



MEMORANDUM

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TO: Members, Legislative Post Audit Committee
Members, House Appropriations Committee
Members, Senate Ways & Means Committee

FROM: Scott Frank, Legislative Post Auditor

DATE: August 1, 2016

SUBJECT: August 2016 progress report on the Alvarez & Marsal efficiency recommendations

At the direction of the Legislative Post Audit Committee, our office is monitoring the state's progress in addressing and implementing the recommendations in the February 2016 Alvarez & Marsal efficiency study. To prepare this progress report, we contacted each agency to which recommendations were directed and requested an update on their progress in addressing those recommendations. Based on their responses and any other available information, we characterized the 105 A&M recommendations into one of five categories:

- Fully Implemented – The full recommendation was adopted and its implementation is complete.
- Partially Implemented – A part of the recommendation was adopted and its implementation is complete.
- In Progress – The implementation process continues but is not complete.
- Not Started – Implementation is planned but is not yet under way.
- No Action – No action appears to be planned at this time.

The report includes two schedules for the recommendations. The first is a summary of the implementation status by recommendation area (Attachment A). The second is a detailed listing of each recommendation and also includes the agencies' responses (Attachment B).

We plan to follow up and report back to the Legislature on these recommendations twice each year. The next update will be in February 2017. Until then, please let us know if you have any questions.

ATTACHMENT A
Alvarez & Marsal Efficiency Recommendations
Summary of Implementation Status
as of August 2016

Recommendation Area	Current Implementation Status					Total
	Fully Implemented	Partially Implemented	In Progress	Not Started	No Action/ Legislative	
Risk Management and Insurance			3		1	4
Procurement	3		4		2	9
Information Technology			5			5
Governor's Grants Office					2	2
State Employee Health Plan		1	1		1	3
KPERS					3	3
Real Estate and Lease Mgt			6			6
Fleet Management and Reduction			1			1
Print Services					1	1
Children and Family Services		1	1		1	3
Commerce and Econ Development			2	1	3	6
Corrections	1	2	4		5	12
Education: K-12 and Higher Ed	2	1	1		2	6
Medicaid and Health Services	1	1	3		1	6
Department of Revenue		1	3			4
Transportation and Turnpike	1	1	2	1	3	8
Lottery					1	1
National Guard	2	1				3
Boards and Commissions					1	1
Memo Billing				2	1	3
Performance Review					3	3
Budget Process Review	5				10	15
ALL AREAS	15	9	36	4	41	105

ATTACHMENT B

Alvarez & Marsal Efficiency Recommendations

Implementation Status as of August 2016

Progress Report

(note that all cited bills not approved by Governor are dead and do not carry over to the 2017-18 biennium)

Unique Identifier	Recommendation	Responsible Agency	Implementation status	Progress Report
Risk Management and Insurance				
INS.01	Establish a Department of Administration (DOA) Office of Risk Management (ORM)	Department of Administration	In Progress	Met with the Commissioner of Insurance in mid-June to discuss any assistance his office can provide. Looking at agency budget to determine feasibility of staffing this office.
INS.02	Adjust the Kansas Department of Labor (KDOL) Administrative Fund Assessment Rate to 1 percent on a Written Premium Basis	Kansas Department of Labor	No Action	KDOL is still taking the recommendations under consideration. As of the present, the recommendations as written do not appear to be feasible, but the spirit of the recommendations is being reviewed and portions of the recommendations may be considered at a later date. KDOL will update the Legislative Division of Post Audit if changes are adopted in accordance with any of these recommendations. A bill was drafted (16rs3701) changing the workers compensation administrative fund assessment rate to 1% on a written premium basis. <i>Bill not introduced</i>
INS.03	Re-bid State-wide Insurance Procurement through a Competitive Request for Proposal (RFP) Process	Department of Administration	In Progress	At the request of the Insurance Commissioner, delivered copies of all current policies for his review. Will meet again to discuss his recommendations for rebidding. HB2726 requires the department of administration to be responsible for all statewide insurance procurement and to utilize a competitive RFP process to rebid all current insurance contracts. <i>Referred to Insurance and Financial Institutions</i>
INS.04	Replace the Workers Compensation State Self-Insurance Fund Claims Function with an Experienced Third Party Administrator Overseen by the Office of Risk Management	Department of Administration	In Progress	The State is releasing a Request for Information to determine if outsourcing the SSIF unit is cost effective for the State. The RFI will be sent to Division of procurement by August 1st. A bill was drafted (16rs3700) replacing the workers compensation state self-insurance fund with a third party administrator overseen by the office of risk management. <i>Bill not introduced.</i>

Procurement				
DOA.01	Strategically Source Top Categories Statewide (across Agencies and Universities)	Department of Administration	In Progress	DOA is working on in-house solutions as well as third party solutions. We plan to put together an RFP for a "savings based" vendor who will lead the project and be paid from the savings generated. We are communicating with other states about this project. We have also been looking at education possibilities, which could increase our knowledge and expertise in strategic sourcing. These would not be "performance based" contractual relationships, but could assist us in expanding our current knowledge base. It may be a better initial step, depending on the cost. No matter which direction is pursued, training will be needed for those individuals that are currently in agencies.
DOA.02	Implement a Category Management Capability and Strategically Source Remaining Categories	Department of Administration	In Progress	See above response.

