.
123	To the extent possible, the Public Service Commission should consolidate multiple investigations within a single subpoena request to reduce enforcement costs.

Recommendation #	Description
125	The Office of Coastal Protection and Restoration should continue to integrate the state's existing coastal restoration, hurricane, and flood protection efforts.
126	The Office of Coastal Protection and Restoration should continue utilizing the support, staff, science and legal services of other agencies to avoid duplication and retain efficiency.
127	The Office of Coastal Protection and Restoration should continue to develop a prioritization tool to guide funding decisions and to identify the best opportunities to restore the ecosystem and protect Louisianians from hurricane and storm damages.
128	The Office of Coastal Protection and Restoration should initiate a study to determine the appropriate roles and responsibilities of levee districts, parish governments, the state, and federal agencies involved in hurricane protection and coastal restoration efforts.
130	The Office of Coastal Protection and Restoration should continue to pursue the strategic deployment of mitigation funds to provide quicker start and faster completion of projects.
131	The Office of Coastal Protection and Restoration should continue to reduce the time it takes to complete the contracting process.
132	The Office of Coastal Protection and Restoration should work with federal partners to improve the project development and implementation process, focusing on a reduction in the time which elapses between the initiation of a concept to completion of the project.
133	The Office of Coastal Protection and Restoration should continue to improve the new project budgeting and management system.
137	Create Office of Behavioral Health within Department of Health and Hospitals to replace the current Office of Mental Health and Office of Addictive Disorders.
143	Provide that a Louisiana state prisoner, who does not have a high school diploma or who has not passed the General Education Development test (GED) certifying that he has American high school academic skills, shall have made available to him a program designed to help him pass the GED.
144	Reduce the number of Department of Transportation and Development districts by at least two districts.

Recommendation #	Description
147	Department of Transportation and Development employ the fleet management program to eliminate 20% of its cars and pickup trucks.
149	Department of Transportation and Development reduce work-related accidents by 50%, from a total of 7% to 3.5%.
150	Department of Transportation and Development approve more projects for value engineering.
152	The Department of Natural Resources field audit program for royalties be transferred to the Department of Revenue and that no more than 75% of the monies spent by the Department of Natural Resources to perform this service be appropriated annually to the Department of Revenue to perform the service.
153	State agencies, including higher education and state public hospitals, are directed to explore adoption of LEAN principles to improve efficiency, increase productivity, eliminate waste in system processes and save money.
157	Explore cost-benefits of utilizing managed print services.
158	Enable contracting methodology for value added services that transform the way employees work and improve constituent services.
159	Reduce the state automobile fleet by at least 10% prior to December 31, 2009; reduce at least an additional 10% of the 11,484 vehicles remaining prior to December 31, 2010; reduce at least an additional 10% of the 10,336 vehicles remaining prior to December 2011; emphasize pooling and convert many agency fleets to rentals.
161	Modernize the procurement statutes across all procurement areas.
163	Require the Division of Administration to pursue the development of "enterprise contracts" and require state agencies to utilize these contracts.
164	Requests the Division of Administration to develop a program to effectively monitor the performance of vendors who do business with the state.
165	Requests all state agencies, regardless of statutory or delegated authority to process their own contracts, to provide the Division of Administration information on those contracts not in the state's contract financial management system.

Recommendation #	Description
166	Requests all agencies to engage in a thorough review of private contracts to identify underperforming and low-priority contracts.
167	Inpatient capacity can be absorbed by the community hospitals in certain markets, with a renewed investment being made in outpatient and primary care access. These models should be evaluated immediately by Department of Health and Hospitals, Louisiana State University and Louisiana State University Health Care Services Division on a case by case basis in each community, and the study should be completed by December 31, 2010. In those communities where these models would be successful, the state should evolve the system to meet the needs of that community while optimizing the existing complement of non-public beds in that market. Huey P. Long Medical Center should be the first to be evaluated under this policy and an RFP should be written to outsource the acute and inpatient care for that Medical Center while planning for an outpatient clinic either within the current Huey P. Long Medical Center structure or using private providers using the DSH funds available in the future allocated between the inpatient and outpatient services.
168	Request the Division of Administration develop a web based system for management and reporting by agencies of space utilization of state leased space as well as space utilization and maintenance efforts in state owned facilities operated and maintained by agencies outside the division.
169	Governor and legislature consider converting state-owned enterprises and assets from dormant physical capital to financial capital which can be used for pressing needs.
170	Certain government services and processes be identified as activities to be funded in whole or in part through “full cost recovery” of expenses by the user or customer; that the criteria for setting the amount of cost recovery be established in consultation with the Society of Louisiana Certified Public Accountants; and the data and information used, as well as the process employed to calculate the specific charge, and any audits thereof, be displayed on the department's or agency's website.
172	Each agency and department shall engage in a thorough review of its contracts and shall reduce the Fiscal Year 2009-2010 and Fiscal Year 2010-2011 cost of such contracts by ten percent each fiscal year, subject to exceptions submitted to and approved by the Commissioner of Administration. Each exception shall be reported to the Commission on Streamlining Government. Each agency and department shall report on such review and contract cost reductions to the Commission on Streamlining Government by December 1 of each year through 2011. The word "contracts" as used in this recommendation, shall

