

State Management Productivity Initiative Summary
1/21/2009

Category		Title	Description	Originating State	Originating State Organization	Responsible Delaware Organization Owner
1	Working Smarter and Saving Money	Streamline Department Approval Process	Eliminate multi-step approval requirements for low-dollar personnel actions and "spot Awards."	Colorado	Human Services	OMB
2	Working Smarter and Saving Money	Use State Garages More Efficiently	Add second and third shifts to some maintenance garages to reduce the need for more costly outsourced repairs and maintenance.	Colorado	Transportation	Transportation
3	Working Smarter and Saving Money	Capitalize on Fuel Card Account Tools	Optimize the data and tools from Fuel-card vendor Wright Express. Fleet managers should share data and use purchase alerts to prevent fraud.	Colorado	Personnel & Administration	Transportation
4	Working Smarter and Saving Money	Run State Patrol Vehicle and Equipment Leases Concurrently	Synchronize vehicle leases and equipment replacement cycles so they run concurrently to save costs now incurred by removing and reinstalling equipment in State Patrol vehicles between leases.	Colorado	Public Safety	Transportation
5	Working Smarter and Saving Money	Reduce Weed Cutting Costs	Spread excess asphalt from paving projects under guardrails to prevent weed growth and save on mowing.	Colorado	Transportation	Transportation
6	Working Smarter and Saving Money	Replace Private Sector Engineers	Transfer some consultant work to CDOT employees to reduce overhead costs. CDOT engineers are often less costly with an overhead rate of 2.48 versus 2.85 for outside consultants.	Colorado	Transportation	Transportation
7	Working Smarter and Saving Money	Consolidate DHS Food Purchases	Consolidating functions related to developing menus, purchasing food and storing commodities.	Colorado	Human Services	Health and Social Services
8	Working Smarter and Saving Money	Improve Integration of Workforce Development Programs	Increase coordination between workforce & public assistance programs to enhance service delivery and program effectiveness.	Colorado	Labor and Employment	Health and Social Services
9	Working Smarter and Saving Money	Reposition State Trust Lands to Increase School Trust Funds	By consolidating lands with the U.S. Forest Service, the State Land Board can increase revenue for the State's School Trust for public school funding.	Colorado	Natural Resources	Natural Resources and Environmental Control
10	Working Smarter and Saving Money	Use Expedited Settlement Program to Reduce Legal Expenses	DORA can reduce costs and better fulfill its mission by adding one FTE to the Expedited Settlement Program (ESP).	Colorado	Regulatory Agencies	OMB
11	Working Smarter and Saving Money	Implement Procurement Reforms	Improve Colorado's procurement system to reduce the cost of goods and services and increase savings.	Colorado	Personnel & Administration	OMB

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12	Working Smarter and Saving Money	Update Colorado Mail Sorting Capacity to Reduce Costs and Increase Efficiency	By becoming a USPS vendor, DPA can obtain new software and access USPS data to send more mail at discounted rates and avoid penalties for undeliverable mail.	Colorado	Personnel & Administration	OMB
13	Working Smarter and Saving Money	Spending Education Dollars Smarter in Transportation	Improving bus purchasing contracts and raising the minimum bus retirement age.	Delaware	Transportation	Education/Vision 2015
14	Working Smarter and Saving Money	Spending Education Dollars Smarter in Purchasing	Coordinating education-related purchases statewide.	Delaware	Executive	Education/Vision 2015
15	Working Smarter and Saving Money	Spending Education Dollars Smarter in Energy	Setting common energy-management standards and pooling natural gas purchases statewide.	Delaware	Natural Resources and Environmental Control	Education/Vision 2015
16	Working Smarter and Saving Money	Spending Education Dollars Smarter in Benefits	Offering a more flexible benefits package and pooling purchases of employee benefits among districts.	Delaware	Executive	Education/Vision 2015
17	Working Smarter and Saving Money	Spending Education Dollars Smarter in Construction	Establishing statewide standards on design materials and coordinating purchases of common goods and services.	Delaware	Executive	Education/Vision 2015
18	Working Smarter and Saving Money	Spending Education Dollars Smarter in Administration	Providing incentives to districts for improving efficiency and encouraging districts to share and consolidate services.	Delaware	Executive	Education/Vision 2015
19	Working Smarter and Saving Money	Spending Education Dollars Smarter in Department of Education	Improving efficiency of purchasing and service contracts and ease time-consuming state and federal rules that divert attention from educational goals.	Delaware	Education	Education/Vision 2015
20	Working Smarter and Saving Money	Reform Procurement Practices Utilizing Volume-Based Purchasing Contracts	Utilize centralized purchasing specs to receive volume purchase discounts across agencies.	Pennsylvania	General Services	OMB
21	Working Smarter and Saving Money	Reform Procurement Practices Utilizing Performance-Based Contracting	Tie contract awards to previous achievement and service excellence.	Pennsylvania	General Services	OMB
22	Working Smarter and Saving Money	Reform Procurement Practices Utilizing Warehouse Consolidation/Just-in-Time Delivery	Eliminate excess warehouse capacity and utilize just-in-time delivery	Pennsylvania	General Services	OMB
23	Working Smarter and Saving Money	Reform Procurement Practices through Stockpile Reduction	Reduce/eliminate warehouse inventories.	Pennsylvania	General Services	OMB
24	Working Smarter and Saving Money	Reform Procurement Practices through Contract Requirement Simplification	Eliminate excessive legal and regulatory contracting requirements.	Pennsylvania	General Services	OMB
25	Working Smarter and Saving Money	Reform Procurement Practices through Increased Use of Purchasing Consortia	Utilizing bulk purchasing discounts by combining demand with other entities.	Pennsylvania	General Services	OMB
26	Working Smarter and Saving Money	Reform Procurement Practices Utilizing IDIQ, Federal, and Consortium Contract Vehicle Utilization	Streamline procurement process via use of alternate contract vehicles.	Pennsylvania	General Services	OMB
27	Working Smarter and Saving Money	Reform Procurement Practices Utilizing Service Purchase Contract Review	Analyze service purchase contracts for standards, volume, and pricing efficiencies.	Pennsylvania	General Services	OMB

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28	Working Smarter and Saving Money	Reform Procurement Practices Utilizing Prompt Payment Discounts	Negotiate vendor discounts for payment within 10-30 days.	Pennsylvania	General Services	OMB
29	Working Smarter and Saving Money	Reform Procurement Practices Utilizing Electronic Purchase Cards for Small Purchases	Increase efficiency of small purchases through appropriate use of purchase cards.	Pennsylvania	General Services	OMB
30	Working Smarter and Saving Money	Reform Procurement Practices Utilizing Direct Deposit Vendor Payments	Implement direct deposit payment of vendor invoices to streamline process and reduce costs.	Pennsylvania	General Services	OMB
31	Working Smarter and Saving Money	Reform Procurement Practices By Increasing Small Purchase Authorities	Raise no bid level to \$5000; raise delegated level of local bidding for supplies to \$100,000.	Pennsylvania	General Services	OMB
32	Working Smarter and Saving Money	Reform Procurement Practices By Increasing Billing Tolerances	Increase price tolerance to more than 0%/\$0.	Pennsylvania	General Services	OMB
33	Working Smarter and Saving Money	Consolidate/Divest State Facilities Instituting a Single-Portfolio Real Estate Management Initiative	Manage Commonwealth's real estate system enterprise-wide.	Pennsylvania	General Services	OMB
34	Working Smarter and Saving Money	Consolidate/Divest State Facilities Instituting a Statewide Facility Lease Review and Consolidation	Determine whether leases can be eliminated or amended to reduce costs.	Pennsylvania	General Services	OMB
35	Working Smarter and Saving Money	Consolidate/Divest State Facilities by Divestiture of Underutilized State Buildings	Sale of underutilized state buildings.	Pennsylvania	General Services	OMB
36	Working Smarter and Saving Money	Consolidate/Divest State Facilities by Divestiture of Surplus Land/Other Property Disposal	Sale of underutilized state land and other property.	Pennsylvania	General Services	OMB
37	Working Smarter and Saving Money	Consolidate/Divest State Facilities through Hospital Consolidation	Study appropriate consolidation of mental hospitals.	Pennsylvania	Administrative Services	OMB
38	Working Smarter and Saving Money	Institute Statewide Agency Cost Reductions in Telecommunications Costs	Reduce Telecommunication costs through various initiatives.	Pennsylvania	Administrative Services	OMB
39	Working Smarter and Saving Money	Institute Statewide Agency Cost Reductions in Landline Phone Costs	Negotiate lower line costs and long distance rates.	Pennsylvania	Administrative Services	OMB
40	Working Smarter and Saving Money	Institute Statewide Agency Cost Reductions in Cell Phone Costs	Reduce number of phones, consolidate calling plans, and renegotiate contracts.	Pennsylvania	Administrative Services	OMB
41	Working Smarter and Saving Money	Institute Statewide Agency Cost Reductions in Toll Free Numbers	Renegotiate contract and eliminate unnecessary numbers.	Pennsylvania	Administrative Services	OMB
42	Working Smarter and Saving Money	Institute Statewide Agency Cost Reductions in Information Technology Costs Utilizing Enterprise IT Leases	Enter into enterprise-wide IT leases.	Pennsylvania	Administrative Services	Information Technology
43	Working Smarter and Saving Money	Institute Statewide Agency Cost Reductions in Information Technology Costs Utilizing IT Consortia (GIS, Fleet, Rolling Inventory, Data Mgmt, HIPAA)	Establish consortia to build integrated, enterprise-wide IT infrastructures and applications.	Pennsylvania	Administrative Services	Information Technology

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44	Working Smarter and Saving Money	Institute Statewide Agency Cost Reductions in Information Technology Costs by Replacing Contractors with Employees	Reduce IT cost by replacing contractors with FTEs and term employees.	Pennsylvania	Administrative Services	Information Technology
45	Working Smarter and Saving Money	Institute Statewide Agency Cost Reductions in Information Technology Costs by Establishing Seat Management, Including Help Desk Consolidation	Establish enterprise-wide help desk across agencies.	Pennsylvania	Administrative Services	Information Technology
46	Working Smarter and Saving Money	Institute Statewide Agency Cost Reductions in Information Technology Costs by Increasing IT Coordination Among Agencies	Utilize the Communities of Practice methodology to enhance coordination of IT projects among Commonwealth agencies and prioritize IT spending.	Pennsylvania	Administrative Services	Information Technology
47	Working Smarter and Saving Money	Institute Statewide Agency Cost Reductions in Information Technology Costs by Extending Contractual PC Refresh Period	Extend lease period for PC equipment.	Pennsylvania	Administrative Services	Finance
48	Working Smarter and Saving Money	Institute Statewide Agency Cost Reductions through Library Initiatives	Examine ways to augment library resources.	Pennsylvania	Education	State
49	Working Smarter and Saving Money	Institute Statewide Agency Cost Reductions through drug and Alcohol Program Cost Reviews	Analyze drug and alcohol programs for effectiveness and cost savings.	Pennsylvania	Public Welfare	Health and Social Services
50	Working Smarter and Saving Money	Institute Statewide Agency Cost Reductions through Fleet Cost Reduction	Reduce fleet costs through various initiatives.	Pennsylvania	General Services	OMB
51	Working Smarter and Saving Money	Institute Statewide Agency Cost Reductions through Fleet Cost Reduction Utilizing Centralized Management, Purchase, and Repair	Achieve volume discounts through new contracts and centralized control.	Pennsylvania	General Services	OMB
52	Working Smarter and Saving Money	Institute Statewide Agency Cost Reductions through Fleet Cost Reduction Utilizing Fleet Reduction Strategy	Eliminate unnecessary fleet vehicles.	Pennsylvania	General Services	OMB
53	Working Smarter and Saving Money	Institute Statewide Agency Cost Reductions by Eliminating Car Phones	Eliminate car phones (except the Governor).	Pennsylvania	General Services	OMB
54	Working Smarter and Saving Money	Institute Statewide Agency Cost Reductions by Reviewing Printing Costs	Utilize technology and bulk mailing procedures to reduce costs.	Pennsylvania	General Services	OMB
55	Working Smarter and Saving Money	Institute Statewide Agency Cost Reductions by Eliminating Membership/Subscription Costs	Eliminate unnecessary subscriptions and memberships.	Pennsylvania	Administrative Services	OMB
56	Working Smarter and Saving Money	Implement Management Productivity Tools - "Keystone Scorecard"	Establish benchmarks, performance measures, and business outcomes for cost reduction initiatives.	Pennsylvania	Budget	OMB
57	Working Smarter and Saving Money	Implement Management Productivity Tools - Create State Productivity Bank	Establish productivity bank to fund cost-saving initiatives.	Pennsylvania	Budget	OMB