DOA.03	Free Up Working Capital by Paying Invoices on Day 30	Department of Administration	In Progress	An agency survey will be issued using SurveyMonkey with a goal of identifying agency practices and obtaining their insight as part of the process to efficiently implement the recommendation. The survey will consist of 21 questions prepared by Office of the Chief Financial Officer (OCFO) managers. A cover email announcing the survey is being drafted to be jointly "signed" by Secretary Shipman and Director Sullivan.
DOA.04	Negotiate Early-Pay Discount Terms with Suppliers	Department of Administration	Fully Implemented	This is something we ask in all non-negotiated contracts but do not get many vendors who will offer.
DOA.05	Ensure Sustainability of Savings by Automating the Procure-to-Pay Process	Department of Administration	In Progress	Requiring Contract Numbers on payments under state contracts, implemented last week in the joint Office of Procurement and Contracts (OPC)/OCFO Information Circular, is a step toward the A&M recommendation. OCFO plans to work with OPC to identify further feasible steps towards the Procure-to-Pay concept.
DOA.06	Central Contract Repository	Department of Administration	No Action	This is not a savings recommendation but rather would be a significant cost to the state and we are not pursuing at this time.
DOA.07	Centralize the Management of Wireless Services	Department of Administration	Fully Implemented	DOA has entered into a contract for these services.
DOA.08	Implement a Managed Print Services Model at Universities and Evaluate Agencies	Department of Administration Board of Regents	No Action	DOA: This is not a Department of Administration recommendation, should be the responsibility of Board of Regents. KBOR: This A&M recommendation was discussed when the report came out...Our conclusion with this item was that the universities (and KBOR) are already pursuing greater use of networked printers where it makes sense for cost savings.
DOA.09	Optimize Facility Operations to Reduce Energy Usage	Department of Administration Board of Regents	Fully Implemented	Department of Administrations already uses a system to optimize facility operations and controls through a contract with Johnson Controls at Department of Administration operated buildings. DOA is not responsible for university buildings or other agency-operated building so this recommendation should extend to all universities and agencies who operate buildings. There is great concern that the savings estimate identified by the consultant is based on an assumption that perhaps the universities are not already managing energy efficiency of their facilities. 2000 HB 2603 allows public entities to engage in performance contracting for energy conservation and requires energy and operational cost savings at least equivalent to the amount expended over a period not to exceed 30 years. Each university considered whether they were a good candidate for performance contracting based on several factors such as the age of buildings and equipment, potential to realize significant energy savings, capabilities of maintenance staff, etc. Each university has since engaged in performance contracts; to date, universities have engaged in more than 16 energy saving projects with an investment of more than \$141 million.

Information Technology				
TEC.01	Data Center Consolidation	Office of Information Technology Services	In Progress	The Executive Branch IT (EBIT) made up of the 13 Executive Branch agency IT and the Office of Information Technology Services (OITS) are moving forward with this recommendation. In May of 2016 we issued an RFP for Mainframe Outsourcing. This RFP closed on May 19, 2016, and we are currently reviewing the responses and will be having vendor presentations in the month of July 2016. Concerning the Data Center consolidation and outsourcing - We have partnered with a consulting company to assist us in identifying all executive branch agency applications, what infrastructure they are hosted on, and what the DR requirements are for each application, we took this information along with an assessment of our 6 local data centers to determine our needs. With this information we have conducted a Market Analysis with 5 vendors to better understand what the market offers. We are currently reviewing the information from this study and the Market Analysis and will be making a determination over the next several weeks on the next steps in this process.
TEC.02	Consolidate All Network Services	Office of Information Technology Services	In Progress	Beginning July 7th and spanning over the following 30-45 days we will be developing a Transition Plan and Transition Teams that will work to address the recommendations identified by Excipio and A&M as Cost Savings opportunities and consolidation efforts. This plan will identify a timeline for the A&M recommendation as well as other plans to identify cost savings across EBIT agencies.
TEC.03	Service Desk and End User Computing Services Consolidation		In Progress	
TEC.04	Application Development and Maintenance Consolidation		In Progress	
TEC.05	Consolidate Project Management, Security, Management and "Other" activities		In Progress	

Governor's Grants Office				
GGO.01	Create a New Governor's Grants Office	Governor	No Action	The Governor's Grants Program Office is still reviewing and discussing with Governor's office the recommendations cited in the A&M report.
GGO.02	Retitle the Governor's Grants Program Office to the Governor's Crime Prevention Office and Assign Additional Pass-through Responsibilities	Governor	No Action	

State Employee Health Plan				
SEHP.01	Execute Opportunities for Cost Savings through Plan Design Changes	Health Care Commission	In Progress	The Health Care Commission (HCC) did not elect to eliminate Plan A for plan year 2017. The HCC did make plan design changes to both Plan A and Plan C to help migrate more members to Plan C. The HCC will address this topic again for plan year 2018. The HCC did reduce the employer contribution to the HSA/HRA by \$500 for the employee and an additional \$500 for the two spousal tiers effective with plan year 2017. The members will have an opportunity to earn those HSA/HRA dollars back by participating in the various wellness activities. This will be reviewed again during the plan year 2018 discussions. The SEHP does population management with the assistance of Truven and Segal consulting.

SEHP.02	Implement Retiree Exchange Platform	Health Care Commission	Partially Implemented	<p>To eliminate the retirees from the SEHP would require legislative action. The HCC did eliminate the GASB liability by aligning the contributions for the early retiree population, thus eliminating the implied subsidy which will result in the cost savings outlined beginning with plan year 2017.</p> <p>HB2716 authorizes the Kansas state employees health care commission to contract with a third party to develop and implement a health insurance exchange platform for retirees and also eliminates retirees from participating in the state health care benefits program. <i>In Insurance and Financial Institutions</i></p>
SEHP.03	<p>Increase Organizational Efficiency:</p> <ul style="list-style-type: none"> • Reposition the SEHP under the Kansas Department of Administration • Streamline Payroll Deduction File Requirements 	<p>Department of Administration</p> <p>Department of Health and Environment</p>	No Action	<p>Moving the SEHP to the Department of Administration will require an Executive Reorganization or specific legislation. We are discussing the appropriate action. Requiring universities to move to the state payroll system would be a costly endeavor. We have been working with the Board of Regents to determine methods to streamline the process with the systems already in place.</p> <p>SB494 would require the State Board of Regents and the state universities to consolidate their payrolls and to convert to the state system of payroll accounting as designated by the director of accounts and reports. <i>In Ways & Means</i></p>

Kansas Public Employees Retirement System				
KPERS.01	Make Required Contributions to KPERS as specified under Current Law	Legislature	--	
KPERS.02	Encourage KPERS to Carry out its Strategic Plan with Emphasis on Maximizing Investment Income Consistent with Fiduciary Responsibility	Retirement System	No Action	<p>The Kansas Legislature has delegated investment decisions to the KPERS Board of Trustees. State law does contain some restrictions (i.e., a maximum allocation to common stock; annual limits on new commitments to alternative investments and a maximum overall allocation to alternative investments) but the Board sets investment policy, aided by external investment consultants and internal investment staff, who are responsible for implementing the Board's policy decisions. KPERS continues to focus on maximizing investment income consistent with its fiduciary responsibility. The Board of Trustees, working with its general investment consultant and the investment staff, recently completed an asset/liability study, and readopted the System's long term asset allocation policy. Asset allocation is the primary determinant of long term investment returns, and the System's long term asset allocation targets reflect the Board's investment risk philosophy, which emphasizes the improvement of funding progress over time. As of 3/31/2016, KPERS' 25-year time weighted total return was 8.3%.</p>
KPERS.03	Consider Modest Changes in Compensation Which Can Be Considered in Pension Calculations	Legislature	--	<p>Any changes to the benefit structure of KPERS, including calculation of final average salary, requires Legislative action. The 2016 Legislature reviewed the sick and annual leave policies and the use of 457(f) and 409A deferred compensation arrangements.</p> <p>HB2724 places limits on calculation of KPERS benefits related to amounts taxable under 409A and 457(f) plans. <i>In Ways & Means</i></p>