Recommendation #

Description

not include contracts let pursuant to the Public Bid Law, contracts let pursuant to the Procurement Code, or contracts required by state or federal law. Statewide elected officials, the State Board of Elementary and Secondary Education and the Legislature are directed to reduce expenditures for private contracts with agencies by at least 10% from FY 2010 levels. Such reductions should target professional services contracts, under-performing contracts, and contracts funded exclusively with state dollars. All agency heads should review private contracts and identify underperforming and low-priority contracts, determine whether the contract is productive and fulfills an agency mission, whether the activity can be performed in-house with existing staff and budget, or if the activity should be completely eliminated. Agency heads should take immediate action and publish online an overview report at least thirty days before the 2010 Regular Session convenes. All new and renewed contracts with agencies should include information from the private entity as to the number of private sector jobs and the hours associated with each job that will be created or maintained under the contract.

- 178 The legislature should protect the provisions of Act 497 of the 2009 Regular Session which provide for application of excess investment earnings toward reduction of the unfunded accrued liabilities of the retirement systems for teachers and state employees and should capitalize on opportunities to provide additional payments when funds and circumstances allow.
- 180 The legislature should consider adopting a special, earlier prefiling date for legislation related to retirement to allow adequate time for fiscal and actuarial analysis of the effect of the proposed legislation.
- 181 The legislative committees on governmental affairs, retirement, appropriations, and finance should undertake a comprehensive study of the state's policies related to the employment and retention of state public servants, the compensation package offered to those public servants, the extent to which the combination of salary and benefits supports the employment and retention policies, and the adjustments, if any, to the compensation package that may be more successful in furthering employment and retention policies; after the study is complete, it is recommended that the committees present a joint report to the House of Representatives and the Senate detailing the committees' findings and recommending proposals for any changes the committees deem necessary or prudent. The Commission recommends that the joint report be issued at least thirty days before the convening of the 2011 regular legislative session.
- 182 The legislature should require each agency receiving state funding or operating with self generated funds derived from fees and other assessments or interagency transfer to

Recommendation #	Description
	<p>evaluate and justify its staffing level as part of the state budgeting process. Each agency head should consider engaging in strategic workforce planning and using that strategic plan in presenting staff justification to the legislature. An agency's strategic workforce plan should be subject to internal review and amendment at regular intervals not to exceed three years.</p>
199	The Department of Health and Hospitals should study the use and feasibility of telemedicine.
200	Department of Education to reduce the paperwork required of each school district for annual Pupil Progression and Advancement Plans and School Improvement Plans to “net change” documents instead of redoing the entire report yearly.
201	State Board of Elementary and Secondary Education to restructure the Minimum Foundation Program so that the MFP, as well as the federal dollars follow the child and that 80% of the MFP funds are spent on the classroom as directed by the principal of each school.
202	Ensure that terminated, deceased or retired state employees do not get their active employee pay inappropriately.
205	The Department of Natural Resources should automate data entry and privatize record archiving for the Office of Mineral Resources.
206	The Department of State Civil Service should investigate whether savings could be achieved by the coordination of recruitment efforts by state entities at individual events or locations.
207	The governor and the Legislature support and pass the Louisiana New Start Education Tax Credit Program which would (a) provide a \$4,000 refundable state income tax credit per child to parents who have a child attending a Louisiana public school that is deemed to be “academically unacceptable” by the Louisiana Department of Education and who assume the cost of their child’s education in a private or parochial school in Louisiana, and (b) provide a \$4,000 state income tax credit to any Louisiana taxpayer that donates \$4,000 to a nonprofit, scholarship-granting organization recognized by the Louisiana Department of Education which, in turn, uses the money to provide scholarships to families of children who are attending “academically unacceptable” schools in Louisiana and who elect instead to send their children to a private or parochial school in Louisiana.

