

Approved: \_\_\_\_\_  
Date

## MINUTES OF THE SENATE COMMITTEE ON GOVERNMENTAL ORGANIZATION

The meeting was called to order by Chairperson Al Ramirez at 1:30 p.m. on January 12, 1994 in Room 531-N of the Capitol.

All members were present except:

Committee staff present: Julian Efird, Legislative Research Department  
Fred Carman, Revisor of Statutes  
Jackie Breymeyer, Committee Secretary

Conferees appearing before the committee: Susan M. Seltsam, Secretary of Administration

Others attending: See attached list

Chairman Ramirez called the meeting to order and welcomed Secretary Seltsam to the committee. The Secretary distributed copies of her presentation entitled "Reinventing Kansas Government". (Attachment 1)

Secretary Seltsam gave the overview, mission and objectives of the project, highlighting the initiatives identified by each of the five teams. The findings, vision, quick hits and major initiatives of Information Systems, Budget Process, Inventory/Asset Management, Human Services-Aging, and Human Services-Youth of each program were given, along with the respective matrixes.

The Chairman asked Secretary Seltsam or staff for an appearance before the committee at a later date that would include several of the persons involved in the topic areas. Secretary Selsam will contact the Chairman as soon as the pertinent team players are available.

Chairman Ramirez commented on **SB 219**. The bill is not needed since a similar bill, **HB 2257** was passed during the last session. He stated he would entertain a motion to report the bill adversely to delete it from the calendar.

Senator Vidricksen moved to report **SB 219** adversely. Senator Papay gave a second to the motion. The motion carried.

The meeting was adjourned.  
The next meeting is scheduled for January 18, 1994.

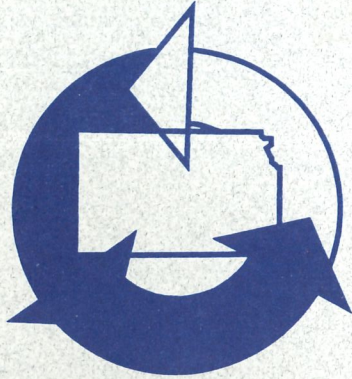
# GUEST LIST

COMMITTEE: SENATE GOVERNMENTAL ORGANIZATION

DATE: JAN. 12, 1994

NAME	ADDRESS	COMPANY / ORGANIZATION
W. NEUDORFF	TOPEKA	D.O.A. / DISC
Bice Jarell	Wichita	BOEING
Miller Wactes	Topeka	EDS
Marshall W. Boone	State House	D. of Admin.
Gary Reser	Topeka	GOVERNOR
GREG KRISSEK	Topeka	Dept of Ag
Jenny Haile	Topeka	D.P.S. (Dept. of Admin.)
Susan Seltson	St. Louis	D of A
Pat Higgins	" "	" "
Elaine Frisbie	Topeka	Div. of Budget
Mary Spink	"	Health Benefits Admin
Keith Tate	Topeka	DOA
Bob Brown		IS LAR Dealers
Dr. Bosward	Lawrence	KU
Tony Power	TOPEKA	D of A
Chris Stanfield	TOPEKA	KJHE
Armando Gutierrez	Topeka	SOS
Lynnda Dun	Topeka	KDOH
Bob Corkins	"	KCCI
Sharon Huffman	Topeka	KXLD
Terrie Kusike	Topeka	KCDC
		KWO





# Reinventing Kansas Government

*A Public & Private Initiative*

## Executive Summary

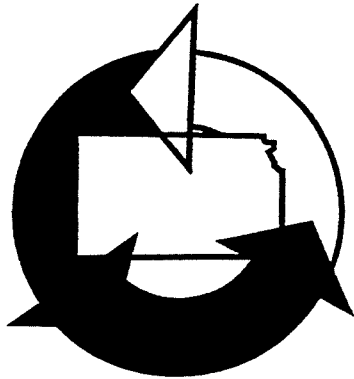
Information System Management  
Budget Process  
Inventory/Asset Management  
Human Service Delivery - Aging  
Human Service Delivery - Youth

**Phase I - 1993**

**Final Report**

*Senate Governmental Organization  
1-12-94  
Attachment 1*





# Reinventing Kansas Government

*A Public & Private Initiative*

December 16, 1993

The Honorable Joan Finney  
Governor of Kansas  
2nd Floor, Statehouse  
Topeka, Kansas 66612

Dear Governor Finney:

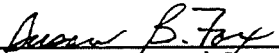
It is with great pleasure that we submit to you the final reports of Phase I of the Reinventing Kansas Government initiatives.


We believe the reports and the recommendations included address the need for government to function more effectively and efficiently and to live within the resources available to it. The project teams worked diligently to identify the mission of their study area, the customers, and the service delivery issues and to use that information to develop meaningful proposals for change. The executive summary highlights the initiatives identified by each of the five teams. A complete report is also available for each of the topic areas.