Real Estate and Lease Management				
REAL.01	Leasing decisions for all state agencies should be centralized within DOA under the existing state Leasing Coordinator in order to achieve savings on rolling leases	Department of Administration	In Progress	Working to centralize this function. Need other agency cooperation. Have begun conversations with the agencies who have multiple leases and do not use DOA.
REAL.02	Leasing decisions for all state agencies should be centralized within DOA under the existing state Leasing Coordinator to achieve savings on personnel costs	Department of Administration	In Progress	See above response. Additionally, have been discussing potential for adding a staff member to assist in the additional work.
REAL.03	Hire an external real estate Project Management Office (PMO) to identify, value, market, and sell surplus state owned building and land	Department of Administration	In Progress	Together with the Division of the Budget, DOA sent requests to all cabinet agencies to engage staff to assist in identifying surplus real estate. Meetings with agencies are underway to develop the list of potential surplus real estate. SB498 requires the secretary of administration to contract with a project management office (PMO) to sell state property. <i>In Ways & Means.</i>
REAL.04	Enter into a long-term ground lease agreement for Lot #4—a state-owned piece of property adjacent to the State Judicial Complex in Topeka	Department of Administration	In Progress	A sealed bid RFP for the lease of the lot has been drafted and a survey ordered. When the survey is complete the bid will be released.
REAL.05	Hire a third party office printing management company to assume management for all office printing and copying within the State Capitol Complex	Department of Administration	In Progress	Currently requesting information from OITS regarding the number of desktop printers in the Capitol Complex. The copier contract expires in 2017 and will be put out for bid in the fall of 2016. Managed print services will be included in the RFP.
REAL.06	Enter into an agreement with a cell tower leasing company and allow for the potential lease of small state owned land parcels or rooftops	Department of Administration	In Progress	The Office of Facilities and Property Management (OFPM) and Legal are drafting a cell tower license agreement and will work with Procurement to put out a request for bids. Will need to coordinate this with the surplus property effort and work with KDOT to identify the best locations for tower leases.

Fleet Management and Reduction				
FLEET.01	Centralized Fleet Management under the Department of Administration. Fleet Reduction by reducing the threshold by which passenger vehicles may be sold to 88,000 miles from the current rule of thumb of 130,000.	Department of Administration	In Progress	A working group of DOA, DCF, KDOT, KDOR, & WPT is getting together to discuss option and the best way to begin identifying and eliminating surplus vehicles. Additionally, the group will explore current agency fleet management practices and identify a strategy to combine the current fleet if feasible.

Print Services				
PRINT.01	Designate the Office of Printing & Mailing (OPM) as the primary source of print services for the state	Department of Administration	No Action	DOA and Division of the Budget are in discussion as to how to move forward with this initiative understanding that there are certain contracts in place that will need to be phased out.

Children and Family Services				
KDCF.01	<p>Raise Kansas's Child Support Collections to Peer State Levels</p> <p>--Coordinate with the Department of Labor to increase the number of employers self-reporting new hires, including imposing a penalty for non-reporting.</p> <p>--Coordinate with the Department of Revenue to deny vehicle registration renewals until an EWO or payment plan is in place.</p> <p>--Develop Agreements with KDOR and Neighboring States</p>	Department on Children and Families	Partially Implemented	<p>Currently, child support collections are up \$3.26 million over the same time last year and collections on arrears are over last year's numbers as well.</p> <p>--CSS has worked closely with the Kansas Department of Labor (KDOL) to receive additional reports to target employers who haven't been reporting their new hires. In addition, we are working together to get additional website information on web-based employer tools and employer use.</p> <p>-- We have changed our IT matching program to restrict more driver's licenses, deny more hunting and fishing licenses, and are currently working on an MOA with the Casinos and the Department of Administration to offset winnings at state-owned casinos. We have also sent out annual statements to all non-custodial parents, implemented text messaging to send payment reminders, implemented electronic income withholding with employers, and submitted interception of the Alaska Permanent Fund Dividend.</p> <p>--We are already doing some of this child support collection work with interstate/UIFSA cases and direct income withholding orders to out of state employers. We have not been successful in getting neighboring states to do agreements, since they think the UIFSA cases and direct income withholding are sufficient. However, we are working to do an MOU with KDOR to get access to data needed by the child support program relating to their vehicle information, driver's license information, employer information, and driver's license pictures.</p> <p>A bill (16rs3718) was drafted establishing a requirement for employers to report independent contractors as part of their new hire reporting. 2015 SB198 establishes penalties for non-reporting of new hires and communicate these potential penalties to employers. <i>Bill not introduced.</i></p>
KDCF.02	Close Three Service Centers	Department on Children and Families	No Action	Currently, DCF has month-to-month leases in Goodland and Greensburg, while the lease in Iola expires in July 2017. The Legislature took no official action on the office closure recommendation, but suggested that DCF review it and take appropriate actions. We are thus taking this recommendation under advisement.
KDCF.03	Improve the Targeting of CIF Funding and Diversify the Funding Mix	Department on Children and Families	In Progress	Feedback from Kansas Children's Cabinet members, legislators, program staff, and the Kansas Statewide Efficiency Review indicate a pressing need to focus on continuous quality improvement and outcomes that are priorities of the Cabinet. To that end, the Evidence-Based Practice (EBP) of the Accountability Framework has been replaced with a focus on outcomes and a continuous quality improvement (CQI) process based on the needs of vulnerable families. Findings will be published in this year's Annual Investment Impact Report, due in early October 2016 for the Cabinet's review and subsequent recommendations to the Governor.