Recommendation #	Description
208	Department of Public Safety and Corrections eliminate all but one of the principals supervising teachers in its education program and return the remaining principals to classroom teaching positions.
209	Centralize the hosting of current and future compatible geographic information system and "volume buy" GIS software and licenses, including local government in such purchases where appropriate.
210	Merge and assign the administration of the State Board of Elementary and Secondary Education's block grant program focused on pre-kindergarten programs for at-risk four-year-old children into the Department of Education's Cecil J. Picard LA 4 Early Childhood Program.
211	Primary responsibility for adult education resides with the Louisiana Community and Technical College System and the responsibility and funding of the Department of Education's Division of Adult and Community Education should be transferred to the system.
212	Require the State Board of Elementary and Secondary Education to terminate the pre-GED (Graduate Equivalency Diploma) Skills Options Program and direct local education agencies to re-direct funds supporting the program to approved dropout prevention programs modeled after Jobs for America's Graduates.
214	Department of Revenue charge based on full cost recovery private businesses, groups or individuals for issuing private letter rulings.
215	Each agency must review its historical vacancy and attrition rates and shall make strategic reductions in positions by five percent, first looking at layers of management and clerical staffing, each year for three years. Furthermore each agency should review process re-engineering and unit consolidation while preserving critical services such as public safety and direct patient care. Reductions can be achieved through outsourcing privatization and program elimination where feasible and cost effective. Each agency must report to the Commission on Streamlining Government by December of 2010 and 2011 the achieved reductions and explanation of why the target was not met. Finally, state personnel who learn new skills or increased scope of responsibility should be reviewed for pay increases using savings from staff reductions.
216	Department of Health and Hospitals continue implementation plan to sell and/or lease the John J. Hainkel Home and Rehabilitation Center.

Recommendation #	Description
218	Scale down the Louisiana Teacher Assistance and Assessment Program.
220	Reduce the Entertainment Workforce Program in the Department of Economic Development.
221	Provide, by statute, that one of the options for the use of excess revenue should be a recurring (permanent) tax cut for individual and corporate taxpayers, which should be budgeted.
222	Should a reduction in force through voluntary or involuntary separation become necessary, whether applicable only to targeted programs or budget units or implemented across most agencies, the design process of the staff reduction plan should include discussions of a separation package which may take the form of an incentive or severance package. Prudence dictates that the details of such a package should be determined only after designation by the appropriate entity of programs to be reduced or eliminated or positions to be emptied. However, any such separation package may include three basic components: (1) a lump-sum payment, (2) provision for health insurance, and (3) provision for education or training. If the package is offered as an incentive for voluntary separation, any employee taking the incentive should be prohibited from employment with the state or from entering into a contract to provide services on behalf of the state for a period of thirty-six months. If the person is reemployed or enters a contract within the prohibition period, the person should reimburse the state the proportionate value of the incentive package. Any separation, whether voluntary or involuntary, to which a separation package applies should trigger the abolition of the position from which each employee is separated; however, if the position is critical to the mission of the agency, the agency should be permitted to abolish another position or combination of positions that represent the elimination of the same amount of salary and benefit costs from the agency's budget.
223	Convert all agency advertising notices to electronic notification where feasible.
227	Require that the retirement plan benefit structure for the four state retirement systems be changed to a defined contribution plan for all new employees hired after July 1, 2010.
228	Reduce the site-specific fund in the Department of Economic Development, which is used to cover project-specific expenses related to business retention and recruitment efforts.

Recommendation #	Description
229	Change the supporting guarantees for Small Business Loan Guarantee Program in the Department of Economic Development.
230	Provide that the annual budget for the Crescent City Connection Division of the Department of Transportation and Development can be no more than the amount of annual tolls collected by the Crescent City Connection, which tolls cannot be raised without a two-thirds vote of the legislature.
231	Require any revisions to the final business plan for the proposed new Charity Hospital in New Orleans previously approved by the Joint Legislative Committee on the Budget in 2007 to be resubmitted for approval to the Joint Legislative Committee on the Budget prior to the sale of bonds by the governing corporation or the State.
232	Provide that no vendor whose contract with the state has been cancelled for nonperformance shall be eligible to contract with the state for 5 years.
233	The governor and the Legislature increase no state tax or fee to deal with the current budgetary shortfall.
234	To provide that annual spending per secure commitment bed in the Office of Juvenile Justice be reduced to the Southern average, as long as the reduction does not interfere with the transfer or implementation of the Missouri Model.
235	Provide that the span of control in all departments shall be a minimum of one manager per ten employees. Highly technical, policy or non-repetitive functions may have a span of control as low as one manager per five employees with the permission of the Joint Legislative Committee on the Budget.
237	Require the Department of Public Safety and Corrections, Corrections Services to explore legislation and rule making to identify any administrative efficiencies and potential cost savings.
238	Direct the Louisiana Sentencing Commission to complete its work and provide the Legislature with recommendations for the 2010 Regular Session that will improve public safety and be cost effective to taxpayers.

Recommendation #	Description
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### 3. IT Integration