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Category		Title	Description	Originating State	Originating State Organization	Responsible Delaware Organization Owner
58	Working Smarter and Saving Money	Implement Management Productivity Tools - High-Performance Incentives including Gain sharing	Use gain sharing and other incentives to encourage motivation among government workers.	Pennsylvania	Administrative Services	OMB
59	Working Smarter and Saving Money	Inter-Governmental Initiatives Enhance Local Transportation Authority (SEPTA/Pittsburgh Transit) Productivity Purchasing/Technology Productivity Enhancements	Reduce local transit costs for purchasing and technology.	Pennsylvania	Budget	OMB
60	Working Smarter and Saving Money	Inter-Governmental Initiatives Enhance State System of Higher Education (SSHE) Productivity - Purchasing/Technology Productivity Enhancements	Reduce SSHE costs for purchasing and technology.	Pennsylvania	Administrative Services	OMB
61	Working Smarter and Saving Money	Have Customer Agencies Directly Purchase Products and Services From Department of Administrative Services	Offer services on a fee-for-service basis.	Iowa	Administrative Services	OMB
62	Working Smarter and Saving Money	Expand the Percentage of Employees in the Deferred Compensation Program	Goal is to help state employees prepare for retirement so they re less likely to need state assistance. Achieved by actively marketing the state employee deferred compensation plan via seminars, website and brochures.	Iowa	Administrative Services	Finance
63	Working Smarter and Saving Money	Number and Value of Sole Source Acquisitions	Limit number and value of state acquisitions (purchases) approved outside of a formal competitive bidding process.	Iowa	Administrative Services	OMB
64	Working Smarter and Saving Money	On-Line Renewal for Professionals	The online professional license renewal process is an efficiency measure that will allow a reduction in the amount of personnel time, office supplies, and postage currently being expended and will give the professional a more expedient response from the bureau.	Iowa	Banking	Finance
65	Working Smarter and Saving Money	To Reduce the Rate of Return to Prison Within 3 Years of Release	The Department of Corrections and district departments of correctional services are continuously work to improve provision of evidence-based treatments for offenders both while in prison and upon release. By evaluating what works, we can stop doing what doesn't work, maximize the return on investment in corrections dollars spent.	Iowa	Corrections	Corrections

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66	Working Smarter and Saving Money	Prison Inmates Completing GEDs Prior to Discharge		Reduces the likelihood of new crimes being committed by repeat offenders. According to the Corrections Association, prison inmates who are involved in education are less likely to be re-arrested, re-convicted and re-incarcerated than non-participants.	Iowa	Corrections	Corrections
67	Working Smarter and Saving Money	Improve Current Child Support Owed That is Collected		By locating absent parents, secure income-withholding orders, and, in the case of non-paying obligors, offset tax refunds and apply license sanctions. Developed interstate alliances to improve payment rates of shared interstate cases.	Iowa	Human Services	Health and Social Services
68	Working Smarter and Saving Money	Implement Medicaid Prescription Drug Savings		Implement the Preferred Drug List and the receipt of supplemental drug rebates from drug manufacturers to reduce costs of prescription drugs.	Iowa	Human Services	Health and Social Services
69	Working Smarter and Saving Money	Enhance State Bond Rating		Higher bond ratings translate directly into lower debt service costs.	Iowa	Management	Finance
70	Working Smarter and Saving Money	Reduce Number of Adults Who Are Current Smokers		Annual health care costs in Iowa are more than \$937 million (\$277 million for Medicaid). For every 1000 youth prevented from smoking future health care costs drop by about \$16 million. For every 1000 adults who quit, future costs drop by about \$8 million. State tobacco control have been shown to save \$2 to \$3.50 in healthcare costs for every \$1 spent. Goal to provide community-based tobacco prevention and cessation services and help adults and youth to quit by offering free smoking cessation counseling.	Iowa	Public Health	Health and Social Services/Services for Children, Youth and Their Families
71	Working Smarter and Saving Money	Responsible Property Management Stewardship		Disposal of land no longer required for highway purposes maximizes productivity of Iowa's most precious natural resource - land. Converting unrequited right-of-way to new ownership shifts the land from a state government maintenance expense to a wide array of opportunities such as private use, economic or broader public use by other public entities. In fiscal years 2004 through 2007, sale of noncommittal parcels returned \$13 million to the general fund.	Iowa	Transportation	Transportation

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72	Working Smarter and Saving Money	Consolidate or Eliminate Agencies or Programs	Combine the Railroad Commission and the Public Utility Commission into Texas Energy and Communication Commission	Texas	Executive	OMB
73	Working Smarter and Saving Money	Consolidate or Eliminate Agencies or Programs	Improve Youth Offender Services	Texas	Executive	Health and Social Services
74	Working Smarter and Saving Money	Consolidate or Eliminate Agencies or Programs	Consolidate Health and Human Service Agencies to Reduce Cost and Improve Service Delivery	Texas	Executive	Health and Social Services
75	Working Smarter and Saving Money	Consolidate or Eliminate Agencies or Programs	Centralize Customer Services for Licensing	Texas	Executive	OMB
76	Working Smarter and Saving Money	Improve Asset Management	Use innovative asset management techniques for state real property	Texas	Executive	OMB
77	Working Smarter and Saving Money	Improve Use of Information Technology	Increase usage of online government services	Texas	Information Technology	Information Technology
78	Working Smarter and Saving Money	Improve Use of Information Technology	Increase availability of broadband internet services in rural areas	Texas	Information Technology	Information Technology
79	Working Smarter and Saving Money	Raise the Bar on Student Performance	Improve Opportunities for Failing Students	Texas	Education	Education
80	Working Smarter and Saving Money	Raise the Bar on Student Performance	Improve Accountability for dropouts and at-risk students	Texas	Education	Education
81	Working Smarter and Saving Money	Raise the Bar on Student Performance	Prepare Texas students to succeed in collage	Texas	Education	Education
82	Working Smarter and Saving Money	Raise the Bar on Student Performance	Alleviate the Texas teacher shortage	Texas	Education	Education
83	Working Smarter and Saving Money	Raise the Bar on Student Performance	Adopt policies for the use of school counselor's time	Texas	Education	Education
84	Working Smarter and Saving Money	Raise the Bar on Student Performance	Increase incentives for students and schools to participate in the early graduation scholarship program	Texas	Education	Education
85	Working Smarter and Saving Money	Raise the Bar on Student Performance	Allow four year colleges and universities to waive tuition and fess for concurrently enrolled students	Texas	Education	Education
86	Working Smarter and Saving Money	Raise the Bar on Student Performance	Improve college graduation	Texas	Education	Education
87	Working Smarter and Saving Money	Raise the Bar on Student Performance	Allow school districts to post requests for proposals on the world wide web	Texas	Education	Education
88	Working Smarter and Saving Money	Raise the Bar on Student Performance	Allow community colleges and school districts to use state travel services	Texas	Education	Education
89	Working Smarter and Saving Money	Raise the Bar on Student Performance	prohibit school board members from doing business directly or indirectly with their districts	Texas	Education	Education
90	Working Smarter and Saving Money	Raise the Bar on Student Performance	Encourage school districts to form financial management services cooperatives	Texas	Education	Education
91	Working Smarter and Saving Money	Raise the Bar on Student Performance	Give public universities increased budget flexibility	Texas	Education	Education

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Category	Title	Description	Originating State	Originating State Organization	Responsible Delaware Organization	Responsible Delaware Organization Owner
92	Working Smarter and Saving Money	Enhance Quality of Health Care and Human Services	Contract for quality nursing home care	Texas	Human Services	Health and Social Services
93	Working Smarter and Saving Money	Enhance Quality of Health Care and Human Services	Reduce prescription drug costs for seniors	Texas	Human Services	Health and Social Services
94	Working Smarter and Saving Money	Enhance Quality of Health Care and Human Services	Use transportation brokers to improve the state's medical transportation program	Texas	Human Services	Health and Social Services
95	Working Smarter and Saving Money	Enhance Quality of Health Care and Human Services	Implement a disease management program for Medicaid patients	Texas	Human Services	Health and Social Services
96	Working Smarter and Saving Money	Enhance Quality of Health Care and Human Services	Improve Texas' child immunization rate	Texas	Human Services	Health and Social Services/Services for Children, Youth and Their Families
97	Working Smarter and Saving Money	Enhance Quality of Health Care and Human Services	Improve the adoption process for children in foster care	Texas	Human Services	Health and Social Services/Services for Children, Youth and Their Families
98	Working Smarter and Saving Money	Enhance Quality of Health Care and Human Services	Enhance Medicaid payments to certain providers	Texas	Human Services	Health and Social Services
99	Working Smarter and Saving Money	Enhance Quality of Health Care and Human Services	Increase Medicaid patient responsibility for health care use	Texas	Human Services	Health and Social Services
100	Working Smarter and Saving Money	Enhance Quality of Health Care and Human Services	Increase third-party liability reimbursements for Medicaid	Texas	Human Services	Health and Social Services
101	Working Smarter and Saving Money	Enhance Quality of Health Care and Human Services	Strengthen efforts to reduce Medicaid fraud and overpayment	Texas	Human Services	Health and Social Services
102	Working Smarter and Saving Money	Improve Transportation Efficiency	Use innovative financing techniques to build Texas roads	Texas	Transportation	Transportation
103	Working Smarter and Saving Money	Improve Transportation Efficiency	Use a database to reduce the State's number of uninsured motorists	Texas	Transportation	Transportation
104	Working Smarter and Saving Money	Outsource Labor Department Website Development and Maintenance	Spending excessive amounts performing this function in house	New Mexico	Labor and Employment	OMB
105	Working Smarter and Saving Money	Perform Constructions Industries Licensing In-House	Facilitate the transition to perform the licensing function in-house, including the timely provision of licensee data for conversion and testing	New Mexico	Regulation and Licensing	OMB
106	Working Smarter and Saving Money	Abolish Office of Interstate Gas Markets	Interstate markets function, in the modern age, such that New Mexico natural gas producers can market their gas effectively on their own	New Mexico	Interstate Natural Gas Markets	Natural Resources and Environmental Control
107	Working Smarter and Saving Money	Eliminate Transcriptions for Uncontested Cases	The state's Oil Conservation Division should discontinue the practice of employing a court reporter to transcribe hearings on uncontested cases.	New Mexico	Oil Conservation Division	Attorney General's office

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108	Working Smarter and Saving Money	Require All New State Buildings to Comply with ASHAE Standards	The state should require all new state buildings to meet or exceed American Society of Heating, Refrigerating and Air-Conditioning Engineers standards to preserve energy and save money	New Mexico	General Services	OMB
109	Working Smarter and Saving Money	Reduce Travel Expenses	The state should use energy-efficient technology to reduce the total number of miles traveled in less-efficient vehicles and prioritize the use of existing or new fuel-efficient vehicles	New Mexico	Transportation	Transportation
110	Working Smarter and Saving Money	Set All Copiers and Printers to Duplex	State policy should require that all printed and photocopied documents be double-sided to save on paper costs and reduce waste	New Mexico	Executive	OMB
111	Working Smarter and Saving Money	Require All State Agencies to Use Existing Natural Gas Marketing Agreement	The Governor should direct all state agencies to use natural gas pricing agreements to save money, and should encourage all public school districts and institutions of higher education to do the same.	New Mexico	Executive	OMB
112	Working Smarter and Saving Money	Consolidate Labor Department Divisions	The Labor Department's Human Rights and Labor and Industrial divisions should be combined into one division under a single division director	New Mexico	Labor	Labor
113	Working Smarter and Saving Money	Reduce Corrections Department Postage	The Corrections Department should review its policy of providing postage stamps to inmates at all its facilities and reduce free postage for personal use	New Mexico	Corrections	Corrections
114	Working Smarter and Saving Money	Make Offenders Pay for Community Programs	The state should require that many offenders participating in community corrections programs pay for a portion of the services they receive	New Mexico	Corrections	Corrections
115	Working Smarter and Saving Money	Update Architect and Engineer Rate Schedule	The Property Control Division should streamline the process and improve accountability measures in the current system of contracting for Architect and Engineer services	New Mexico	Property Control Division	OMB
116	Working Smarter and Saving Money	Provide Certain Architectural Services In-House	The state's Property Control Division should provide in-house architectural services on small capital projects and pursue legislation to redefine such small projects to more closely meet industry standards	New Mexico	Property Control Division	OMB