Commerce and Economic Development				
COM.01	Enhance Commerce's Business-to-Business Strategies with Increased Financial Modeling, Research Analysis, Project Auditing, and Marketing/Sales Service Support Efforts	Department of Commerce	In Progress	As part of Commerce's enhancement of our marketing efforts, we have hired additional marketing and business development staff as well as contracting with external business consultants in order to support our business-to-business strategy plan. Currently under development are enhancements to our Customer Relationship Management and Sharepoint databases which will also support our marketing efforts.
COM.02	Implement Community Finance Administrative Fee and Tax Incentive Application Fees to Recover Program Oversight Costs	Department of Commerce	In Progress	Commerce is currently revising policies, procedures, and system requirements in order to start administering fees in fiscal year 2017. HB2723 provides for administrative fees for economic development programs and tax incentives. <i>In House Taxation</i> HB2509 allows Commerce to administer cost recovery fees for department administered community finance, economic development, and tax incentive programs. <i>Approved by Governor.</i>
COM.03	Revise Primary Tax Incentive Program Caps	Legislature	No Action	SB506 repeals the requirement that a taxpayer receive required training through a training program in order to qualify for HPIP credit. Also, taxpayers claiming the HPIP tax credit for tax years 2016 and 2017 will only be able to receive 90% of the credit claimed by the taxpayer. <i>In Senate Assessment and Taxation</i>
COM.04	Eliminate the Community Service Tax Credit Program	Department of Commerce	Not Started	We are currently processing FY17 applications and will review the program and the Alvarez & Marsal recommendations for FY18. SB500 eliminates the community service program income tax credit commencing tax year 2017 and thereafter. <i>In Senate Assessment and Taxation</i>
COM.05	Ensure No Program Subsidy for Athletic Commission Fee for Service Operation	Department of Commerce	No Action	Since August 2014, the Boxing Commissioner's main objective has been to reduce the costs of regulating combat sporting events. Per-show expenses were reduced from \$975 in fiscal 2014 to \$640 so far in 2016. We accomplished this by drastically reducing hotel stays, reducing per-show payout for inspectors, eliminating several chief inspector positions and not using personal cars for state travel. The switch to day-rate inspectors has led to overall savings with the inspector program. Raising our 5% fee would make it much more difficult to attract events and promoters will look to more friendly states to host events. We have been extremely successful over the past two years in developing new promotions within the state, allowing us to further develop boxing and MMA and helping develop fighters and fans that help attract national promotions. 16rs3696 ensures that the athletic fee would actually pay for all the commission's costs of oversight. Under current law, the fee is designed to recover costs of administration, but is capped at a percentage of receipts. The bill draft eliminates the cap. <i>Bill not introduced.</i>

COM.06	Centralize Commerce's Human Resources and Information Technology Infrastructure Operations within the Department of Administration	Department of Commerce	No Action	Commerce continues to have an internal Human Resources and Information Technology staff. We will continue to review the Alvarez & Marsal recommendation for FY18.
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Corrections				
DOC.01	<p>Program & Credit Expansion</p> <p>--Increase the amount of credits inmates can earn from 90 to 120 days.</p> <p>--Strategically increase overall access to prisonbased programming.</p> <p>--Implement a pilot program that allows inmates or their families to purchase electronic tablets</p>	Department of Corrections	In Progress	<p>From FY 17 - FY26, a cost avoidance of \$2,903,836 was projected. Prior to the end of the FY16, we released approximately 327 inmates early due to legislative action. Regarding programming, in FY16 we provided programming to approximately 7,242 offenders, with an 84% successful completion rate. We continue to find ways to meet the inmate where they are to ensure that every eligible inmate is receiving programming. Regarding tablets - Through Barton Community College, inmates are provided tablets for educational programming as a supplemental tool. KDOC has plans to send out an RFP with the final goal of providing inmates in segregation with tablets. The tablets would currently be limited to inmates in segregation, possibly expanded to entire facilities/units at a later date. Inmates would be able to access educational software, message, inmate forms and other misc. items. At this time, there is no official date for the RFP.</p> <p>HB 2447 increased program credit from 90 to 120 days. <i>Signed by Governor</i></p>
DOC.02	<p>Kansas Correctional Industries (KCI) Expansion</p> <p>--Increase KCI's customer base to include non-state agencies and increase production at underutilized production facilities.</p> <p>--Enforce mandate for Kansas State Agencies to purchase from KCI.</p> <p>--Improve KCI marketing and business development strategy.</p>	Department of Corrections	Partially Implemented	<p>We are currently working to expand our marketing presence through social media, expanding our presence to eligible buyers. Increasing our customer base requires legislative action. At this time, it does not appear that the customer base will increase. Within our current abilities, we have put together a team to review data while conducting a market study to see how we can best meet the needs of our consumers.</p> <p>HB2618 would authorize the sale of prison-made goods to certain entities and Kansas residents <i>In House Commerce, Labor and Economic Development.</i></p> <p>HB2648 would authorize inmate vocational building program at Ellsworth correctional facility <i>In House Commerce, Labor and Economic Development.</i></p>
DOC.03	Work Release Expansion	Department of Corrections	No Action	While we appreciate the recommendation of closing or repurposing the Stockton Facility, we have no plans for changing that operation. The Stockton Facility provides a lot of support to the surrounding city, county and state agencies which provide the inmates housed there opportunities for growth upon release from the correctional facility. Regarding Work Release we will continue to screen inmates for placement and determine if more beds can efficiently be added.