- 17 Require electronic reports by energy producers to the Department of Natural Resources.
- 36 Department of Public Safety and Corrections - Public Safety Services implement a vendor operated mail room, and print and mail systems.
- 38 Department of Public Safety and Corrections - Public Safety Services, Department of Health and Hospitals and Department of Veterans Affairs automate time and attendance systems.
- 44 Legislation be enacted to allow reverse auctions.
- 45 Continue the implementation of the LaGov (ERP) project.
- 46 Consolidate the state's data processing assets to move to a centralized data environment.
- 47 Continue the implementation of e-mail as a statewide shared enterprise service.
- 48 Implement an IT spend analysis/agency efficiency scorecard.
- 49 Review, modernize and consolidate management of IT procurement.
- 51 Continue implementation of a management of enterprise network infrastructure.
- 54 Direct all boards and commissions, except those boards responsible for administering Louisiana's retirement systems, to file electronically, on or before February 1 of each calendar year, with the Commissioner of Administration of the state of Louisiana, the Speaker of the Louisiana House of Representatives and the President of the Louisiana Senate, a financial statement setting forth in detail the assets and liabilities, including unencumbered and encumbered cash on hand, of each board and commission. Further direct all money which is not needed by these boards be subject to appropriation for any lawful purpose by the Legislature.
- 55 State government create a website modeled after the "Where the Money Goes: Window on State Government and Transparency at Work in Texas" website provided by the Texas Comptroller of Public Accounts which is a user friendly website containing a database on state spending searchable by state agency, payee and category of expense, and which includes a virtual check register updated daily and available twenty-four hours a day.

Recommendation #	Description
	Louisiana state government also assimilate into this new website the best practices and user-friendly nature exhibited by the state of Utah's "transparent.utah.gov" website, which is dedicated to the transparency and accountability of Utah's government finances.
57	The Department of Revenue be authorized and directed to establish provisions on its website so that taxpayers may ask questions about tax notices and receive answers online, through email, and that allow taxpayers to file an appeal of an alleged delinquency online.
66	Establish single location for information technology help desk functions for all state agencies and its employees.
67	Develop plans to further integrate services of the Department of Social Services and the Louisiana Workforce Commission, especially those services where shared clientele is realized.
76	Automate Department of Natural Resource's oil and gas permitting and reporting processes under the Office of Conservation.
78	Board of Elementary and Secondary Education study the use of digital textbooks in state schools and to report to the Legislature prior to March 2010.
118	The Public Service Commission should consolidate the number of copiers and electronic devices throughout the agency.
122	The Public Service Commission should continue to move toward electronic documentation and filing requirements to reduce paper, office supplies, postage, and other associated costs.
124	The Public Service Commission should maintain and retain information obtained through the subpoena process in a database to avoid duplication of requests for records that must be purchased.
125	The Office of Coastal Protection and Restoration should continue to integrate the state's existing coastal restoration, hurricane, and flood protection efforts.
154	Requests the Division of Administration to evaluate various alternative IT funding models.

Recommendation #	Description
156	Research outsourcing imaging and content management services for ERP integration.
162	Create a database of commodity based procurement to include services across the state in order that the state can make more strategic decisions in developing contracts.
163	Require the Division of Administration to pursue the development of "enterprise contracts" and require state agencies to utilize these contracts.
168	Request the Division of Administration develop a web based system for management and reporting by agencies of space utilization of state leased space as well as space utilization and maintenance efforts in state owned facilities operated and maintained by agencies outside the division.
169	Governor and legislature consider converting state-owned enterprises and assets from dormant physical capital to financial capital which can be used for pressing needs.
171	Directs the Board of Elementary and Secondary Education to broadcast and archive its meetings online.
188	The Department of State Civil Service, with the support of the Legislative Auditor, should examine the supervisor-to-staff ratios, within each program in executive branch agencies and determine whether the ratio is appropriate based on the particularized circumstances and data from the industry. The department should report annually to the State Civil Service Commission, the division of administration, the Joint Legislative Committee on the Budget, and the Commission on Streamlining Government as to the programs examined, the ratio, and the propriety of that ratio. If possible, the data should be maintained in the Integrated Statewide Information System (ISIS) or any successor data information system.
192	As a part of continuing assessment of whether the state's employment practices are meeting the goals and policies of workforce attraction and retention, it is of paramount importance to know why employees separate from service. Currently, the costs of turnover are quite large. The Department of State Civil Service should encourage each agency to conduct exit interviews with employees who sever employment and to record the reasons for the separation in the Integrated State Information System (ISIS) or other utilized personnel records system. If possible, the department should work with the Division of Administration to revise the turnover reasons in ISIS to make the data more meaningful and valuable. The department should include the turnover information, including reasons for separation, as a part of its reports. At least once a year, the

Recommendation #	Description
	<p>department should report to the State Civil Service Commission, the Joint Legislative Committee on the Budget, and the Commission on Streamlining Government regarding turnover rates, reasons for separation, any recommendations for decreasing the turnover rate, and any other information the department deems important for an overall understanding of state employee turnover and the reasons for separation.</p>
199	<p>The Department of Health and Hospitals should study the use and feasibility of telemedicine.</p>
205	<p>The Department of Natural Resources should automate data entry and privatize record archiving for the Office of Mineral Resources.</p>
209	<p>Centralize the hosting of current and future compatible geographic information system and "volume buy" GIS software and licenses, including local government in such purchases where appropriate.</p>
223	<p>Convert all agency advertising notices to electronic notification where feasible.</p>
224	<p>Department of Public Safety and Corrections - Public Safety Services, outsource Information Technology applications and services where appropriate to improve operating efficiencies and realize savings.</p>