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117	Working Smarter and Saving Money	Eliminate Unnecessary Postage	State agencies should reduce postage costs by making more efficient use of interagency mail distribution and email	New Mexico	Administrative Services	OMB
118	Working Smarter and Saving Money	Improve Contract Management	The state should restructure its procurement system to streamline operations, improve performance, enforce sanctions, and achieve cost savings	New Mexico	Administrative Services	OMB
119	Working Smarter and Saving Money	Improve Management of Legal Contracts	The state should restructure its legal defense strategy, analyze litigation risks, implement contract management processes, and establish brief banks	New Mexico	Risk Management Division	OMB
120	Working Smarter and Saving Money	Increase Procurement Card Use	The state should adopt a policy requiring all state agencies to use procurement cards, commonly called P-cards, for purchases less than \$1,500 in value	New Mexico	Administrative Services	OMB
121	Working Smarter and Saving Money	Implement Reverse Auction	New Mexico should amend state law to allow state agencies to sue the innovative 'reverse auction' procurement process as a tool to save money by purchasing bulk items at reduced costs	New Mexico	Administrative Services	OMB
122	Working Smarter and Saving Money	Implement Statewide Single Audit	State law should be amended to allow the State Auditor to conduct a single statewide audit, instead of agency-by-agency audits, to save tax dollars and free the Auditor to focus on specialized reviews of agencies as merited	New Mexico	Administrative Services	OMB
123	Working Smarter and Saving Money	Implement Workforce Planning and Reduce Manager -to-Staff Ratios	The state of New Mexico can improve customer service for it's taxpayers and citizens through better workforce planning and realigning manager-to-employee ratios	New Mexico	Administrative Services	OMB
124	Working Smarter and Saving Money	Improve State Employee Incentive Program	The state should enhance the employee incentive program to encourage suggestions for improving the efficiency and effectiveness of state government	New Mexico	State Personnel Board	OMB
125	Working Smarter and Saving Money	Renegotiate Print Shop Duplication Equipment Leases	The state's Department of Transportation should reduce the cost of reprographics and duplication services in its print shop by renegotiating current contracts to lease equipment	New Mexico	Transportation	Transportation
126	Working Smarter and Saving Money	Purchase Newer and Inexpensive Sign Shop Materials	The Department of Transportation could save tax dollars by using higher-quality, lower -cost materials in highway and traffic signs	New Mexico	Transportation	Transportation

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127	Working Smarter and Saving Money	Maximize Internal Engineering design services	The state's Department of Transportation should depend on staff design specialists to reduce its dependence on outside consultants, save money, and improve performance	New Mexico	Transportation	Transportation
128	Working Smarter and Saving Money	Create Public-Private Partnerships for Transportation Projects	The state's Department of Transportation should expand the use of public-private partnerships to complete more highways and other transportation infrastructure by sharing the cost with the business community for projects that promote economic development. The state should also identify new opportunities in long-range planning and STIP for using public-private partnership to advance highway construction	New Mexico	Transportation	Transportation
129	Working Smarter and Saving Money	Eliminate Costly, Unnecessary Contracts for Transportation	The Department of Transportation should continue to cut non-essential contracts consistent with the Governor's request to save taxpayer money while improving the agency's customer service	New Mexico	Transportation	Transportation
130	Working Smarter and Saving Money	Require State Employees to Use Direct Deposit	The state should require all employees receive their pay via direct deposit	West Virginia	Executive	OMB
131	Working Smarter and Saving Money	Provide Options for Flexible Work Schedules	The state should adopt a statewide flexible work schedule to provide the ability to extend hours of operation and make it easier for customers to conduct business with their state government	West Virginia	Executive	OMB
132	Working Smarter and Saving Money	Eliminate "Ghost" Employee	Agencies should be required to fill vacant positions within 12 months so that unfilled vacant positions can be released to other budget needs	West Virginia	Executive	OMB
133	Working Smarter and Saving Money	Centralize Billing for State Hospitals To Save Money and Increase Accuracy	The Department of Health and Human resources should centralize and coordinate billing functions among state hospital operations and increase accuracy	West Virginia	Health and Human Services	Health and Social Services
134	Working Smarter and Saving Money	Dramatically Expand Coverage of Federal Title IV-E Programs	West Virginia's current coverage of federal title IV-E programs is a mere 14.7 percent and should be increased to at least 65 percent	West Virginia	Health and Human Services	Health and Social Services
135	Working Smarter and Saving Money	Improve Service and Cut Costs in State Transportation Programs	West Virginia should establish management controls for the state's transportation program to improve service and cut costs	West Virginia	Transportation	Transportation

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136	Working Smarter and Saving Money	Streamline Motor Vehicles Division	The West Virginia Division of Motor Vehicles should streamline personnel to save tax dollars, reduce overhead, and eliminate duplication	West Virginia	Transportation	Transportation
137	Working Smarter and Saving Money	Calibrate Salt and Cinder Spreaders	The Division of Highways should institute strict calibration controls on its spreaders for applying snow and ice control materials to cut waste and provide more training to maximize efficiency	West Virginia	Transportation	Transportation
138	Working Smarter and Saving Money	Save Tax Dollars By Using More State Inspectors for Highway Projects	Because inspections by outside consultants cost more than inspections by state employees, the Division of Highways should change its internal policies to achieve better regional balance for inspection workloads by state employees	West Virginia	Transportation	Transportation
139	Working Smarter and Saving Money	Curb Use OF State Cars to Commute	The Division of Highways should discontinue the practice of allowing state employees and contract inspectors to use taxpayer-funded vehicles for commuting to and from their homes or driving to job sites on state-compensated time	West Virginia	Transportation	Transportation
140	Working Smarter and Saving Money	Merge Special Highway Funds	Two dozen special funds controlled by the Division of Highways should be merged into one to streamline the agency's accounting load and free up the excess balances in some of the accounts to be used by the state's road fund	West Virginia	Transportation	Transportation
141	Working Smarter and Saving Money	Use purchasing Power of Multi-State and Federal General Services Contracts	Lawmakers should change code to allow state agencies to participate in multi-state and GSA contracts to take advantage of volume discounts for products and supplies	West Virginia	Executive	OMB
142	Working Smarter and Saving Money	Standardize Payment Card Use	West Virginia should standardize the use of its payment card (P-Card) among higher education and state agencies	West Virginia	Executive	OMB
143	Working Smarter and Saving Money	Cut Cell Phone Costs	The Governor's Office of Technology should adopt mandatory guidelines for all state agencies on the assignment and use of cell phones	West Virginia	Information Technology	Information Technology
144	Working Smarter and Saving Money	Replace Traditional Phones with IP Telephony to Save Millions	By replacing traditional telephone systems with IP Telephony, West Virginia can reduce overall telecommunications costs and save taxpayers millions	West Virginia	Information Technology	Information Technology

State Management Productivity Initiative Summary

Category	Title	Description	Originating State	Originating State Organization	Responsible Delaware Organization Owner
145	Going Green to Conserve Dollars	Incorporate Energy Conservation Initiatives into State Buildings	Colorado	Governor's Energy Office	Natural Resources and Environmental Control
146	Going Green to Conserve Dollars	Use Electronic Filings to Improve Local Government Data Collection	Colorado	Local Affairs	State
147	Going Green to Conserve Dollars	Minimize Unnecessary Data and Separator Sheets in Print Jobs	Colorado	Revenue	Finance
148	Going Green to Conserve Dollars	Reduce Printing and Postage Costs of Licensing and Regulating Business	Colorado	Regulatory Agencies	Information Technology
149	Going Green to Conserve Dollars	Reduce paper Consumption by Changing Employee Handbook Distribution Procedures	Colorado	Personnel & Administration	OMB
150	Going Green to Conserve Dollars	Reduce the Number of State Owned Vehicles	Colorado	Personnel & Administration	Transportation
151	Going Green to Conserve Dollars	Expand Videoconferencing	Colorado	Personnel & Administration	OMB
152	Going Green to Conserve Dollars	Better Manage Laundry Use and Associated Costs at Colorado Mental Health Institute at Fort Logan	Colorado	Human Services	Health and Social Services
153	Going Green to Conserve Dollars	Reduce Energy Spending	Pennsylvania	DGS	OMB
154	Controlling Health Care Costs	Reallocate Staff From the Office of CBMS	Colorado	Human Services and HCPF	Health and Social Services

State Management Productivity Initiative Summary

Category	Title	Description	Originating State	Originating State Organization	Responsible Delaware Organization Owner	
155	Controlling Health Care Costs	Implement Preferred Drug List (PDL)	The Department of Health Care Policy and Financing is hiring an outside contractor to help implement a PDL. The State Medicaid program will experience significant cost savings by purchasing preferred classes of Medicaid pharmaceuticals that have been proven safe and effective.	Colorado	Health Care Policy and Finance	Health and Social Services
156	Controlling Health Care Costs	Improve Medicaid Program Integrity with Fraud Detection Technology	The Department Program Integrity Section will more effectively detect and deter fraud and save significant Medicaid funding by using sophisticated fraud detection technology	Colorado	Health Care Policy and Finance	Health and Social Services
157	Controlling Health Care Costs	Strengthen Requirements and Oversight of Medicaid Service Providers	As part of improving Medicaid program integrity, HCPF will revise and enforce Medicaid provider participation requirements to meet minimum business and financial standards.	Colorado	Health Care Policy and Finance	Health and Social Services
158	Controlling Health Care Costs	Leverage Additional Family Planning Funds and Serve More Colorado Women	By adjusting the income eligibility levels for family planning services the state can receive additional federal matching dollars and can provide health services to more low income women.	Colorado	Public Health and Environment	Health and Social Services
159	Controlling Health Care Costs	Expand Participation to Better utilize 340B Pharmacy Pricing	The Department can further reduce its Medicaid costs for pharmaceuticals by expanding the use of the federal 340B pricing program.	Colorado	Health Care Policy and Finance	Health and Social Services
160	Controlling Health Care Costs	Reduce Institutional Pharmaceutical Costs Utilizing Purchasing Consolidation	Consolidate agency purchasing efforts.	Pennsylvania	Administrative Services	Health and Social Services
161	Controlling Health Care Costs	Reduce Institutional Pharmaceutical Costs Utilizing Generic Substitutions	Mandate generic substitution in certain drug classes; reduce payments for multiple-source generics through a Maximum Allowable Costs (MAC) list.	Pennsylvania	Administrative Services	Health and Social Services
162	Controlling Health Care Costs	Reduce Institutional Pharmaceutical Costs Utilizing Reimportation	Establish system allowing bulk reimportation of drugs.	Pennsylvania	Administrative Services	Health and Social Services
163	Controlling Health Care Costs	Reduce Institutional Pharmaceutical Costs Utilizing a Preferred Drug List	Establish preferred drug list, focusing on most effective, lower-cost drugs.	Pennsylvania	Administrative Services	Health and Social Services
164	Controlling Health Care Costs	Reduce Institutional Pharmaceutical Costs by Implementing Drug Utilization Reviews	Implement utilization review of improve cost efficiency.	Pennsylvania	Administrative Services	Health and Social Services
165	Controlling Health Care Costs	Reduce Institutional Pharmaceutical Costs Utilizing Manufacturers' Rebates	Secure supplemental manufacturers' rebates in conjunction with mandatory PDL.	Pennsylvania	Administrative Services	Health and Social Services
166	Controlling Health Care Costs	Reduce Institutional Pharmaceutical Costs Utilizing Fraud Audits	Audit health expense for Fraud.	Pennsylvania	Administrative Services	Health and Social Services

State Management Productivity Initiative Summary

State Management Productivity Initiative Summary						
Category	Title	Description	Originating State	Originating State Organization	Responsible Delaware Organization	Responsible Delaware Organization Owner
167	Controlling Health Care Costs	Reduce Pharmaceutical Costs of Employee Reimbursements By Performing Drug Utilization Reviews	Establish a mechanism for DUR.	Pennsylvania	Administrative Services	Health and Social Services
168	Controlling Health Care Costs	Reduce Pharmaceutical Costs of Employee Reimbursements Utilizing Management Formulary Creation and Co-Pay adjustment	Create formulary for management employees and consider co-payment adjustments.	Pennsylvania	Administrative Services	Health and Social Services
169	Controlling Health Care Costs	Reduce Pharmaceutical Costs of Employee Reimbursements Utilizing Union Formulary Creation and Co-Pay adjustment	Create formulary for union employees and consider co-payment adjustments.	Pennsylvania	Administrative Services	Health and Social Services
170	Controlling Health Care Costs	Reduce Pharmaceutical Costs of Recipient Reimbursements By Performing Drug Utilization Reviews	Establish a mechanism for DUR.	Pennsylvania	Administrative Services	Health and Social Services
171	Controlling Health Care Costs	Reduce Pharmaceutical Costs of Recipient Reimbursements Utilizing Union Formulary Creation and Co-Pay adjustment	Create formulary for recipients and consider co-payment adjustments.	Pennsylvania	Administrative Services	Health and Social Services
172	Controlling Health Care Costs	Reduce Costs/Improve Quality of Medicaid/Department of Public Welfare Programs by Establishing Social Security Income (SSI) Payment Process Reform	Transition SSI check writing responsibility from Federal government to Treasurer.	Pennsylvania	Administrative Services	Health and Social Services
173	Controlling Health Care Costs	Reduce Costs/Improve Quality of Medicaid/Department of Public Welfare Programs by Establishing Home Health care Monitoring System Enhancements	Establish phone based contractor supervision mechanism.	Pennsylvania	Administrative Services	Health and Social Services
174	Controlling Health Care Costs	Reduce Costs/Improve Quality of Medicaid/Department of Public Welfare Programs by Conducting Fraud Audits	Examine DPW programs for fraud.	Pennsylvania	Administrative Services	Health and Social Services
175	Controlling Health Care Costs	Reduce Costs/Improve Quality of Medicaid/Department of Public Welfare Programs by Conducting Savings Opportunity Reviews	Identify opportunities for enhanced savings at DPW.	Pennsylvania	Administrative Services	Health and Social Services
176	Controlling Health Care Costs	Improve Children, Youth and Families Department Food Quality and Services	The Juvenile Justice Division of the Children, Youth and Families Department (CYFD) should consolidate its multiple food vendor contracts into a single agreement, in conjunction with the adult Corrections Department, to increase accountability and save money	New Mexico	Corrections/Children Youth and Families	Corrections/Services for Children, Youth and Their Families