DOC.04	Expand Access to Substance Abuse Treatment Programs	Department of Corrections	No Action	<p>No additional funding is available at this time for additional program expansion.</p> <p>HB 2461 would allow use of certified drug abuse treatment program for drug severity level 4 crimes. <i>In House Corrections and Juvenile Justice.</i></p>
DOC.05	<p>Community Corrections Transformation</p> <p>--Develop a performance-based contracting agreement by putting the three lowest performing Community Corrections Agencies on Corrective Action Status with Revocation Review for a period of two years</p> <p>--Review administrative costs of counties with less than 100 in their caseloads for opportunities to consolidate shared services.</p> <p>--Redirect unspent funding to more localized prison "stop gap" graduated sanctions, particularly community-based interventions,15 in the most needy regions.</p> <p>--Create partnership incentivizing grants to encourage more counties and Judicial Districts to band together as unified Community Corrections Agencies and reduce administrative costs in the long term.</p>	Department of Corrections	In Progress	<p>Consolidation of Community Corrections would require legislative action. Currently the KDOC uses a formula for purposes of awarding funds to the different community corrections agencies. KDOC is developing system-wide practices for both the adult and juvenile community corrections agencies. These practices are meant to provide accountability while increasing the outcomes of any underperforming agencies.</p> <p>SB503 requires the secretary of corrections to create a program to incentivize judicial districts to unify community corrections and court services to provide the same services from one agency. The program may include providing grants to judicial districts. It also requires the secretary to develop a plan for permanent unification of community corrections and court services. <i>In Senate Corrections and Juvenile Justice.</i></p>
DOC.06	Improve Staff Recruitment and Overtime Reduction	Department of Corrections	Fully Implemented	<p>In an effort to reduce the use of overtime, we have looked to find additional ways to incentivize current and future staff. We have lowered the minimum hiring age to 18. Currently, KDOC staff are present in job fairs, military bases and various communication sources to recruit new staff. This week we announced a 12 month plan to close the Larned Juvenile Correctional Facility. We look to work with the current juvenile staff to transition to one of our other facilities within the state. Through all these measures, we believe that we can keep more staff employed, thus reducing the use of overtime. Through legislative action, we were able to obtain a 2.5 % pay increase for all uniformed staff while reducing the mandatory step increase to 1 year (versus 3 years) for Correctional Officers.</p>
DOC.07	Centralize Good Time Forfeiture and Revocation Process	Department of Corrections	In Progress	<p>KDOC has already centralized many processes. Currently we have identified review teams who are looking at the disciplinary sanction process with an effort to increase consistency and efficiency across all locations. In addition to that, a team of professionals is looking at the use of restrictive housing across the state. We are looking to restrict the use of restrictive housing for low level offenses while minimizing its use for investigative purposes. Routine inmate status updates to be put in place, verifying whether or not the specific inmate is to remain in restrictive housing. Once this group develops recommendations, they will be shared across the agency in a uniform manner.</p>

DOC.08	Reduce Utilities Cost through Alternative Distributed Energy Pilot at El Dorado	Department of Corrections	No Action	KDOC is open to any suggestions for renewable energy. At this time, all proposals appear to be more costly than our current rates. KDOC leadership has meetings planned with Johnson Controls to discuss any possible options moving forward.
DOC.09	Expand On-Site Medical Services & Telemedicine Agreements	Department of Corrections	No Action	<p>KDOC is continuing to review this, determining any costs savings for the use of telemedicine. Through our contracted medical provider, they are also evaluating the use of telemedicine while reviewing the costs and availability of secure IT equipment that would be necessary to safely and securely provide the off-site service. KDOC continues to provide in house medical services when available, but certain procedures do require off-site transport. We will continue to work with our partners to ensure appropriate medical assistance while looking to reduce off-site transports when possible.</p> <p>SB496 facilitates telemedicine services provided by out-of-state medical professionals. The bill allows such a provider to acquire an exempt license, rather than the current requirement for an active license. An exempt license has lower license fees and eliminates the need for separate continuing education credits in Kansas. <i>In Senate Public Health and Welfare.</i></p>
DOC.10	<p>Leverage Medicaid & Private Health Insurance for Parole & Community Corrections</p> <p>--Ensure that the state incentivizes Parole and Community Corrections contractors to become qualified to bill Medicaid and private health insurance, when possible, in order to maximize savings potential for health and behavioral health care.</p> <p>Create a task force to examine the feasibility of shifting the older, frailer inmate populations that are either Medicare or Medicaid eligible into a specialized, more secure nursing home setting on a form of any medical parole status.</p>	Department of Corrections	In Progress	<p>Currently, laws only allow for us to receive Medicaid funds for certain inmates when they are in the care of an offsite hospital for a period of over 24 hours. Inmates incarcerated for up to 12 (consecutive) months would have social security benefits suspended. Once they are over their 12 months then their SSI benefits are terminated and they would have to reapply. In the case of SSDI benefits those are reinstated no matter the length of time incarcerated. Medicaid is terminated, immediately, upon incarceration (jail or prison). Kansas does not have suspension of Medicaid and has to be reapplied for upon discharge. KDOC does have discharge planners who work with eligible inmates to apply for benefits during their incarceration, so they resume upon release from the correctional facility.</p> <p>Regarding nursing homes/assisted living facilities, KDOC has been working with an outside organization tasked with reviewing housing options for hard-to-house inmates. This review is currently in the study phase, however the goal is housing for those inmates post release.</p> <p>SB504 would create a task force to review a nursing home medical parole model, with the underlying assumption that specialized nursing home care outside of prison walls will be reimbursable by Medicare, Medicaid or private insurance. <i>In Senate Ways and Means.</i></p>
DOC.11	Consolidate Shared Services	Department of Corrections	No Action	<p>KDOC remains open to considering all options for consolidated services, including continuation of our regular practices. One such current practice includes our sentence computation division, as all inmate sentences are entered for all facilities from our Central Office location. Each correctional facility does have fiscal staff, human resources and a division of IT. It does not necessarily follow, however, that these positions are redundant or unnecessary. Local staff understand the specific needs of each facility and can respond in a timely manner as unique budgetary, staffing, and technology questions and concerns arise. Wardens, deputy wardens and other administrative facility staff rely heavily on these highly trained individuals, as they are familiar with the staff and the operations within that facility. While the department is always looking for ways to be most effective, we feel that consolidating these positions would be counterproductive and could delay necessary decisions which can and should be handled at a local level.</p>