Recommendation #	Description
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**4. Elimination of Duplicative and Non-Essential Services**

- 1 Reduce total number of state-owned automobiles to 2004 level over a 12 month period.
- 2 Reduce total number of automobiles by 20% and convert many agency fleets to rental over a 12 month period.
- 5 Develop coordinated plan for consolidated collection of accounts receivable where feasible.
- 28 Department of Environmental Quality issue the RFP for the outsourcing of the DEQ Laboratory Services Division and eliminate an administrator position as part of the outsourcing of lab services.
- 29 Department of Environmental Quality lease office & warehouse space at reduced rates from the Department of Agriculture and Forestry.
- 30 Department of Environmental Quality cease operations of its library.
- 52 Require at least 60% of the money in Louisiana's Capital Outlay Program be spent on road and bridge construction and maintenance through the existing priority program and at least 20% of the money in Louisiana's Capital Outlay Program be spent on deferred maintenance of state buildings, including colleges and universities, for each year of the next five years.
- 56 Make pretrial mediation of disputed claims filed with the Office of Workers' Compensation voluntary, which will eliminate the need for six attorney mediators at that office at an average annual savings of \$75,000 for each mediator.
- 61 That inefficient and circular flows of tax payments and tax credits be eliminated by having the state make a direct payment to the local government or entity levying the tax or surcharge for which tax credits are taken.
- 64 The fixed-site scale responsibilities of the Department of Transportation and Development be transferred to the Louisiana State Police, and that the State Police be directed to achieve a savings of at least 25% in the second year through the consolidation of the responsibilities.

Recommendation #	Description
65	The Department of Revenue contract with willing local political subdivisions to have the department, while it is auditing for state sales taxes, to also audit for local sales taxes and be paid a reasonable fee to be negotiated between the two entities.
70	Transfer Independent Living, Community & Family Support, and Traumatic Head and Spinal Cord Injury Trust Fund programs from the Department of Social Services, Louisiana Rehabilitation Services to the Department of Health and Hospitals, Office of Aging and Adult Services.
73	Merge Capitol Police from within the Division of Administration into the Department of Public Safety & Corrections, Public Safety Services.
74	Governor's Office on Homeland Security and Emergency Preparedness (GOHSEP) work with Louisiana's congressional delegation to identify and utilize federal funding for establishing additional shelter-capacity in-state for Louisiana residents who cannot self-evacuate and shelter during emergency periods.
75	Consolidate eligibility and enrollment functions for citizens needing services or support from Department of Social Services or Department of Health and Hospitals at no additional cost.
77	Transfer appropriate rehabilitation service functions in the Department of Social Services to the Department of Health and Hospitals and the Louisiana Workforce Commission.
105	Every department and agency be required to: (1) Organize itself structurally for the delivery of services along uniform regional boundaries as determined by the state; (2) Shift transactions with the public to an electronic online capability as appropriate; and (3) Support regional Government Services Centers under a "mall concept" whereby citizens may go for all government services and processes that could be accessed electronically or with the help of skilled specialists. Department and agency field offices be consolidated to such centers and surplus buildings and personnel be addressed.
106	Each state department is to prepare and provide a review or an analysis of what could be changed, modified, consolidated, eliminated, streamlined, improved, and/or enhanced to ultimately permanently reduce or eliminate continuation costs or expenses in their respective department, agency, board or commission. Provide financial incentives for implementation of permanent sustainable savings.

Recommendation #	Description
107	Office of Juvenile Justice partner with the Department of Social Services and other stakeholders to better implement the Families in Need of Services Program with a goal of preventing youth from entering the costly juvenile justice system.
108	School districts should work with the Office of Juvenile Justice to forward local Minimum Foundation Program (MFP) funds to OJJ for students transferred to state custody and are no longer in local schools, eliminating the "double payment" for each student's education by the state and so that MFP dollars follow the student.
109	Develop, plan and explore efficiency opportunities for consolidating field sampling programs within the departments of Health and Hospitals, Environmental Quality and Wildlife and Fisheries.
111	Develop, plan and explore efficiency opportunities for consolidating/leveraging of the Department of Health and Hospitals and the Department of Environmental Quality drinking water programs for testing and monitoring and transfer Lead-based Paint Program from DEQ to DHH.
113	The permitting teams of the departments of Natural Resources, Wildlife and Fisheries, and Environmental Quality should be co-located.
124	The Public Service Commission should maintain and retain information obtained through the subpoena process in a database to avoid duplication of requests for records that must be purchased.
126	The Office of Coastal Protection and Restoration should continue utilizing the support, staff, science and legal services of other agencies to avoid duplication and retain efficiency.
128	The Office of Coastal Protection and Restoration should initiate a study to determine the appropriate roles and responsibilities of levee districts, parish governments, the state, and federal agencies involved in hurricane protection and coastal restoration efforts.
137	Create Office of Behavioral Health within Department of Health and Hospitals to replace the current Office of Mental Health and Office of Addictive Disorders.
138	Department of Transportation and Development eliminate its airplane.