State Management Productivity Initiative Summary

Category	Title	Description	Originating State	Originating State Organization	Responsible Delaware Organization Owner	
177	Controlling Health Care Costs	Consolidate Children, Youth and Families Department Health Care Services	The state should provide comprehensive, coordinated health care for juveniles in justice facilities by means of a single streamlined health care contract that saves money and eliminates multiple medical contracts	New Mexico	Corrections/Children Youth and Families	Corrections/Services for Children, Youth and Their Families
178	Controlling Health Care Costs	Maximize Federal revenue - Performance Bonuses	The Human Services Department should compete more effectively for available federal financial incentives and bonuses to cover the costs of some services currently paid for with state funds	New Mexico	Human Services Department	Health and Social Services
179	Controlling Health Care Costs	Implement a Statewide 2-1-1- Network	State agencies that provide health and human services should form public-private partnerships to support existing initiatives to implement a statewide 2-1-1-program, which would provide free access to health and human services information and referrals and could replace most of the existing toll-free 800 numbers maintained by New Mexico health and human services (HHS) agencies	New Mexico	Human Services Department	Health and Social Services
180	Controlling Health Care Costs	Maximize Federal Revenue - Food Stamp Employment and Training Revenue	The Human Services Department (HSD) should take advantage of changes in federal legislation that allow states to allocate more program and administrative costs to federal grants thereby reducing the burden on state taxpayers	New Mexico	Human Services Department	Health and Social Services
181	Controlling Health Care Costs	Transfer Portion of Local DWI Grant Program to department of Health	Oversight of DWI Grant Fund Program's prevention and treatment services should be transferred to the New Mexico Department of Health to take advantage of DOH's experience in managing health programs	New Mexico	Department of Health	Health and Social Services
182	Controlling Health Care Costs	Provide New Mexico Works Services In-House	The state should evaluate the effectiveness of the New Mexico Works program in improving customer service and saving tax dollars	New Mexico	Administrative	Health and Social Services
183	Controlling Health Care Costs	Coordinate Pharmacy Purchases	The state should coordinate the purchase of pharmaceuticals and other medical supplies across state government to cut costs by boosting buying power	New Mexico	Administrative	Health and Social Services

State Management Productivity Initiative Summary

Category	Title	Description	Originating State	Originating State Organization	Responsible Delaware Organization Owner	
184	Controlling Health Care Costs	Determine Eligibility of County Maternity for Medicaid Administration	The state should obtain federal reimbursement for administrative costs incurred by providing benefits to Medicaid recipients through the County Maternal and Child Health program	New Mexico	Department of Health	Health and Social Services
185	Controlling Health Care Costs	Recover Improper Public Assistance Payments	The New Mexico Human Services Department should improve the effectiveness of its fraud recovery to increase recovery of recipient overpayments for food and public assistance	New Mexico	Human Services	Health and Social Services
186	Controlling Health Care Costs	Require Prior Authorization For Medical Services	The state should expand its prior authorization requirements to include chiropractic services, home health services, medical transportation, and specialty referrals	West Virginia	Health and Human Services	Health and Social Services
187	Controlling Health Care Costs	Manage Chronic Diseases Better to Improve Patient Health and Cut Costs	The state should contract with a Disease State Management Organization to provide disease management services to Medicaid members with certain diagnoses as a means of improving their health and saving taxpayers money	West Virginia	Health and Human Services	Health and Social Services
188	Controlling Health Care Costs	Strengthen Provider Enrollment Procedures to Ensure Effectiveness	West Virginia should strengthen enrollment procedures to ensure that Medicaid providers can provide the services for which they bill	West Virginia	Health and Human Services	Health and Social Services
189	Controlling Health Care Costs	Enact False Claims Legislation	State lawmakers should enact a Medicaid Fraud False Claims statute to discourage Medicaid fraud	West Virginia	Health and Human Services	Health and Social Services
190	Improving Public Safety	Implement Governor's FY 2008-09 Crime Prevention and Recidivism Package	The Governor's package of research-based programs are specifically designed to slow the rate of increase in prison population and decrease the cost of corrections.	Colorado	Corrections	Corrections
191	Improving Public Safety	Process Parole Board Documents Electronically	Eliminate the use of hardcopy typed and handwritten forms for parole Board actions.	Colorado	Corrections	Corrections
192	Improving Public Safety	Upgrade Colorado Bureau of Investigation Fingerprint Technology	Invest in improved systems for CBI's Identification Unit to more rapidly process fingerprints and keep pace with civil and criminal background checks.	Colorado	Public Safety	Attorney General's Office
193	Improving Public Safety	Require High Risk Community Providers to Cover the Cost of Audits	Require Community Corrections providers to bear the cost of audits when the audit is required because of poor performance.	Colorado	Public Safety	Corrections

State Management Productivity Initiative Summary

Category		Title	Description	Originating State	Originating State Organization	Responsible Delaware Organization Owner
194	Improving Public Safety	Establish Document Fraud Detection Fellowship Program	Establish a Motor Vehicle Investigation fellowship program for law enforcement investigators to learn fraud detection techniques and reduce the fraud investigation backlog at Department of Revenue	Colorado	Revenue	Finance
195	Improving Public Safety	Implement Children, Youth and Families Department Bracelet Monitoring Program	The Juvenile Justice Division of the Children, Youth and Families Department and the Corrections Department's Adult Probation and Parole Division should share the costs of electronic monitoring for non-violent offenders	New Mexico	Children, Youth and Families	Corrections/Services for Children, Youth and Their Families
196	Improving Public Safety	Address Correctional Officer Retention and Trailer Park	The Penitentiary of New Mexico should add 50 additional mobile home spaces to house correctional officers to retain employees and reduce turnover rate in Santé Fe.	New Mexico	Corrections	Corrections
197	Improving Public Safety	Consolidate Training Academy Schedule	The Department of Public Safety training division can significantly reduce operating expenses by changing its training schedule to 10 hours per day, 4 days per week.	New Mexico	Public Safety	State
198	Improving Public Safety	Implement Electronic Bracelets for DWI Offenders	The state should implement a pilot project to test the use of electronic tracking bracelets for select DWI offenders to increase public safety	New Mexico	Public Safety	State
199	Improving Public Safety	Develop and Implement a Dual Qualitative and Quantitative Assessment Tool	The state should transfer the responsibility for data entry, analysis, and reporting on juvenile offenders from outside contractor to the state's Juvenile Justice Data Unit and develop a single, comprehensive, electronically integrated assessment tool	New Mexico	Public Safety	State
200	Improving Efficiency Through Information Technology	Consolidate Data Centers Across State Government	Centrally manage two to three Enterprise Level Data centers to consolidate the functions of many smaller ones to decrease costs, increase efficiency and improve security.	Colorado	Governor's Office of Information Technology	Information Technology
201	Improving Efficiency Through Information Technology	Implement Access Zone Computer Centralization	Consolidate computing capacity into central servers to reduce cost, improve efficiency and increase security in the state's information technology system.	Colorado	Governor's Office of Information Technology	Information Technology

State Management Productivity Initiative Summary

Category		Title	Description	Originating State	Originating State Organization	Responsible Delaware Organization Owner
202	Improving Efficiency Through Information Technology	Create a Web-Based Penalty Assessment System With Online Payment Capability	Work with a third party vendor to develop a self-funded internet web-based penalty assessment system that will allow online payment of traffic citations and other penalty assessments.	Colorado	Revenue	Information Technology
203	Improving Efficiency Through Information Technology	Reduce Geographic Information Systems (GIS) and Geospatial Information Technologies (GIT) Redundancies and Inefficiencies Among Colorado State Agencies	Coordinate among state agencies that use GIS software and data to eliminate unnecessary expense and duplication of effort.	Colorado	Governor's Office of Information Technology/Local Affairs	Information Technology
204	Improving Efficiency Through Information Technology	Streamline Records Management and Storage in the Department of Revenue	Maintain digital records and archiving and avoid reverting to obsolete microfilm technology in the Titles Section by addressing storage needs.	Colorado	Revenue	Finance
205	Improving Efficiency Through Information Technology	Consolidate Information Technology Services	The state should consolidate information technology organizations and services to coordinate efforts. Eliminate duplication, save tax dollars through common planning across state government	New Mexico	Information Technology	Information Technology
206	Improving Efficiency Through Information Technology	Invest in Magnet and State Network	The state should aggressively coordinate telecommunication planning and purchases to reduce costs and leverage purchasing power	New Mexico	Information Technology	Information Technology
207	Improving Efficiency Through Information Technology	Mandate Direct Deposit of All State Payroll Checks	The state should mandate the use of direct deposit of employees' paychecks to reduce the cost of printing and distributing checks	New Mexico	Department of Labor	OMB
208	Improving Efficiency Through Information Technology	Improve Detection of Medicaid Fraud	The state should implement technology known as artificial intelligence to help detect fraud and waste in the Medicaid program and recover improper Medicaid payments	New Mexico	Human Services	Information Technology
209	Improving Customer Service	Create an Internet-Based Unemployment Insurance System	Implementing an online, self-service computer system for the Unemployment Insurance program in the Department of labor and Employment to significantly reduce staff costs and improve service for employers and benefit seekers.	Colorado	Labor and Employment	Information Technology
210	Improving Customer Service	Streamline Colorado National Guard Tuition assistance Process	The Department of Military and Veterans Affairs should use information technology and other efficiencies to simplify the application and award processes in its tuition assistance program for Colorado National Guard members.	Colorado	Military and Veterans Affairs	Information Technology

State Management Productivity Initiative Summary

Category	Title	Description	Originating State	Originating State Organization	Responsible Delaware Organization Owner	
211	Improving Customer Service	Create a Combined Animal Industry and Brand Inspection Division in the Department of Agriculture	Merging the Brand Inspection Board with the Animal Industry Division will permit Colorado to better safeguard the state's livestock industry and respond to disease outbreaks.	Colorado	Agriculture	Natural Resources and Environmental Control
212	Improving Customer Service	Create a Laboratory Services Division in the Department of Agriculture	Creating a stand-alone Laboratory Services Division and bringing the Department's three laboratories together under a single supervisor will reduce costs, make greater cross-training possible and improve state emergency preparedness.	Colorado	Agriculture	Natural Resources and Environmental Control
213	Improving Customer Service	Streamline Licensing and Permitting in the Department of Agriculture	Improve agency efficiency and customer service by consolidating licensing and permitting activities to reduce staff time, postage costs and licensee paperwork.	Colorado	Agriculture	Natural Resources and Environmental Control
214	Improving Collections and Recovering Funds	Maximize Federal Title IV-E Revenue for Foster Care services	Collect more Title IV-E federal reimbursements by expanding administrative claims for services provided, eliminating the criminal background check backlog for foster care providers and training staff on data management for Title IV-E claims.	Colorado	Human Services	Health and Social Services
215	Improving Collections and Recovering Funds	Increase Out-of-State Audits	Increase the yield from Department of revenue tax audits by enhancing the agency's capacity to audit out-of-state businesses.	Colorado	Revenue	Finance
216	Improving Collections and Recovering Funds	Increase Travel Funds for School District Audits	Fully fund travel expenses for the Department of Education Audit Unit to allow for the recovery of state overpayments to schools.	Colorado	Education	Education
217	Improving Collections and Recovering Funds	Properly Record all Port of Entry Penalty Assessments	Improve the Penalty Assessment reporting systems to ensure that violations against commercial vehicles identified by Ports of Entry are properly recorded to avoid dropped cases and lost fines.	Colorado	Revenue	Finance
218	Improving Collections and Recovering Funds	Maintain Functioning Ports of Entry Without Increasing Appropriations	Transfer Department of Revenue funds between budget line items to cover maintenance costs and prevent services suspensions that result from deteriorating conditions at Colorado Ports of Entry.	Colorado	Revenue	Finance
219	Improving Collections and Recovering Funds	Streamline Rules Adoption Process for Lottery Scratch Games	Eliminate the requirement that a separate rule be posted and adopted for every new scratch game.	Colorado	Revenue	State
220	Improving Collections and Recovering Funds	Enhance Revenues With General Fee-Level Adjustments	Adjust fees for inflation to generate additional revenue.	Pennsylvania	Budget	Finance