DOC.12	Implement a Key Performance Indicator (KPI) Framework	Department of Corrections	Partially Implemented	We have partnered with the Pew Charitable Trust to conduct a cost benefit analysis of certain programs: cognitive behavioral therapy, drug treatment and sex offender treatment. The model Pew provides allows us to compare cost-versus-success data. Other programs that KDOC provides do not have a matching comparison model with PEW. At this time, we continue to be in conversations with PEW about different ways we could increase our model analysis.
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Education - K-12 and Higher Education				
ED.01	Reduce Excess Cash Carryover Balances	Department of Education	No Action	<p>This cash balance issue has been brought before the Legislature on numerous occasions and the Legislature has chosen to leave this decision to the locally-elected boards. If guidelines are required, we recommend 15 percent of the budgeted funds excluding bond and interest, capital outlay, federal funds, gifts and grants, food service, activity fees, and any levy funds due to constitutional issues. The Department plans to take no further action on this recommendation unless the Legislature approves.</p> <p>SB505 would take the unencumbered cash balances held by USDs on July 1, 2014 that are in excess of 15% of the general operating expenditures of such USDs for SY 14-15 and deducts that amount from the general state aid going to USDs over a 5 year period. The deduction only affects those USDs that have excess unencumbered cash balances. The bill references the general state aid as calculated under the CLASS Act. If enacted, the law would need to be amended if any new school finance formula is enacted to replace the CLASS Act. <i>In Senate Ways and Means.</i></p>
ED.02	Apply for Additional Funds from Public and Private Sources	Department of Education	Fully Implemented	The Kansas State Department of Education staff aggressively pursue funds from public and private sources that are within the mission adopted by the State Board of Education. Last year we applied for and received 20 different grants. KSDE has not received any additional funds or staff for this purpose.
ED.03	Pursue Cost Savings Opportunities through Centralization and Shared Services Agreements	Department of Education	Partially Implemented	<p>Alvarez & Marsal recommend we consider shared services for IT with the Department of Administration, Office of Information Technology Services (OITS). In reviewing this recommendation, we have determined that this is not only inefficient but impossible to make our systems work in this manner. If you have to go to an Application Developer that has no background with our systems, it will be time consuming and more likely that the system will fail. In addition, there are security issues that stem from action taken by the Legislature in the last two years which restrict sharing student level data with other agencies. A high percentage of KSDE funding for IT comes from federal aid and it would be difficult to allocate federal funding to another agency.</p> <p>Alvarez & Marsal recommended cutting IT by 10 positions. KSDE has cut positions in IT and has exceeded the number recommended. Please note that we have reached out to the Department of Administration, OITS, on various projects; however, due to lack of resources, they could not be of any help. We do receive our voice and data services as well as our security software package from partnering with other State of Kansas agencies.</p>

ED.04	K-12 Benefit Program Consolidation	Department of Education	In Progress	<p>At its April 26 meeting, the Legislative Post Audit Committee approved an audit examining the financial impact of establishing a consolidated K-12 health insurance plan. In June 2016, officials from the Department of Administration and the Division of Health Care Finance requested LPA assistance in helping them obtain the data they need to conduct an actuarial study, given that LPA had already been tasked with conducting a performance audit in this area. At its July 27 meeting, the committee approved adding a third question to the audit for the purpose of gathering this actuarial data.</p> <p>Alvarez & Marsal recommend the state give serious consideration to developing a health insurance plan for school districts. The current program allows school districts to participate, however, some have dropped out because of increased costs of the plan or a reduction in benefits. The question to be addressed is why are a large majority of school districts not participating. The answer is that it is too expensive and participants are unable to afford the costs. An additional recommendation from Alvarez & Marsal is to provide staff to administer a statewide health program. A & M recommended 10-15 staff which would cost an additional \$500,000 to \$750,00 annually. Fees for actuarial assistance with the SEHP program design and implementation are estimated at \$500,000 annually. The Legislature has chosen not to support this initiative.</p> <p>A bill was drafted (16rs3685) that would establish a statewide USD employee health care benefits program. The program would be administered by the same commission that administers the SEHP. USD employees would be limited, however, to having the high-deductible/ HSA plan as the only option. <i>Bill not introduced.</i></p>
ED.05	The school districts should join the Department of Administration and collaboratively source select categories on a Statewide Basis	Department of Education	Fully Implemented	<p>School districts either purchase from the Department of Administration website or from local cooperatives. The majority of the districts will choose the most favorable pricing. Therefore, we conclude that this recommendation is already being implemented.</p> <p>SB499 requires the secretary of administration to make and enter agreements on behalf of school districts for procurement of (1) maintenance, repair and operations; (2) IT equipment, services and software; (3) food; (4) electricity; and (5) . It would also require school districts to procure such items through the department of administration. In Senate Ways and Means In addition, HB2729 also dealt with this issue. <i>In House Education Budget.</i></p>
ED.06	Expand participation of the K-12 Unified School Districts (USDs) in Insurance Pool Program(s)	Department of Education	No Action	<p>The recommendation from Alvarez & Marsal is to increase participation of the K-12 school districts in an existing group-purchased P & C "pool" insurance program and form a separate pool for six of the ten largest districts. A & M believes that these two measures can save money, however, some schools question the amount of money that can be saved. In order to complete the insurance pool according to A & M specifications the Attorney General and KSDE would have to approve the plan. A & M also recommended establishing a new Office of Risk Management to coordinate and facilitate an efficient communication, underwriting, and program enrollment process. The minimum cost for 5-10 staff members would be \$750,000.</p> <p>HB 2730 would authorize the establishment of a school district group-funded pool for insurance purposes <i>In House Insurance and Financial Institutions.</i></p>

Medicaid and Health Services				
MED.01	The agencies should institute broad operational improvements to lower the state's Medicaid eligibility error rate	Department of Health and Environment	Partially Implemented	With some exceptions, Maximus took over most eligibility work as of January 2016. The exceptions are those functions mandated by federal law to be done by state employees. To the extent possible, eligibility determinations are done through the federal hub.
MED.02	Improved oversight and training of the MCO program integrity (PI) units will increase fraud, waste and abuse recoveries	Department of Health and Environment	In Progress	No changes have been made to the existing contract, but oversight and workflow issues will be addressed in the next RFP. The department has worked with outside vendors to improve workflow.
MED.03	The state should pursue additional Medicaid and health-care federal grant funding that it could be eligible for	Department of Health and Environment	Fully Implemented	The department has investigated other possible revenue streams from federal grants, and has not been able to identify any grants that match the department's core functions.
MED.04	KDADS should move to consolidate operations of certain regions thereby reducing its field footprint and operational costs	Department on Aging and Disability Services	No Action	KDADS is continuing its review of the recommendation.
MED.05	Implement healthy birth outcome initiatives to improve women and child health care outcomes and manage costs	Department of Health and Environment	In Progress	<p>KDHE has developed an RFP for enhanced case management services for NICU babies. However, the department has no plans to direct clients toward birth centers.</p> <p>2015 HB 2280 provides greater autonomy for certified nurse midwives as included in the A&M recommendation. Enacted in HB2615, Sections 88 – 97. <i>Approved by Governor.</i></p> <p>SB497 deals with birth risk factor screening for pregnant women. <i>In Senate Public Health and Welfare.</i></p> <p>SB495 would eliminate medical assistance coverage for elective induced labor prior to 39 weeks of pregnancy. <i>On General Orders in Senate.</i></p>
MED.06	Have all Medicaid support services under one unit to improve operating efficiency and potentially reduce administrative costs	Department on Aging and Disability Services	In Progress	KDADS is working with the Division of the Budget and KDHE to consolidate the portions of the Medicaid budget attributable to KanCare capitation payments for the fiscal years beginning FY 2018.