Recommendation #	Description
139	Department of Transportation and Development eliminate four ferry routes (Melville, White Castle, Reserve and New Roads).
144	Reduce the number of Department of Transportation and Development districts by at least two districts.
146	Department of Transportation and Development outsource maintenance operations to the private sector and sell production equipment not used except for emergency equipment.
147	Department of Transportation and Development employ the fleet management program to eliminate 20% of its cars and pickup trucks.
152	The Department of Natural Resources field audit program for royalties be transferred to the Department of Revenue and that no more than 75% of the monies spent by the Department of Natural Resources to perform this service be appropriated annually to the Department of Revenue to perform the service.
159	Reduce the state automobile fleet by at least 10% prior to December 31, 2009; reduce at least an additional 10% of the 11,484 vehicles remaining prior to December 31, 2010; reduce at least an additional 10% of the 10,336 vehicles remaining prior to December 2011; emphasize pooling and convert many agency fleets to rentals.
160	Eliminate certain unfilled positions within the executive branch of state government in response to Executive Order No. BJ2009-11.
186	The Department of State Civil Service should coordinate with the Division of Administration to eliminate any duplication in training programs and to ensure there are no gaps in the training programs offered.
210	Merge and assign the administration of the State Board of Elementary and Secondary Education's block grant program focused on pre-kindergarten programs for at-risk four-year-old children into the Department of Education's Cecil J. Picard LA 4 Early Childhood Program.
211	Primary responsibility for adult education resides with the Louisiana Community and Technical College System and the responsibility and funding of the Department of Education's Division of Adult and Community Education should be transferred to the system.

Recommendation #	Description
212	Require the State Board of Elementary and Secondary Education to terminate the pre-GED (Graduate Equivalency Diploma) Skills Options Program and direct local education agencies to re-direct funds supporting the program to approved dropout prevention programs modeled after Jobs for America's Graduates.
213	Department of Public Safety and Corrections, Public Safety Services eliminate the Oil Spill Coordinator's public outreach program.
219	Eliminate the workforce grant program in the Department of Economic Development as the Louisiana Fast Start program is operational.
225	Department of Social Services eliminate the Earned Income Tax Credit technical support program since it is not within the core competency of the department.
226	Require that the FAIR and COASTAL Plans be administered pursuant to the laws governing the plans that were in effect before the adoption of Act 1133 of the 2003 regular legislative session creating the Citizens Property Insurance Corporation, and that Citizens cease all operations after its debts are paid off and if private insurance and/or the FAIR and COASTAL plans are established.

Recommendation #	Description
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**5. Outsourcing, Prioritization, and Risk Management**

- 3 Hold department heads accountable for poor safety performance by department employees.
- 4 Hire a safety consulting firm, where necessary, to train poorly performing department personnel to prevent work-related accidents.
- 8 Move department of Social Services printing and mail operations to private company.
- 9 Department of Health and Hospitals transition Medicaid to integrated delivery system with care coordination.
- 10 Department of Health and Hospitals solicit qualified providers to partially privatize centers for the developmentally disabled by transferring residents to private centers or transitioning them to community based services. Further recommends the department consolidate state run centers. These solicitations should be competitively based on cost and quality experiences and the contract should contain incentives to reduce costs and compliance with regulatory requirements.
- 11 Department of Health and Hospitals implement a competitive bid process to redirect services from public health units to local providers (such as FQHC's & RHC's).
- 13 Department of Health and Hospitals review RFP to privatize community homes, independent living clients and extended family living.
- 14 Department of Public Safety & Corrections, Corrections Services review RFP to outsource all aspects of food services.
- 15 Department of Natural Resources review RFP to outsource data entry for archiving lease records.
- 18 Issue an RFP to look at the possibility of outsourcing the workers' compensation claims management process to a private company and eliminate fraud by getting rid of the on-line claims system.
- 22 Direct the Division of Administration to determine the value and the "highest and best use" of each state-owned property, and develop opportunities for the state to enter into public-private development partnerships with private and non-profit public partners,

Recommendation #	Description
	chosen by competitive bid, in order to develop and manage state-owned real estate in a manner that achieves the "highest and best use" of the property, increases cash flow for taxpayers, meets smart growth principles, and satisfies the highest standards of design and environmental sustainability.
25	The governor and the legislature authorize and direct the LSU Health System to adopt the recommendations of Alvarez and Marsal for the operation of the interim Charity Hospital in New Orleans. The governor and legislature direct every other charity hospital in Louisiana to contract for a similar financial and operational assessment with a third party private sector consulting firm, such as but not necessarily Alvarez and Marsal, that specializes and has a proven track record in turnaround management, corporate restructuring and performance improvement for institutions and their stakeholders.
27	Louisiana Workforce Commission write an RFP to privatize the issuance & distribution of certificates to one-stop participants.
28	Department of Environmental Quality issue the RFP for the outsourcing of the DEQ Laboratory Services Division and eliminate an administrator position as part of the outsourcing of lab services.
34	Department of Public Safety and Corrections - Public Safety Services outsource background checks.
35	Department of Public Safety and Corrections - Public Safety Services outsource the Hazardous Materials 24-hour hotline.
36	Department of Public Safety and Corrections - Public Safety Services implement a vendor operated mail room, and print and mail systems.
37	Department of Public Safety and Corrections - Public Safety Services consider outsourcing commercial fleet registration for interstate jurisdictions.
39	Department of Public Safety and Corrections - Public Safety Services consider outsourcing the centralized call center to a location in Louisiana.
40	Department of Veterans Affairs consider consolidating pharmacy services at the veterans homes though an RFP.