State Management Productivity Initiative Summary

State Management Productivity Initiative Summary						
Category	Title	Description	Originating State	Originating State Organization	Responsible Delaware Organization	Responsible Delaware Organization Owner
221	Improving Collections and Recovering Funds	Enhance Revenues With Revenue Collection Maximization	Identify opportunities to raise revenue through increased collections.	Pennsylvania	Revenue	Finance
222	Improving Collections and Recovering Funds	Enhance Revenues With Sales Tax Collection Maximization	Identify opportunities to raise revenue through increased sales tax collections.	Pennsylvania	Revenue	Finance
223	Improving Collections and Recovering Funds	Enhance Revenues With Child Support Payment Collection Maximization	Use technology to enhance collection of child support payments.	Pennsylvania	Budget	Finance
224	Improving Collections and Recovering Funds	Enhance Revenues With Unpaid Business Tax Amnesty Program	Establish amnesty program to encourage businesses to pay back-owed taxes.	Pennsylvania	Revenue	Finance
225	Improving Collections and Recovering Funds	Enhance Revenues With Reckless Driver Surcharge Program	Assess surcharge on reckless drivers to recover costs.	Pennsylvania	Gov	State
226	Improving Collections and Recovering Funds	Enhance Revenues With Federal and State Tax Review Coord. (Personal/Business; Audit Activities)	Cross-reference tax returns to identify failures to pay.	Pennsylvania	Revenue	Finance
227	Improving Collections and Recovering Funds	Enhance Revenues With Tax System Reform By Elimination of Non-Profit Health Insurer Exemptions	Eliminate exemptions for non-profit health insurers.	Pennsylvania	Revenue	Finance
228	Improving Collections and Recovering Funds	Enhance Revenues With Tax System Reform By Loophole Closing Initiative	Close corporate tax loopholes.	Pennsylvania	Revenue	OMB
229	Improving Collections and Recovering Funds	Enhance Revenues With Tax System Reform With Utility Tax Reform	Reform utility tax structure.	Pennsylvania	Revenue	Finance
230	Improving Collections and Recovering Funds	Enhance Revenues With Tax System Reform With CNI/Capital Stock Tax Consolidation	Combine capital stock and CNI taxes to streamline system and raise additional revenue.	Pennsylvania	Revenue	Finance
231	Improving Collections and Recovering Funds	Enhance Cash Management Through Enhanced Asset Management - Tax Stream Securitization	Securitize tax stream to generate current revenue	Pennsylvania	Budget	Finance
232	Improving Collections and Recovering Funds	Enhance Cash Management Through Enhanced Asset Management - Tobacco Settlement Funds Securitization	Securitize Tobacco Settlement Fund to generate current revenue	Pennsylvania	Budget	Finance
233	Improving Collections and Recovering Funds	Enhance Cash Management Through Enhanced Asset Management - Cell Tower Sale and Lease Back	Use financing mechanism to generate current revenue from Commonwealth cell tower assets.	Pennsylvania	Administrative Services	Finance
234	Improving Collections and Recovering Funds	Enhance Cash Management Through Enhanced Asset Management - Reduction of Leasing Costs	Review all leasing costs.	Pennsylvania	Budget	Finance
235	Improving Collections and Recovering Funds	Enhance Cash Management Through Enhanced Asset Management - Sale of 800 MHz Radio Frequency Capacity to Localities	Generate revenue and improve public safety radio interoperability via sales of 800 MHz frequency to localities.	Pennsylvania	Administrative Services	Finance
236	Improving Collections and Recovering Funds	Enhance Cash Management Through Enhanced Asset Management - Third-Party Lease of 800 MHz Tower Space	Lease space on 800 MHz towers to private entities to raise revenue	Pennsylvania	Administrative Services	Finance

State Management Productivity Initiative Summary

Category		Title	Description	Originating State	Originating State Organization	Responsible Delaware Organization Owner
237	Improving Collections and Recovering Funds	Enhance Cash Management Through Enhanced Asset Management - Conversion to Lease Assets (Depreciation Benefits)	Analyze owned assets for depreciation benefits of lease conversion	Pennsylvania	Budget	Finance
238	Improving Collections and Recovering Funds	Enhance Cash Management Through Enhanced Debt Management - Turnpike Debt Reissuance	Use financing mechanism to raise additional revenue.	Pennsylvania	Budget	Finance
239	Improving Collections and Recovering Funds	Enhance Cash Management Through Enhanced Debt Management - Forward Refund of Certificates of Participation (COPS)	Use financing mechanism to raise additional revenue.	Pennsylvania	Budget	Finance
240	Improving Collections and Recovering Funds	Enhance Cash Management Through Enhanced Debt Management - Revision of State Debt Amortization Policy	Revise state debt policy to improve flexibility.	Pennsylvania	Budget	Finance
241	Improving Collections and Recovering Funds	Enhance Cash Management Through Enhanced Debt Management - Variable Rate Debt Issuance	Issue variable rate debt to reduce interest costs.	Pennsylvania	Budget	Finance
242	Improving Collections and Recovering Funds	Enhance Cash Management Through Enhanced Debt Management - Interest Rate Swaps	Use derivatives to reduce interest rate cost.	Pennsylvania	Budget	Finance
243	Improving Collections and Recovering Funds	Enhance Cash Management Through Enhanced Debt Management - Derivatives Use (Reduce Debt Service/Generate Cash)	Use financing mechanism to raise additional revenue.	Pennsylvania	Budget	Finance
244	Improving Collections and Recovering Funds	Enhance Cash Management Through Enhanced Debt Management - Local School Construction Reimbursement	Reform local school construction financing system.	Pennsylvania	Budget	Finance
245	Improving Collections and Recovering Funds	Income Offset (Bad Debt) Revenue Collected by State Government	This is accomplished by the legislature expanding income afford program from tax refund payment, vendor payments and lottery payments and payments to vendors and taxpayers.	Iowa	Budget	Revenue/Finance
246	Improving Collections and Recovering Funds	Collecting Misspent Public Assistance	Explore effective and efficient methods in collaboration with the Department of Human Services.	Iowa	Human Services	Health and Social Services
247	Improving Collections and Recovering Funds	Increase Percent of Tax Revenues Paid By Electronic Funds Transfer	Modify the dollar filing thresholds for personal sales and withholding tax filers to require more individual and business taxpayers to file electronically. Increase financial audit activities. Every \$1 invested in audit activities generated \$9 in taxes collected in Iowa.	Iowa	Revenue	Finance
248	Improving Collections and Recovering Funds	Increase Revenues	Increase lottery revenues	Texas	Revenue	Finance

State Management Productivity Initiative Summary

Category		Title	Description	Originating State	Originating State Organization	Responsible Delaware Organization Owner
249	Improving Collections and Recovering Funds	Increase Revenues	Improve tax compliance and delinquent revenue collections with additional enforcement coverage	Texas	Revenue	Finance
250	Improving Collections and Recovering Funds	Increase Revenues	Establish an amnesty program for all taxes administered by the Texas Comptroller of Public Accounts	Texas	Revenue	Finance
251	Improving Collections and Recovering Funds	Increase Revenues	Increase tax compliance and state revenue through additional audit coverage	Texas	Revenue	Finance
252	Improving Collections and Recovering Funds	Increase Revenues	Improve the integrity of the unemployment insurance trust fund	Texas	Revenue	Finance
253	Improving Collections and Recovering Funds	Enhance Labor Department Penalties	The state's Department of Labor should revise both the interest rate charged for unpaid employment taxes and the fee for late filing of wage reports	New Mexico	Labor	Labor
254	Improving Collections and Recovering Funds	Perform Periodic regulation and Licensing Department Fee Reviews	The state's Regulation and Licensing Department should conduct regular fee reviews to make sure that revenues collected by the department reflect the true costs of administering the licensing functions of five of the department's divisions	New Mexico	Regulation and Licensing	OMB
255	Improving Collections and Recovering Funds	Increase Probation and Parole Fees	The state should revise the minimum probation and parole fees assessed to criminal offenders to defray the cost of their supervision	New Mexico	Corrections	Corrections
256	Improving Collections and Recovering Funds	Collect Commissary Gross Receipts Tax	State prisons and county jails should collect and remit sales taxes on all commissary sales of taxable products to inmates.	New Mexico	Corrections	Corrections
257	Improving Collections and Recovering Funds	Improve Collection of Automation Fund Application Fees	The state's Public Defender Department should enhance collection of the statutorily authorized application fee to fund technology upgrades and other operating costs that will improve customer service	New Mexico	Public Defender	State
258	Improving Collections and Recovering Funds	Streamline Capital Projects Payment Process	The state should streamline its contract payment process to comply with state law and avoid costly penalties for late payments	New Mexico	Administrative	OMB
259	Improving Collections and Recovering Funds	Enhance Employee Benefits Services	State employee health benefits programs should be marketed to all government entities to maximize participation and increase buying power	New Mexico	Administrative	OMB

State Management Productivity Initiative Summary

Category	Title	Description	Originating State	Originating State Organization	Responsible Delaware Organization Owner
260	Improving Collections and Recovering Funds Enhance State Tax Collections	State law should be changed to allow the exchange of information between the Department of Labor and the Taxation and Revenue Department	New Mexico	Budget	OMB
261	Improving Collections and Recovering Funds Expand Electronic Benefit Transfer	New Mexico Human Services Department should expand its use of electronic benefits transfer technology to include additional programs or vendor payments made by other agencies to better serve clients and reduce administrative cost	New Mexico	Human Services Department	OMB
262	Improving Collections and Recovering Funds Maximize Federal revenue - Tile IV-E	The State should provide taxpayers millions of dollars in savings by contracting for the services of a revenue maximization expert to identify available Title IV-E federal revenue that can be used to reimburse the state for part of the cost of foster care programs currently covered by the state	New Mexico	Children, Youth and Families	Children, Youth and Their Families
263	Improving Collections and Recovering Funds Collect Past Due Fines	The state should collect citations that have not been adequately processed and posted due to inaccurate or incomplete information, generating as much as \$13.6 million in revenue and improving public safety by ensuring that drivers' records are up-to-date	New Mexico	Motor Transportation Division	State
264	Improving Collections and Recovering Funds Increase Oversize/Overweight Permit Fees	The state should enhance the permitting process for oversize cargo loads and overweight vehicles, and revise the current fee structure to pay for the improvements	New Mexico	Motor Transportation Division	Transportation
265	Improving Collections and Recovering Funds Maximize Port-of-Entry Fee Revenue	The state should improve its auditing efforts to interstate motor carriers to enhance collection of the weight and distance tax	New Mexico	Motor Transportation Division	Transportation
266	Improving Collections and Recovering Funds Increase Revenue Through Better Medicaid Fraud Investigation	West Virginia should commit to providing the necessary resources to detect "up front" fraud before the actual payment occurs	West Virginia	Health and Human Resources	Health and Social Services
267	Governor Markell's Initiatives				

State Management Productivity Initiative Summary

Category	Title	Description	Originating State	Originating State Organization	Responsible Delaware Organization Owner	
268	Improving Collections and Recovering Funds	Improve revenue collection	Conduct a one time tax amnesty. Delaware has not had a tax amnesty in the last 25 years. Maine has had two and collected \$29 million and another \$34.6 million. New Hampshire collected \$13.5 million during each of its tax amnesties, while Rhode Island collected from \$700,000 to \$7.9 million during its three different amnesties since 1982.	Delaware	Finance	Finance
269	Improving Collections and Recovering Funds	Improve revenue collection	Enhance enforcement staff levels. Experience in Texas, New Mexico and California show a return of about \$250,000 to \$780,000 per enforcement auditor. The cost of hiring these auditors would be paid out of the funds they collect, enhancing the benefit to the state's general fund budget	Delaware	Finance	Finance
270	Improving Collections and Recovering Funds	Improve revenue collection	Use high-tech cigarette stamps such as the ones developed in California that make it more difficult to forge tax stamps and allow for greater tracking and enforcement and as a result greater tax collection	Delaware	Executive	OMB
271	Improving Collections and Recovering Funds	Improve revenue collection	Crosscheck taxes owed the state by individuals against professional and drivers' license renewals.	Delaware	Executive	OMB
272	Improving Efficiency Through Information Technology	Leverage technology to reduce costs	Implement e-pay secure Internet access for employees and eliminate paper remittance advices	Delaware	Executive	OMB
273	Improving Efficiency Through Information Technology	Leverage technology to reduce costs	Encourage broader use of combined telecommunications technology - using voice enabled e-mail, phone and pda to expand telecommuting options for employees.	Delaware	Executive	OMB
274	Improving Efficiency Through Information Technology	Leverage technology to reduce costs	Continue cost effective state wide e-government initiatives which I started in my first term as State Treasurer	Delaware	Executive	OMB
275	Improving Efficiency Through Information Technology	Leverage technology to reduce costs	Conduct review of state delivery, mail, and fleet policies to identify opportunities for efficiency and cost savings across agencies	Delaware	Executive	OMB