Department of Revenue				
KDOR.01	Fill Audit Vacancies	Department of Revenue	In Progress	Due to the challenge of recruiting and training, one auditor position was authorized in FY-16 which has been filled. Additionally 13 auditor position were authorized for FY-17 and recruitment is underway to fill those positions.
KDOR.02	Fill Collections Vacancies	Department of Revenue	In Progress	Due to the challenge of recruiting and training collector associates 21 positions were authorized and filled in FY-16. Another 27 positions are authorized for FY-17 and recruitment is underway. Also another 18 positions have been authorized for FY-18.

KDOR.03	Establish a cross-functional Discovery Team comprised of representatives from Business Intelligence, Customer Service, Audit, Collections, General Counsel and Policy Research.	Department of Revenue	In Progress	KDOR is working toward establishing a fully integrated Business Discovery Team. KDOR has established a cross functional team (Policy and Audit Initiative) consisting of Business Intelligence, Customer Service, Collections, General Council, Policy and Office of the Secretary. The team meets about every four to six weeks to discuss planning, efficiencies, audits and collections. In addition KDOR has brought in an outside consultant to review current collection and audit selection processes and we are currently waiting on their report (expected by July 31, 2016) to provide recommendations for improvement, including potential software update.
KDOR.04	Eliminate Appeals Backlog	Department of Revenue	Partially Implemented	Excellent progress has been made in reducing the appeals backlog. At the time of the A&M (approx. Oct. 2015) review KDOR had about 291 open appeal cases. Through the balance of FY-16 another 189 appeal cases were added to the inventory and 296 cases were closed. At the start of FY-17 there are only 184 open appeal cases in the inventory.

Transportation and Turnpike				
DOT.01	The agencies should move to more aggressively consolidate operations and adopt best practices where possible.	Department of Transportation	Fully Implemented	KDOT continues to pursue partnering efforts with KTA that allow both to take advantage of the special resources and best practices each agency has to offer. Some examples: <ul style="list-style-type: none"> • KDOT has a very knowledgeable and skilled bridge inspection unit. KTA has engaged this group to provide inspection services and technical support. • KDOT has a robust pavement and bridge management process to assesses the system condition and then generate optimized approaches to investments that provide the best bang for the buck to meet the performance targets. KDOT has included the KTA system in this approach. • KDOT and KTA have partnered together to develop a statewide corridor model. Once developed, this model will help both agencies better understand how an investment in one of the systems impacts the other. For instance, does a certain investment on a state highway that ties into the KTA create more traffic (and revenue) for the KTA? This would provide better information for making investment decisions. KDOT recently relocated the Lawrence Subarea maintenance shop to land adjacent to the new Douglas County Public Works Department. This will allow for the shared use of fueling facilities, salt storage building and a wash bay. KDOT is also consolidating two Subarea maintenance shops in the Wichita area into one location with the KHP Troop F Headquarters.
DOT.02	Eliminate area offices, moving administration to Districts and maintenance to sub-area offices	Department of Transportation	Partially Implemented	There are 25 KDOT Area Offices located throughout the state. KDOT leaders think closing all these offices would compromise the delivery of services they believe is appropriate for KDOT customers. Local citizens and governmental partners have a deep relationship with the leadership in their respective Area Offices. They know their issues/problems can be better understood and resolved by KDOT staff engaged in the local community versus a KDOT staffer located some distance away. But, over the past few years, KDOT has, in fact, closed a small number of field offices due primarily to unique opportunities and circumstances, rather than a strictly-followed plan. KDOT leaders will continue to look for consolidation opportunities as they present themselves. It should be noted that KDOT staff contacted other state departments of transportation listed in the table on page 217 of the report to confirm the number of their field offices. In many cases it was discovered that there were actually more field offices in those states than the number reflected in the report.

DOT.03	Replace some outside design engineering contractors with in-house staff	Department of Transportation	No Action	While this recommendation may be worthy of further discussion at some future time, KDOT is struggling to find engineers to fill positions that are vacant within our current organizational structure. Until such time that KDOT can consistently fill engineering positions that become vacant through normal turnover, any discussion about increasing the number of engineering positions is premature.
DOT.04	Sell underutilized non-passenger equipment	Department of Transportation	In Progress	In 2012, KDOT went through an assessment, identification and surplussing of underutilized equipment. KDOT intends to go through that process every 3-4 years and had already begun that effort last fall. A growing number of the 185 pieces of equipment referred to in the study have already been earmarked for KDOT's upcoming surplus auction in November. It is expected that more of those items will be identified and placed in the November auction.
DOT.05	Institute right-of-way, access permits, driveway permit fees	Department of Transportation	No Action	In 2015, KDOT processed 154 access/driveway permits and 1,717 right-of-way use permits. KDOT recognizes that processing these permits requires staff time and internal resources for which there is some unrecovered cost. KDOT also recognizes that many of these permits are associated with developments that have a positive economic impact on the state. Given that, the philosophical question is whether the state should charge a fee for providing a service that is now free. It's possible that legislated measures might be more appropriate after further review of what would or would not be an appropriate/reasonable fee structure.
DOT.06	Institute or increase sponsorship for rest stops, traveler assist hotline, roadside logo sign program, and motorist assist program	Department of Transportation	Not Started	KDOT has previously solicited interest in these sorts of sponsorships without much success. KDOT will revisit and look at packaging the solicitation differently than in the past. If the landscape for such ventures becomes more amenable to partnerships, we are prepared to pursue those sponsorships. It should be noted that there are federal stipulations and conditions that apply to sponsorship and commercial uses of interstate rest areas that restrict business use of the facility. It is important to note that these same stipulations and conditions also create challenges for other state DOT's seeking similar sponsorships.
DOT.07	Centralize DOT HR staff at HQ with DOA	Department of Transportation	No Action	Approximately 75% of KDOT employees are located in field offices across the state. KDOT believes HR resources located in the six regional district offices provide a better service to field employees versus having them seek HR assistance from a distant voice in Topeka. KDOT has, however, reduced the number of staff positions in the central office, realizing some savings.
DOT.08	Sell or lease state radio system	Department of Transportation	In Progress	Although KDOT owns and operates the statewide 800MHz radio system, the primary users are law enforcement and emergency management entities. In the last couple years, KDOT has initiated a dialogue with the system users to determine a long-term, sustainable model for ownership, governance and funding of the radio system. Toward that end, KDOT issued an RFP and subsequently hired a consultant (Mission Critical Partners) to study our options regarding the future of the radio system and also to attempt to put a value on the system itself. We expect a completed report from the consultants in approximately 6 months. A copy of the RFP and the outlined objectives can be made available upon request.