Recommendation #	Description
41	Department of Veterans Affairs consider outsourcing the physician services at the veterans homes through an RFP.
43	Department of Veterans Affairs evaluate outsourcing or re-negotiate the food contracts at the veterans homes.
86	Department of Wildlife and Fisheries write an RFP to outsource control of aquatic plants.
88	Direct the Office of Juvenile Justice to privatize health care services in secure care through an RFP.
89	Direct the Office of Juvenile Justice to privatize pharmacy services in secure care through an RFP.
90	Office of Juvenile Justice consider privatizing laundry services in secure care through an RFP.
91	The Military Department consider outsourcing billeting on their installations through an RFP.
92	The Military Department consider outsourcing utilities on their installations through an RFP.
93	The Military Department consider outsourcing fixed charge services on their installations through an RFP.
94	The Military Department consider outsourcing upgrades/replacement of sewerage treatment and waste water collections on expanding bases through an RFP.
95	The Military Department consider outsourcing and improving fleet utilization through an RFP.
96	The Department of Health and Hospitals establish a competitive procurement process for operation of inpatient mental health institutions and/or certain services provided at the institutions, and include in the solicitations a requirement for constructing new facilities without using any state debt.

Recommendation #	Description
98	The Department of Health and Hospitals implement a competitive procurement process for Personal Care Services to reduce the number of providers in each department administrative region.
99	The Department of Health and Hospitals write an RFP to privatize secure residential services for persons found "Not Guilty by Reason of Insanity" and the "Lockhart" population.
104	Create a privatization and outsourcing unit within the Division of Administration having appropriate experience and expertise and provide that such unit is a resource for all departments and agencies considering or implementing privatization or outsourcing regardless of which department controls the asset or the service being privatized or outsourced. The unit will serve as a center of functional excellence for privatization and outsourcing.
111	Develop, plan and explore efficiency opportunities for consolidating/leveraging of the Department of Health and Hospitals and the Department of Environmental Quality drinking water programs for testing and monitoring and transfer Lead-based Paint Program from DEQ to DHH.
129	The Coastal Protection and Restoration Authority should ensure that the Office of Coastal Protection and Restoration engages in the third party, project-level technical review known as Independent Technical Review (ITR) that provides recommendations concerning project plans and designs.
131	The Office of Coastal Protection and Restoration should continue to reduce the time it takes to complete the contracting process.
132	The Office of Coastal Protection and Restoration should work with federal partners to improve the project development and implementation process, focusing on a reduction in the time which elapses between the initiation of a concept to completion of the project.
140	Department of Public Safety and Corrections – Corrections Services outsource their pharmaceutical services.
141	Department of Public Safety and Corrections – Corrections Services outsource the collection of probation and parole fees.

Recommendation #	Description
142	Governor's Office of Homeland Security and Emergency Preparedness explore outsourcing commodity inventory while maintaining the same quality of emergency preparedness.
145	Department of Transportation and Development outsource all testing labs to private labs outfitted to perform all testing.
146	Department of Transportation and Development outsource maintenance operations to the private sector and sell production equipment not used except for emergency equipment.
148	Department of Transportation and Development outsource at least 80% of its design engineering to the private sector, with emphasis on the large jobs. The 20% of design engineering retained would involve small bridge and turning lane jobs.
149	Department of Transportation and Development reduce work-related accidents by 50%, from a total of 7% to 3.5%.
150	Department of Transportation and Development approve more projects for value engineering.
151	All departments and agencies in Louisiana state government be required to obtain the approval of the Joint Committee on the Budget of the Louisiana Legislature in order to retain a management consultant in a contract equal to or greater than \$50,000 per year. The personal appearance or written application for approval of the Joint Legislative Committee on the Budget shall explain the following: (1) Why the department or agency needs to hire an outside consultant. (2) How the service provided by the outside consultant conforms to the mission of the department or agency. (3) Why the service of the outside consultant cannot be performed by a regular employee or employees of the department or agency. (4) How the outside consultant was selected. (5) What action the department or agency will take to satisfy the need that the outside consultant is being hired to address if the Joint Legislative Committee on the Budget does not approve the contract. (6) The number of employees who will be working under the contract, by head count, full time equivalence and qualifications. (7) The number of hours and amount of compensation, including salary and benefits, paid to all employees under the contract. All information shall be provided in a format prescribed by the Joint Legislative Committee on the Budget.
155	Research outsourcing print and mail infrastructure across all agencies and departments.