State Management Productivity Initiative Summary

Category	Title	Description	Originating State	Originating State Organization	Responsible Delaware Organization Owner		
276	Controlling Health Care Costs	Fight health care fraud		Medicaid enrollment in Delaware increased 23.5 percent from 2003 to 2007; all signs point to ongoing increases in health care costs. Delaware should take advantage of specific strategies to prevent Medicaid fraud. For example, technologies now exist to detect potentially fraudulent patterns of billing, allowing for the prevention of payments being made that later would require formalized prosecution and collection activities	Delaware	Executive	OMB
277	Controlling Health Care Costs	Fight health care fraud		Continue to take aggressive steps to keep state employee health care costs as low as possible by auditing and evaluating eligibility as well as physician billing practices	Delaware	Executive	OMB
278	Working Smarter and Saving Money	Expand the strategic sourcing initiative to include other services, state agencies and school districts		Millions of taxpayer dollars can be saved by aggregating purchases across all areas of state government, rather than having every program, division, or department negotiate its own rates, in order to leverage the best possible prices	Delaware	Executive	OMB
279	Working Smarter and Saving Money	Become more aggressive about pursuing federal funds for which our state is eligible		One way to increase the amount of outside funding flowing to Delaware is to create a dedicated Grants Office with the expertise to increase and leverage program funding for Delawareans	Delaware	Executive	OMB
280	Working Smarter and Saving Money	Review the statewide cost allocation plan and provide necessary expertise to state agencies with the potential to recover additional costs from the federal government for services provided		California, with a sophisticated state government, nonetheless discovered that it was collecting only 8% of the amount legitimately recoverable due to inadequate and untimely indirect cost reports. An improvement as meager as 5% in indirect costs recovery could mean significant dollars for Delaware	Delaware	Executive	OMB
281	Working Smarter and Saving Money	Invest in preventive programs that show cost avoidance In the future such as expanding efforts to enroll eligible children into public health care programs		The classic example is children's immunizations. Research shows that for every dollar invested in children's immunizations, we can avoid \$1.10 in higher health care costs such as emergency room visits	Delaware	Executive	OMB

State Management Productivity Initiative Summary

Category	Title	Description	Originating State	Originating State Organization	Responsible Delaware Organization Owner	
282	Working Smarter and Saving Money	Invest in programs that reduce recidivism - the rate at which prisoners return to prison	Washington State Institute for Public Policy studies have found that the state can realize anywhere from \$13 to \$28 dollars for every dollar invested in certain intervention and prevention programs for felons. Given that a single prison bed costs over \$24,000 each year in Delaware, the long term savings from such programs could be significant	Delaware	Executive	OMB
283	Working Smarter and Saving Money	Invest in affordable housing	Affordable housing is another area where a little government spending can produce big returns. A recent University of Delaware study found that every dollar that state spends on affordable housing projects generates \$7 in economic returns. Affordable housing should be a basic right for all Delawareans - but the added economic benefit is another reason to invest in this area	Delaware	Executive	OMB
284	Pennsylvania White Paper Initiatives					
285	Working Smarter and Saving Money	Standardize On Inherent Purchasing Capabilities with SAP Across Entire Organization	Successfully implement SAP purchasing across the entire Commonwealth yielding an anticipated 5% reduction in overall purchasing cost, post-ERP implementation.	Pennsylvania	Executive	OMB
286	Working Smarter and Saving Money	Realign the Comptroller's Operation	With approximately 900 employees, PA should allow for significant elimination of redundancies in this area through right-sizing and establishment of shared service centers.	Pennsylvania	Executive	OMB
287	Working Smarter and Saving Money	Leverage the Infrastructure Investment Made by Other Enterprise Initiatives Such JNET/CLEAN, PA Open for Business, Statewide Radio Network and The Data PowerHouse.	An example of this would be selling or leasing space on the radio towers could yield significant cost reductions or revenue enhancements.	Pennsylvania	Budget	OMB
288	Working Smarter and Saving Money	Consolidate Common Payment Functions at Departments such as PA DOR, PennDOT, PA L&I, and others into Enterprise Payment Centers	An objective savings of 5 to 10 percent, based on a 5-year return on investment (ROI) model, should be established.	Pennsylvania	Budget	OMB
289	Working Smarter and Saving Money	Consolidate Enterprise Call Centers to Improve Constituent Services and Reduce Costs	An objective savings of 5 to 10 percent, based on a 5-year return on investment (ROI) model, should be established.	Pennsylvania	Budget	OMB
290	Working Smarter and Saving Money	Implement an Enterprise wide IT Maintenance Support, Service/Help Desk Support and IT Asset Tracking for the Commonwealth's 60,000 PC's.	Similar sized implementations have achieved savings of 40 percent with savings in the millions of dollars	Pennsylvania	Budget	Information Technology

State Management Productivity Initiative Summary

Category	Title	Description	Originating State	Originating State Organization	Responsible Delaware Organization Owner
291	Working Smarter and Saving Money	Appoint a Chief Operating Officer Empowered to Recommend and Implement Changes From a Business Process Perspective Across the Enterprise	Pennsylvania	Executive	Information Technology
		Focusing on the enterprise often requires breaking down the traditional "Stovepipe" barriers. Strong leadership is required for success in this area. Serious consideration should be given to the appointment of a Chief Operating Officer empowered to recommend and implement changes from a business process perspective across the enterprise.			
292	Working Smarter and Saving Money	Consolidate the Pennsylvania Game Commission and the Pennsylvania Fish and Boat Commission	Pennsylvania	Executive	Natural Resources and Environmental Control
		Gain efficiencies by reducing required management and implementation staff.			
293	Working Smarter and Saving Money	Consolidate the Payment Processing Centers at PennDOT, L&I & PA DOR into One Virtual Payment Center	Pennsylvania	Executive	OMB
		Significant elimination of redundancies can occur at PA DOR, PA L&I, PennDOT PHEAA, Dept of State, DCNR, Game Commission and the Fish & Boat Commission. Consolidation of the 300+ employees, physical plant and technology infrastructure can lead to significant savings.			
294	Working Smarter and Saving Money	Establish a Virtual Licensing/Registration Center to Consolidate Licensing and Registration of Vehicles, Drivers, Boats, ATVs, Snowmobiles and Occupations	Pennsylvania	Executive	OMB
		An objective savings of 5 to 10 percent, based on a 5-year return on investment (ROI) model, should be established.			
295	Working Smarter and Saving Money	Analyze and Review Various State Government Client Centers Across the State, With the Intent of Possible Consolidation Without Affecting Customer Service	Pennsylvania	Executive	OMB
		Review for cost savings where possible.			
296	Working Smarter and Saving Money	Establish Virtual Health Care Claims Processing Center Consolidating Various Functions within DPW, Department of Health, and Department of Insurance	Pennsylvania	Executive	OMB
		An objective savings of 5 to 10 percent, based on a 5-year return on investment (ROI) model, should be established.			
297	Working Smarter and Saving Money	Merge Common Business Processes Among Dept. of Banking, dept. of Insurance and the Securities Commission or Outright Consolidation of These Departments May Be Feasible	Pennsylvania	Executive	OMB
		An objective savings of 5 to 10 percent, based on a 5-year return on investment (ROI) model, should be established.			
298	Working Smarter and Saving Money	Consolidate all Homeland Security Functions Under One Authority Should Lead to Both Significant Reductions in Cost and Improvements in Service Delivery/Preparedness	Pennsylvania	Executive	OMB
		An objective savings of 5 to 10 percent, based on a 5-year return on investment (ROI) model, should be established.			

State Management Productivity Initiative Summary

Category		Title	Description	Originating State	Originating State Organization	Responsible Delaware Organization Owner
299	Improving Collections and Recovering Funds	Improve Collection and Enforcement of Tax Obligations Within PA Department of Revenue and Labor and Industry	An objective savings of 5 to 10 percent, based on a 5-year return on investment (ROI) model, should be established.	Pennsylvania	Budget	Finance
300	Improving Collections and Recovering Funds	Consider Selling Off the Tower Infrastructure and Then Leasing Back the Capacity the Commonwealth Requires	This could yield significant revenue through the initial sale of the system and allow the Commonwealth to recoup a large portion of the \$225 million investment made.	Pennsylvania	Executive	OMB
301	Improving Collections and Recovering Funds	Leverage Pennsylvania's State Park System	Pennsylvania is one of a limited number of state park systems that does not charge an entry fee. Pennsylvania's state parks entertain 37 million visitors annually and even a minimal fee between \$2 and \$5 will yield annual revenues to fund park improvements.	Pennsylvania	Executive	Natural Resources and Environmental Control
302	Improving Collections and Recovering Funds	Consider the Development and Operation of State Park Lodges and Hotels	Development could yield revenue for state park improvements.	Pennsylvania	Executive	Natural Resources and Environmental Control
303 Colorado Employee Suggestions						
304	Working Smarter and Saving Money	State Budget Transparency	Governor is making state's budget process transparent.	Colorado	Executive	Finance
305	Working Smarter and Saving Money	Transparency at the PUC	Colorado Public Utilities Commission posting communications online.	Colorado	Executive	OMB
306	Working Smarter and Saving Money	Strategic Planning in State Budgeting	State-wide budget planning process overhauled to emphasis results-based budgeting.	Colorado	Executive	Finance
307	Working Smarter and Saving Money	Education Data and Accountability	State K-12 education leaders launching a meaningful data and accountability system that will capture information about each student from entry into to school to entry into the workforce.	Colorado	Education	Education
308	Working Smarter and Saving Money	Water Information Available Online	The Colorado Water Conservation Board (CWCB) in the Department of Natural resources is utilizing a web-based solutions to improve efficiency and customer service	Colorado	Natural Resources	Natural Resources and Environmental Control
309	Working Smarter and Saving Money	Health Insurance Transparency	The Governor supported legislation (HB 08-1385) that will create a web-based consumer guide to health insurance companies.	Colorado	Executive	Information Technology
310	Working Smarter and Saving Money	Fixing Problems Early to Save Money	Permanently fix broken water main instead of temporary repair in order to minimize impacts and save costs	Colorado	Transportation	OMB

State Management Productivity Initiative Summary

Category		Title	Description	Originating State	Originating State Organization	Responsible Delaware Organization Owner
311	Working Smarter and Saving Money	Colorado refugee Services Program	Utilize federal grant funding to expand the Colorado Refugee Services Program, to help participants become self sufficient more quickly.	Colorado	Human Services	OMB
312	Working Smarter and Saving Money	Streamlining Local Government Loan and Grant Process	Expedite the processing of loans and grants from the Local Government Energy and Mineral Assistance Program. Creating a tiered approach and removing layers of approvals for smaller loans and grants, helps communities receive aid more quickly.	Colorado	Local Affairs	Finance
313	Working Smarter and Saving Money	Capitol Complex Master Plan	Build a detailed plan for maximizing 545000 square feet of space in the Capitol Complex ensuring the state is optimizing space in state buildings.	Colorado	State Architect	OMB
314	Working Smarter and Saving Money	Shortening Rules Review Timeframes	The agency is cutting the "sunrise/sunset" rules review timeframe by almost 75 percent (from 15 months to 120 days).	Colorado	Regulatory Agencies	OMB
315	Working Smarter and Saving Money	Children's Health Enrollment	Replacing a multi-level, county based eligibility determination with a unified state-level approach.	Colorado	Health Care Policy and Financing	Health and Social Services
316	Working Smarter and Saving Money	Keep Traffic Moving	Conductions a "Quick Clearance" pilot project that improves safety and keeps traffic moving.	Colorado	Transportation	Transportation
317	Working Smarter and Saving Money	Increase "Drive-by Emissions Testing	Double the number of Rapid Screen emission testing vans.	Colorado	Public Health and Environment	Transportation
318	Working Smarter and Saving Money	Improve Compliant Resolution	Streamlining process to resolve complaints.	Colorado	Regulatory Agencies	OMB
319	Working Smarter and Saving Money	Increase Use of RTD ECO Pass	Assemble a list of all state employee "RTD ECO Pass" participants and the associated transit fees paid by employee and employer. Data will allow state to negotiate a better ECO rate.	Colorado	Energy Office	OMB
320	Working Smarter and Saving Money	Improve CBI Efficiency	The Colorado Bureau of Investigation is combining 4 budget line items into 2 within the Laboratory and Investigative Services Division to increase flexibility and reduce laboratory backlogs.	Colorado	Bureau of Investigation	OMB
321	Working Smarter and Saving Money	Unemployment Insurance Debit Cards	Distributing benefits through automated payment (debit) cards instead of paper checks.	Colorado	Labor and Employment	OMB
322	Working Smarter and Saving Money	Early Childhood Intervention Coordination	Leading a more coordinated and comprehensive statewide approach to early childhood intervention services.	Colorado	Human Services	Health and Social Services