Lottery				
LOT.01	Allow the Lottery to use Instant Ticket Vending Machines (ITVM) in Kansas	Lottery	No Action	<p>The Kansas Lottery submitted enabling legislation to the Kansas Legislature but was not successful in getting it passed. At this time Instant Ticket Vending Machines (ITVM's) are still prohibited by State statute.</p> <p>HB 2171 <i>In House Calendar and Printing.</i></p> <p>SB61 <i>In Senate Federal and State Affairs.</i></p>

National Guard				
NG.01	Facilities: conduct a thorough review of state owned properties and facilities utilized by the Kansas National Guard.	Adjutant General	Fully Implemented	<p>The Department regularly conducts comprehensive reviews of our facilities, carefully evaluating the costs and benefits of consolidating missions and maintenance efforts in line with our long-term strategic goals. The reviews consist of space utilization, costs of operations, facility efficiency, unit stationing strategy, readiness support, and force structure action. These periodic reviews currently being performed meet the recommendation for property and facility review. We have created partnerships to better control the state funding requirement, but also create relationships that complement the Department's mission sets. ...The realignment of forces in the Wichita area and construction of the new Wichita North Armory that allows the Department to take advantage of a newer, lower maintenance and more energy efficient facility with no impact to recruiting or retention of Soldiers assigned today and in the future. Consolidation of armories located in Wichita, to include the sale of the Wichita East Armory and retention of the proceeds by the Department, provides a means to support necessary maintenance and presents the potential to support necessary future projects as well. ...The Wichita South Armory will also be divested; however, a reversionary clause does not allow the Adjutant General's Department to sell this facility.</p>
NG.02	<p>Contracting:</p> <ul style="list-style-type: none"> -- Examine the use of federal (DoD) contracts to save money with lower unit costs and contract use fees -- Determine if supply/service contract consolidation would reduce costs -- Maximize federal in-kind support 	Adjutant General	Partially Implemented	<p>The Department will review the state's strategic sourcing exercise recommended by A&M and will participate in areas that are applicable to our agency. Federal contracting can only be used if certain criteria are met. For example, federal contracts can be used to support the federal/state Cooperative Agreements and then can only be utilized if the federal support is 100%, or 100% federal support and on Federal Property. In those cases an 'In Kind Assistance' support request must be coordinated with and approved by the United States Property and Fiscal Officer (USPFO) before federal funding and contracting actions can occur. The Department currently utilizes 'In Kind Assistance' when it can be used and it makes fiscal sense. Federal contracting cannot be utilized for state purchases.</p>

NG.03	The Office of the Adjutant General should continue to look for cost savings	Adjutant General	Fully Implemented	The Department is continually evaluating the funding splits to determine if the state share can be reduced or eliminated. When possible and allowed by federal policies, the Department does adjust funding to save the state funds.
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Boards and Commissions				
B&C.01	Establish separate general industry, public health and financial industry umbrella structures to leverage shared resources, labor capabilities and mission alignment.	Legislature	No Action	HB2721 would create 3 new study committees: general industry, public health and welfare and financial industry, that will study boards, commissions, councils, authorities, to share resources, labor capacities and mission alignment. <i>In House General Government Budget.</i>

Memo Billing				
MEMO.01	Enact centralized budgeting and management for services	Department of Administration	Not Started	Still searching for an appropriate program to use as a trial; not convinced that this saves money for the State; it will create extra work for all agencies.
MEMO.02	Conduct a statewide assessment on alternative billing model for state central services	Department of Administration	Not Started	Still searching for an appropriate program to use as a trial; not convinced that this saves money for the State; it will create extra work for all agencies
MEMO.03	Compel agencies to utilize centralized service functions	Department of Administration	No Action	This will be a decision made by the Director of the Budget

Performance Review				
HC.02	Institute performance based bonuses: the state should allow agencies to institute a nondiscretionary performance bonus system based on predetermined criteria that contribute to the overall performance of agencies.	Department of Administration	No Action	K.S.A. 75-37,115 requires bonuses to be discretionary, so this can't be done without legislation. SB501 would establish a non-discretionary performance based bonus program for state employees. <i>On General Orders in Senate.</i>
HC.03	Host an annual ideas festival for submission of efficiency ideas	Department of Administration	No Action	No statutory authority for a statewide initiative, as K.S.A. 75-37,115 makes the Employee Suggestion Program agency-based. SB502 would establish a Kansas ideas festival <i>On General Orders in Senate.</i>
HC.01	Explore leading practices for centralized administration of Family and Medical Leave	Department of Administration	No Action	The House General Government Budget Committee did not endorse this recommendation.

Budget Process Review				
BP.01	Establish a RiskBased Reserve Fund Policy	Legislature	Fully Implemented	SB 509, enacted in HB2739. Establishing a budget stabilization fund and requesting Legislative Budget Committee to review a risk based reserve practice and recommend an ideal balance for the fund. <i>Approved by Governor.</i>
BP.02	Develop a Structurally Balanced Budget Policy	Legislature	Fully Implemented	Addressed in HB2739
BP.03	Improve Accuracy and Adaptability of Revenue Forecasts	Legislature	--	
BP.04	Deploy a LongTerm Financial Plan	Legislature	--	
BP.05	Develop User Fee Policies	Legislature	--	
BP.06	Adopt a Debt Management Policy	Legislature	--	
BP.07	Adopt Policy for Addressing Pension Liabilities	Legislature	--	
BP.08	Maintain Policy for Funding of Other Postemployment Benefits (OPEB) Obligations	Legislature	--	
BP.09	Conduct a Program/Service Inventory	Legislature	--	
BP.10	Develop Goals to Guide Budget Decision-Making	Legislature	Fully Implemented	Addressed in HB2739
BP.11	Include Evidence of Program Effectiveness in Budget Decisions	Legislature	Fully Implemented	Addressed in HB2739
BP.12	Implement Performance Budgeting	Legislature	Fully Implemented	Addressed in HB2739
BP.13	Provide Online Access to Budget Documents and Supplemental Data	Legislature	--	
BP.14	Optimize Transparency and Accessibility of the Budget Document	Legislature	--	
BP.15	Be Transparent about the Roles of Transfers in the Budget	Legislature	--	