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156	Research outsourcing imaging and content management services for ERP integration.
157	Explore cost-benefits of utilizing managed print services.
159	Reduce the state automobile fleet by at least 10% prior to December 31, 2009; reduce at least an additional 10% of the 11,484 vehicles remaining prior to December 31, 2010; reduce at least an additional 10% of the 10,336 vehicles remaining prior to December 2011; emphasize pooling and convert many agency fleets to rentals.
162	Create a database of commodity based procurement to include services across the state in order that the state can make more strategic decisions in developing contracts.
163	Require the Division of Administration to pursue the development of "enterprise contracts" and require state agencies to utilize these contracts.
165	Requests all state agencies, regardless of statutory or delegated authority to process their own contracts, to provide the Division of Administration information on those contracts not in the state's contract financial management system.
166	Requests all agencies to engage in a thorough review of private contracts to identify underperforming and low-priority contracts.
167	Inpatient capacity can be absorbed by the community hospitals in certain markets, with a renewed investment being made in outpatient and primary care access. These models should be evaluated immediately by Department of Health and Hospitals, Louisiana State University and Louisiana State University Health Care Services Division on a case by case basis in each community, and the study should be completed by December 31, 2010. In those communities where these models would be successful, the state should evolve the system to meet the needs of that community while optimizing the existing complement of non-public beds in that market. Huey P. Long Medical Center should be the first to be evaluated under this policy and an RFP should be written to outsource the acute and inpatient care for that Medical Center while planning for an outpatient clinic either within the current Huey P. Long Medical Center structure or using private providers using the DSH funds available in the future allocated between the inpatient and outpatient services.
172	Each agency and department shall engage in a thorough review of its contracts and shall reduce the Fiscal Year 2009-2010 and Fiscal Year 2010-2011 cost of such contracts by ten percent each fiscal year, subject to exceptions submitted to and approved by the

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Commissioner of Administration. Each exception shall be reported to the Commission on Streamlining Government. Each agency and department shall report on such review and contract cost reductions to the Commission on Streamlining Government by December 1 of each year through 2011. The word "contracts" as used in this recommendation, shall not include contracts let pursuant to the Public Bid Law, contracts let pursuant to the Procurement Code, or contracts required by state or federal law. Statewide elected officials, the State Board of Elementary and Secondary Education and the Legislature are directed to reduce expenditures for private contracts with agencies by at least 10% from FY 2010 levels. Such reductions should target professional services contracts, under-performing contracts, and contracts funded exclusively with state dollars. All agency heads should review private contracts and identify underperforming and low-priority contracts, determine whether the contract is productive and fulfills an agency mission, whether the activity can be performed in-house with existing staff and budget, or if the activity should be completely eliminated. Agency heads should take immediate action and publish online an overview report at least thirty days before the 2010 Regular Session convenes. All new and renewed contracts with agencies should include information from the private entity as to the number of private sector jobs and the hours associated with each job that will be created or maintained under the contract.

- 204 Align Department of Education contracts to the highest priority education initiatives, and cancel the other contracts that are not in the top priorities. But in any event, the department is to cancel at least 10% of all contracts.
- 205 The Department of Natural Resources should automate data entry and privatize record archiving for the Office of Mineral Resources.
- 215 Each agency must review its historical vacancy and attrition rates and shall make strategic reductions in positions by five percent, first looking at layers of management and clerical staffing, each year for three years. Furthermore each agency should review process re-engineering and unit consolidation while preserving critical services such as public safety and direct patient care. Reductions can be achieved through outsourcing privatization and program elimination where feasible and cost effective. Each agency must report to the Commission on Streamlining Government by December of 2010 and 2011 the achieved reductions and explanation of why the target was not met. Finally, state personnel who learn new skills or increased scope of responsibility should be reviewed for pay increases using savings from staff reductions.
- 217 Direct the Office of Group Benefits to write an RFP to consider consolidating and outsourcing state employee group medical benefits under a single administrative provider

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	to more effectively leverage critical mass and improve efficiency, and report the results back to the Commission on Streamlining Government. Multiple options/levels can be offered through a single provider.
224	Department of Public Safety and Corrections - Public Safety Services, outsource Information Technology applications and services where appropriate to improve operating efficiencies and realize savings.
232	Provide that no vendor whose contract with the state has been cancelled for nonperformance shall be eligible to contract with the state for 5 years.
233	The governor and the Legislature increase no state tax or fee to deal with the current budgetary shortfall.
236	No NGO shall be eligible to contract with a department or agency to which the same or similar function is being provided by a department of agency, if an appropriation for that NGO has been vetoed by the governor, unless strictly for budgetary purposes, and has not been overridden by the Legislature. The prohibition shall exist for a period of one year after the governor's veto message.