State Management Productivity Initiative Summary

Category		Title	Description	Originating State	Originating State Organization	Responsible Delaware Organization Owner
323	Working Smarter and Saving Money	Colorado Lottery Scratch Ticket Inventory Management	Institute a new automated scratch ticket distribution system will track each retailer's inventory and send additional tickets when needed.	Colorado	Lottery	State
324	Working Smarter and Saving Money	Centralizing Information Technology Services	Department is undertaking unprecedented streamlining of state-wide IT services.	Colorado	Information technology	Information Technology
325	Working Smarter and Saving Money	Electronic Prescription Drug Monitoring Program	Implementing a secure electronic program available to pharmacists that improves prescription processing. The automated system reduces "doctor shopping" by individuals seeking narcotics or other controlled substances for illegitimate reasons.	Colorado	Regulatory Agencies	Health and Social Services
326	Working Smarter and Saving Money	Online Vehicle Registration	Register vehicles online.	Colorado	Revenue	Transportation
327	Working Smarter and Saving Money	Scanning Documents	State-of-the-Art document scanning and microfilm conversion.	Colorado	Personnel and Administration	Information Technology
328	Working Smarter and Saving Money	Electronic Insurance Filings	Electronic tax, financial and rate filings.	Colorado	Insurance, Finance and Administration	Information Technology
329	Improving Collections and Recovering Funds	Filing and Payment of Taxes Online	Added the ability to make tax payments online to the automated Netfile tax processing system.	Colorado	Revenue	Information Technology
330	Working Smarter and Saving Money	Law Enforcement Technology in Colorado's Parks	Designed and implemented a centralized automated citations system that records citation data for law enforcement officers	Colorado	Parks and Outdoor Recreation	Natural Resources and Environmental Control
331	Working Smarter and Saving Money	Online Driver License and ID Cards	Allows eligible driver license and id card holders to renew or update information online.	Colorado	Motor Vehicle Division	Information Technology
332	Working Smarter and Saving Money	Online Scale Licensing	Online system to acquire licenses for commercial scales and measures devices.	Colorado	Agriculture	Information Technology
333	Working Smarter and Saving Money	Reducing Health Care Paper Work	Standardize health plan ID cards and allow for electronic data exchange.	Colorado	Executive	OMB
334	Working Smarter and Saving Money	Improving Phone and Teleconferencing Services	Deploy VOIP technology reducing the cost of long distance and conference calls as well as improved voice mail and technical support.	Colorado	Executive	Technology and Information
335	Working Smarter and Saving Money	Limiting Sick Leave Payout	Capped the amount of sick-leave payout that can be accrued by senior state appointees.	Colorado	Executive	OMB
336	Working Smarter and Saving Money	Alleviating the Shortage of Health Care Professionals	Finding solutions to the shortage of nurses and other health care professionals by reducing bureaucratic rules and streamlining licensing and registration procedures.	Colorado	Regulatory Agencies	Health and Social Services

State Management Productivity Initiative Summary

Category	Title	Description	Originating State	Originating State Organization	Responsible Delaware Organization Owner
337	Working Smarter and Saving Money Mental Health Coordination	Establish a Behavioral Health Coordinating Council to improve service delivery and accountability for behavioral health services.	Colorado	Executive	Health and Social Services
338	Working Smarter and Saving Money Cell Phone Savings	Work with cell phone providers to improve the management and pricing of voice and data plans for state agencies.	Colorado	Information technology	Technology and Information
339	Going Green to Conserve Dollars Colorado Climate Action Plan	Savings through implementing the Colorado Climate Action Plan. Reducing greenhouse emissions, and move to energy efficient lighting and heating systems in government buildings.	Colorado	Executive	Natural Resources and Environmental Control
340	Working Smarter and Saving Money Coordination and Oversight of Colorado Homeland Security	Undergone significant reorganization of homeland security functions, reducing service fragmentation and duplication of effort.	Colorado	Executive	Homeland Security and Safety
341	Working Smarter and Saving Money Launched Citizen "GEM" Website	Launched an email address, toll-free telephone number and website that provide citizens with an opportunity to share their good ideas for operating state government more efficiently and effectively.	Colorado	Executive	Technology and Information
342	Working Smarter and Saving Money Risk Management Improvements	Exploring ways to reduce the cost of workers compensation insurance.	Colorado	Personnel and Administration	OMB
343	Working Smarter and Saving Money State Fleet Vehicle Efficiencies	Created the Greening Government Council which conducted a thorough audit of the state's vehicle fleet. State is replacing hundreds of vehicles with more fuel efficient models.	Colorado	Energy Office	Transportation
344	Colorado Citizen Suggestions				
345	Working Smarter and Saving Money Cross-cutting	Standardize forms, review overtime use, allow paid public parking in new state parking garage, review use of state cars, especially take home policies, streamline and combine multiple agency compliance checks where possible, co-locate offices and services where possible, centralize and reduce number of call centers, improve communication between departments, streamline background checks process, streamline purchasing and procurement procedures, centralize mail services, centralize state printing and copying services, centralize storeroom and warehouse operations	Colorado		OMB

State Management Productivity Initiative Summary

Category	Title	Description	Originating State	Originating State Organization	Responsible Delaware Organization Owner
346	Working Smarter and Saving Money	Specific Department Examples	Allow families of inmates being released to send clothes for release, develop one-stop centers for citizens to access services, increase capacity for vehicle repair and maintenance to be done in-house, review possibility to bring more health care services into prisons, improve prisoner transportation services, distribute college course catalogues electronically or on CD, utilize state design center more, develop farms on prison grounds, especially in place of lawns, develop master plan for all human services to decrease disjointed service delivery	Colorado	OMB

347	Working Smarter and Saving Money	Energy and Environment	Increase recycling in state offices, making it mandatory, and enforcing the mandate, place motion detectors in bathrooms and on exterior lights so that they are on only when people are present, adjust indoor thermostats to recommended temperatures, identify state land that can be used for wind and solar energy sites, replace light bulbs with energy-efficient bulbs, conduct an efficiency audit of sprinkler systems, turn off equipment at night or on weekends, provide incentives to re-use reusable office supplies like paper clips, folders, printer cartridges, etc.	Colorado	Natural Resources and Environmental Control
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State Management Productivity Initiative Summary

Category	Title	Description	Originating State	Originating State Organization	Responsible Delaware Organization Owner
348	Working Smarter and Saving Money Technology	Improve the state portal to support a greater use of the web for citizens to success services, electronic filing, download forms, complete registrations, pay fees and obtain other services, consolidate IT functions to better plan, purchase and support IT across state agencies, improve e-mail capabilities and increase use of e-mail use, especially in place of faxes, develop a statewide asset management database for equipment purchases, encourage teleconferencing, implement electronic signatures, reduce the need for redundant data entry, place archived records on digital media, provide web-based reporting to Lottery retailers, purchase computers instead of leasing them, ensure volume discounts are obtained on software licenses, improve or replace SAP, increase use of bar coding technology	Colorado		OMB
349	Working Smarter and Saving Money Human Resources	Consider flex time and job sharing, combine vacation and sick leave into "Paid Time Off", establish reward system for not using sick leave, improve employee training, review hiring practices to reduce overtime and use of temporary employees, provide more employee health and fitness programs, revamp recruitment and hiring process to make more efficient and effective, streamline the discipline process, change pay schedule to monthly or bi-monthly, encourage management to spend time observing work and workflow to better understand requirements	Colorado		OMB

State Management Productivity Initiative Summary

Category	Title	Description	Originating State	Originating State Organization	Responsible Delaware Organization Owner	
350	Working Smarter and Saving Money	Paperwork		Eliminate paper pay stubs and have all employees use direct deposit and electronic system, give yearly benefits materials to employees at work rather than mailing, make better use of mail service, streamline paperwork for motor pool vehicle use, reduce printing information if available on-line, streamline process for sending contracts at close of fiscal year and eliminate need for sending certified, mail, ensure that forms and billing coupons fit into standard envelopes	Colorado	OMB
351	Working Smarter and Saving Money	Paperwork		Simplify purchasing especially for small contracts, improve the targeted use of purchase cards, require vendors to accept payment through an electronic funds transfer system, establish better contractor accountability and warranty systems, consider quality and past performance when contracting, centralize all encumbrances to control and better track spending, centralize purchases of goods and supplies used by all departments to achieve economy of scale, establish statewide purchase agreements for commonly used goods and services, negotiate better state cell phone contracts, reduce fees that state agencies charge other state agencies for goods and services	Colorado	OMB
352	Working Smarter and Saving Money	Budget		Develop a system to reward employees and departments for saving money, eliminate spend down at the end of budget years which encourages departments to spend money or lose it, implement a two year budget cycle	Colorado	OMB
353	Working Smarter and Saving Money	Travel		Reduce paperwork related to approval and reporting of travel, simplify booking process, streamline travel authorization, implement an on-line travel reimbursement system, reduce travel through better use of teleconferencing and videoconferencing, encourage and reward carpooling to meetings	Colorado	OMB

State Management Productivity Initiative Summary

Category	Title	Description	Originating State	Originating State Organization	Responsible Delaware Organization Owner
354	Working Smarter and Saving Money	Equipment		Colorado	OMB
<p>Consolidate the purchase of equipment for all departments, establish a web-based system to post surplus equipment, reduce the number of state vehicles, reduce the number of assigned vehicles and increase the use of centralized motor pool, buy more fuel efficient vehicles, especially smaller trucks where appropriate, consider operators' input when purchasing equipment, require engines be turned off and not permitted to idle at work sites</p>					
355	Improving Collections and Recovering Funds	Revenue		Colorado	OMB
<p>Sell prison produced products to the general public, increase fees for 72 hour permits on trucks weighing over 80,000 pounds, charge more for background checks for gun purchasers, increase park fees, implement a modern point-of-sale system in state parks, improve system to collect taxes, have state run vending machines in correction facilities, hold a tax amnesty program to collect delinquent taxes, sell wildlife specialty license plates at higher cost than regular license plates, charge drivers license tests, including commercial licenses, change license plate renewals to every two years</p>					

State Management Productivity Initiative Summary

1/21/2009

Originating State First Year Fiscal Benefit	Originating State Five Year Fiscal Benefit	Originating State Directional Savings	Originating State Directional Timeframe	Selected for Delaware Productivity Plan	One Year Delaware Productivity Result	Five Year Delaware Productivity Result
N/A	N/A					
\$241,000	\$1,205,000					
\$214,200	\$1,071,000					
\$40,600	\$568,400					
N/A	\$150,000					
\$560,000	\$2,800,000					
\$139,400	\$859,400					
\$0	\$0					
N/A	\$300,000					
\$79,400	\$397,000					
\$1,380,000	\$12,420,000					

State Management Productivity Initiative Summary

Originating State First Year Fiscal Benefit	Originating State Five Year Fiscal Benefit	Originating State Directional Savings	Originating State Directional Timeframe	Selected for Delaware Productivity Plan	One Year Delaware Productivity Result	Five Year Delaware Productivity Result
-\$8,800	\$156,000					
	\$9,000,000					
	\$15,000,000					
	\$4,000,000					
	\$29,000,000					
	\$31,000,000					
	\$25,000,000					
	\$2,000,000					
		Medium	Short			
		Medium	Medium			
		Medium	Medium			
		Medium	Short			
		Medium	Short			
		Medium	Medium			
		Medium	Short			
		Medium	Short			

State Management Productivity Initiative Summary

Originating State First Year Fiscal Benefit	Originating State Five Year Fiscal Benefit	Originating State Directional Savings	Originating State Directional Timeframe	Selected for Delaware Productivity Plan	One Year Delaware Productivity Result	Five Year Delaware Productivity Result
		Medium	Short			
		Medium	Short			
		Low	Short			
		Low	Short			
		Low	Short			
		Medium	Short			
		Medium	Medium			
		Medium	Medium			
		Medium	Medium			
		High	Medium			
		Medium	Short			
		Medium	Short			
		\$6,000,000	Short			
		Low	Short			
		Medium	Short			
		Medium	Medium			

State Management Productivity Initiative Summary

Originating State First Year Fiscal Benefit	Originating State Five Year Fiscal Benefit	Originating State Directional Savings	Originating State Directional Timeframe	Selected for Delaware Productivity Plan	One Year Delaware Productivity Result	Five Year Delaware Productivity Result
		Low	Medium			
		Low	Medium			
		Medium	Medium			
		Medium	Short			
		Low	Short			
		Medium	Medium			
		Medium	Short			
		Medium	Medium			
		Medium	Short			
		Low	Short			
		Medium	Medium			
		Low	Short			
		N/A	Short			
		N/A	Medium			

State Management Productivity Initiative Summary

Originating State First Year Fiscal Benefit	Originating State Five Year Fiscal Benefit	Originating State Directional Savings Directional Savings	Originating State Directional Timeframe	Selected for Delaware Productivity Plan	One Year Delaware Productivity Result	Five Year Delaware Productivity Result
TBD	TBD					
TBD	TBD					
TBD	TBD					
TBD	TBD					
TBD	TBD					
TBD	TBD					
TBD	TBD					
TBD	TBD					
TBD	TBD					
TBD	TBD					
TBD	TBD					
\$58,600	\$537,800					
\$382,000	\$3,775,000					
\$66,100	\$266,100					
\$5,000	\$45,000					

State Management Productivity Initiative Summary

Originating State First Year Fiscal Benefit	Originating State Five Year Fiscal Benefit	Originating State Directional Savings	Originating State Directional Timeframe	Selected for Delaware Productivity Plan	One Year Delaware Productivity Result	Five Year Delaware Productivity Result
\$189,600	\$2,844,000					
\$840,000	\$5,600,000					
\$200,000	\$1,000,000					
\$55,200	\$3,175,000					
\$123,300	\$493,200					
\$100,000	\$500,000					
\$198,100	\$792,400					
\$62,100	\$310,000					
\$756,400	\$3,782,000					

State Management Productivity Initiative Summary

Originating State First Year Fiscal Benefit	Originating State Five Year Fiscal Benefit	Originating State Directional Savings	Originating State Directional Timeframe	Selected for Delaware Productivity Plan	One Year Delaware Productivity Result	Five Year Delaware Productivity Result
\$171,000	\$2,051,600					
\$672,600	\$7,142,400					
\$92,600	\$2,125,100					
\$874,700	\$7,871,900					
-\$4,559,000	\$2,288,500					
\$162,700	\$650,800					
\$1,633,200	\$6,532,800					
\$98,500	\$492,500					
\$53,900	\$53,900					
\$100,000	\$1,225,000					

State Management Productivity Initiative Summary

Originating State First Year Fiscal Benefit	Originating State Five Year Fiscal Benefit	Originating State Directional Savings	Originating State Directional Timeframe	Selected for Delaware Productivity Plan	One Year Delaware Productivity Result	Five Year Delaware Productivity Result
\$1,750,000	\$15,620,000					
\$2,000,000	\$9,000,000					
\$2,872,000	\$4,872,000					
\$50,000	\$200,000					
\$1,571,775	\$6,287,100					
\$3,041,050	\$12,164,200					
\$115,432	\$1,100,000					
\$2,811,642	\$11,000,000					
\$2,925,000	\$15,700,000					

State Management Productivity Initiative Summary

Originating State First Year Fiscal Benefit	Originating State Five Year Fiscal Benefit	Originating State Directional Savings	Originating State Directional Timeframe	Selected for Delaware Productivity Plan	One Year Delaware Productivity Result	Five Year Delaware Productivity Result
\$250,000	\$1,000,000					
\$3,500,000	\$14,000,000					
\$500,000	\$2,500,000					
\$200,000	\$1,000,000					
\$4,000,000	\$8,000,000					
\$686,000	\$2,744,000					
\$8,143,125	\$32,572,500					
\$173,158	\$693,000					
-\$4,243,338	\$18,000,000					

State Management Productivity Initiative Summary

Originating State First Year Fiscal Benefit	Originating State Five Year Fiscal Benefit	Originating State Directional Savings	Originating State Directional Timeframe	Selected for Delaware Productivity Plan	One Year Delaware Productivity Result	Five Year Delaware Productivity Result
-\$930,000	\$19,700,000					
TBD	TBD					
\$800	\$20,800					
\$40,200	\$1,038,600					
\$1,000	\$5,000					
\$444,200	\$2,221,000					
-\$126,000	-\$374,000					
\$4,400	\$22,000					
Medium	Medium					
\$190,500	\$952,500					

State Management Productivity Initiative Summary

Originating State First Year Fiscal Benefit	Originating State Five Year Fiscal Benefit	Originating State Directional Savings	Originating State Directional Timeframe	Selected for Delaware Productivity Plan	One Year Delaware Productivity Result	Five Year Delaware Productivity Result
\$843,700	\$7,486,500					
\$2,200,000	\$47,500,000					
TBD	TBD					
N/A	\$36,000,000					
\$11,200	\$5,588,000					
		Medium	Medium			
		Medium	Medium			
		Medium	Long			
		Medium	Medium			
		Medium	Short			
		Medium	Short			
		Medium	Short			

State Management Productivity Initiative Summary

Originating State First Year Fiscal Benefit	Originating State Five Year Fiscal Benefit	Originating State Directional Savings	Originating State Directional Timeframe	Selected for Delaware Productivity Plan	One Year Delaware Productivity Result	Five Year Delaware Productivity Result
		Medium	Medium			
		Medium	Medium			
		Medium	Long			
		Medium	Long			
		Medium	Long			
		\$30,000,000	Short			
		Medium	Medium			
		Medium	Short			
		High	Medium			
\$69,300	\$623,300					

State Management Productivity Initiative Summary

Originating State First Year Fiscal Benefit	Originating State Five Year Fiscal Benefit	Originating State Directional Savings	Originating State Directional Timeframe	Selected for Delaware Productivity Plan	One Year Delaware Productivity Result	Five Year Delaware Productivity Result
\$326,000	\$1,630,000					
TBD	TBD					
\$39,000	\$1,107,600					
\$318,700	\$1,593,500					
\$62,000	\$248,000					
\$3,371,900	\$13,487,600					
\$679,800	\$2,719,200					

State Management Productivity Initiative Summary

Originating State First Year Fiscal Benefit	Originating State Five Year Fiscal Benefit	Originating State Directional Savings Directional Savings	Originating State Directional Timeframe	Selected for Delaware Productivity Plan	One Year Delaware Productivity Result	Five Year Delaware Productivity Result
\$270,000	\$1,080,000					
\$11,000	\$46,000					
\$16,000,000	\$80,000,000					
TBD	TBD					
TBD	TBD					
TBD	TBD					
-\$3,109,000	\$17,312,000					
\$129,000	\$1,528,000					
-\$287,200	\$4,674,200					
TBD	TBD					

State Management Productivity Initiative Summary

Originating State First Year Fiscal Benefit	Originating State Five Year Fiscal Benefit	Originating State Directional Savings	Originating State Directional Timeframe	Selected for Delaware Productivity Plan	One Year Delaware Productivity Result	Five Year Delaware Productivity Result
-\$1,600	-\$5,600					
\$24,600	\$123,000					
\$40,000	\$500,000					
\$185,000	\$1,665,000					
\$11,300	\$33,900					
\$120,000	\$600,000					
TBD	TBD					
TBD	TBD					

State Management Productivity Initiative Summary

Originating State First Year Fiscal Benefit	Originating State Five Year Fiscal Benefit	Originating State Directional Savings	Originating State Directional Timeframe	Selected for Delaware Productivity Plan	One Year Delaware Productivity Result	Five Year Delaware Productivity Result
\$0	\$66,000					
TBD	TBD					
\$387,100	\$735,500					
\$882,400	\$6,176,800					
-\$567,300	\$751,200					
\$65,800	\$263,200					
\$231,600	\$10,466,800					
-\$3,475,000	\$185,800					
N/A	N/A					

State Management Productivity Initiative Summary

Originating State First Year Fiscal Benefit	Originating State Five Year Fiscal Benefit	Originating State Directional Savings	Originating State Directional Timeframe	Selected for Delaware Productivity Plan	One Year Delaware Productivity Result	Five Year Delaware Productivity Result
N/A	N/A					
\$12,400	\$62,000					
\$5,000	\$25,000					
-\$321,200	\$1,838,800					
\$2,040,800	\$36,856,000					
-\$13,700	\$1,931,500					
\$25,000	\$125,000					
N/A	N/A					
N/A	N/A					
Medium	Short					

State Management Productivity Initiative Summary

Originating State First Year Fiscal Benefit	Originating State Five Year Fiscal Benefit	Originating State Directional Savings	Originating State Directional Timeframe	Selected for Delaware Productivity Plan	One Year Delaware Productivity Result	Five Year Delaware Productivity Result
High	Medium					
Medium	Medium					
High	Medium					
Medium	Short					
\$100,000,000	Short					
Medium	Medium					
Medium	Medium					
Medium	Medium					
Medium	Medium					
Medium	Medium					
High	Medium					
Medium	Short					
Low	Short					
Low	Medium					
Medium	Medium					

State Management Productivity Initiative Summary

Originating State First Year Fiscal Benefit	Originating State Five Year Fiscal Benefit	Originating State Directional Savings Directional Savings	Originating State Directional Timeframe	Selected for Delaware Productivity Plan	One Year Delaware Productivity Result	Five Year Delaware Productivity Result
Medium	Medium					
\$200,000,000	Short					
\$90,000,000	Short					
\$5,000,000	Short					
\$5,000,000	Short					
\$5,000,000	Short					
Medium	Short					
Medium	Medium					
\$22,500,000	\$100,000,000					
\$2,500,000	\$10,000,000					
TBD	TBD					
TBD	TBD					

State Management Productivity Initiative Summary

Originating State First Year Fiscal Benefit	Originating State Five Year Fiscal Benefit	Originating State Directional Savings	Originating State Directional Timeframe	Selected for Delaware Productivity Plan	One Year Delaware Productivity Result	Five Year Delaware Productivity Result
TBD	TBD					
TBD	TBD					
TBD	TBD					
TBD	TBD					
\$697,700	\$6,279,300					
\$472,000	\$1,897,000					
\$102,000	\$1,020,000					
\$46,700	\$186,800					
\$47,800	\$1,968,500					
\$14,000	\$70,000					
\$337,100	\$2,017,100					

State Management Productivity Initiative Summary

Originating State First Year Fiscal Benefit	Originating State Five Year Fiscal Benefit	Originating State Directional Savings	Originating State Directional Timeframe	Selected for Delaware Productivity Plan	One Year Delaware Productivity Result	Five Year Delaware Productivity Result
\$500,000	\$2,000,000					
\$4,163,000	\$16,652,000					
\$3,580,000	\$8,056,000					
\$618,800	\$7,000,000					
\$1,096,200	\$5,168,900					
\$5,000,000	\$20,227,000					
\$11,315,000	\$65,000,000					

State Management Productivity Initiative Summary

Originating State First Year Fiscal Benefit	Originating State Five Year Fiscal Benefit	Originating State Directional Savings Directional Savings	Originating State Directional Timeframe	Selected for Delaware Productivity Plan	One Year Delaware Productivity Result	Five Year Delaware Productivity Result
TBD	TBD					
TBD	TBD					
\$400,000,000	TBD					
TBD	TBD					
TBD	TBD					
TBD	\$8,000,000					
TBD	\$8,000,000					
TBD	TBD					

State Management Productivity Initiative Summary

Originating State First Year Fiscal Benefit	Originating State Five Year Fiscal Benefit	Originating State Directional Savings Directional Savings	Originating State Directional Timeframe	Selected for Delaware Productivity Plan	One Year Delaware Productivity Result	Five Year Delaware Productivity Result
TBD	TBD					
TBD	TBD					
TBD	TBD					
TBD	TBD					
TBD	TBD					
TBD	TBD					
TBD	TBD					

State Management Productivity Initiative Summary

Originating State First Year Fiscal Benefit	Originating State Five Year Fiscal Benefit	Originating State Directional Savings	Originating State Directional Timeframe	Selected for Delaware Productivity Plan	One Year Delaware Productivity Result	Five Year Delaware Productivity Result
TBD	TBD					

TBD

TBD

State Management Productivity Initiative Summary

Originating State First Year Fiscal Benefit	Originating State Five Year Fiscal Benefit	Originating State Directional Savings	Originating State Directional Timeframe	Selected for Delaware Productivity Plan	One Year Delaware Productivity Result	Five Year Delaware Productivity Result
TBD	TBD					
TBD	TBD					

State Management Productivity Initiative Summary

Originating State First Year Fiscal Benefit	Originating State Five Year Fiscal Benefit	Originating State Directional Savings Directional Savings	Originating State Directional Timeframe	Selected for Delaware Productivity Plan	One Year Delaware Productivity Result	Five Year Delaware Productivity Result
TBD	TBD					
TBD	TBD					
TBD	TBD					
TBD	TBD					

State Management Productivity Initiative Summary

Originating State First Year Fiscal Benefit	Originating State Five Year Fiscal Benefit	Originating State Directional Savings Directional Savings	Originating State Directional Timeframe	Selected for Delaware Productivity Plan	One Year Delaware Productivity Result	Five Year Delaware Productivity Result
TBD	TBD					
TBD	TBD					