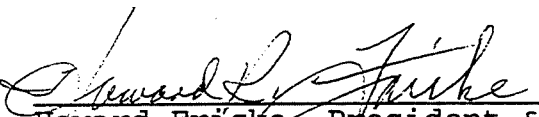
It is our hope these proposals will be seriously considered and implemented by both the Legislature and the Executive Branch. If we are to move forward to better government and better delivery of government services, we must work together. We stand ready to assist you in any way to achieve that goal.


The Honorable Joan Finney  
December 16, 1993  
Page 2


Sincerely,


  
Susan Fox, President  
Southwestern Bell Telephone


  
Dan Heidt, VP-General Mgr.  
Boeing Commercial Airplane  
Group, Wichita Division

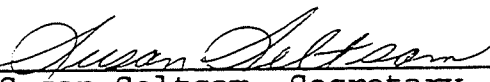
  
Howard Fricke, President &  
CEO  
Security Benefit Group

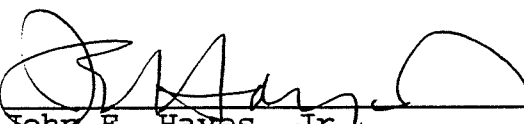
  
Joanne Hurst, Secretary  
Department on Aging


  
K. Gordon Greer, CEO &  
Chairman  
Bank IV Kansas

  
Mike Johnston, Secretary  
Department of Transportation

  
Robert Harder, Secretary  
Department of Health and  
Environment

  
Susan Seltsam, Secretary  
Department of Administration

  
John E. Hayes, Jr.,  
Chairman of the Board,  
President & CEO  
Western Resources, Inc.

  
Gary Stotts, Secretary  
Department of Corrections

Reinventing Kansas Government  
Steering Committee

## OVERVIEW

## OVERVIEW

The *Reinventing Kansas Government* project began in March 1993 when Governor Joan Finney assembled a panel of Kansas business executives to investigate, analyze, and recommend opportunities to improve Kansas state government. The *Reinventing Kansas Government* initiative is aimed at developing solutions to challenges facing Kansas, delivering state government services within existing resources, and creating more opportunities for people to participate in a state government that is directly accountable to the people it serves.

### MISSION

To identify cost-effective opportunities to significantly improve the efficiency and effectiveness of the delivery of citizen-focused services.

### OBJECTIVES

- To identify methods to improve citizen focused service delivery.
- To increase focus on essential functions.
- To aggressively identify budget reduction opportunities.
- To reinforce Kansas Quality Management projects.
- To utilize the private sector to challenge existing paradigms.
- To invigorate, focus, and mobilize the State workforce toward desired outcomes.

### STEERING COMMITTEE

Susan Fox, President

Southwestern Bell Telephone

John E. Hayes, Jr., Chairman of the Board,  
President, and CEO

Western Resources, Inc.

Gordon Greer, CEO and Chairman

Bank IV Kansas

Howard Fricke, President and CEO

Security Benefit Group

Dan Heidt, VP-General Manager

The Boeing Company

Susan Seltsam, Secretary	Department of Administration
Robert Harder, Secretary	Department of Health & Environment
Joanne Hurst, Secretary	Department on Aging
Mike Johnston, Secretary	Department of Transportation
Gary Stotts, Secretary	Department of Corrections

Corporate participants loaned several executive management staff to work on project study teams with government managers. Secretary of Administration Susan Seltsam chairs the Steering Committee. Project co-directors are Gloria Timmer, state budget director, and Dave Andrews of Anderson Consulting, Inc., which loaned several staff to the project.



# INFORMATION SYSTEMS

# INFORMATION SYSTEM MANAGEMENT

The Information System Management team studied information systems and telecommunications in the State of Kansas. The team found the systems and services to be in working order and accomplishing the daily activities needed by the State, although some processes and systems could benefit from several changes. The team proposes and the Steering Committee endorses several initiatives to enhance the effectiveness of the information resource assets of the State. The initiatives in this report provide a path to the vision the team has outlined. The vision was created reviewing fundamental issues and problems revealed in the surveys and interviews accomplished during this study.

## FINDINGS

Kansas state government is a complex combination of organizations and functions providing a wide variety of services to citizens and other customers. Information technology currently plays an important supportive role in the conduct of the state's business. A need exists to increase the quality and lower the cost of services provided to Kansas citizens through customer-focused process improvement and informed application of information technology. To that end, state organizations should embark on a journey of continuous process improvement, define business strategies, and align their use of information technology with those strategies to improve the quality of services provided to the people of Kansas into the next century.

## VISION

Our vision is to establish an environment where:

- State policy makers establish and coordinate information technology direction.
- Information technology professionals are business partners in the accomplishment of the State's strategic goals and share responsibility for the success of state operations.
- Processes are in place to define, implement, and enforce architecture standards, tools and methodologies.
- Investments in the state's human resources allow professional development opportunities that promote productivity and innovation. Key information

technology professionals are properly compensated and are not penalized for risk taking.

- An infrastructure exists to promote efficient service delivery and data sharing within and among state organizations.
- Budget, accounting, and procurement procedures facilitate efficient management and acquisition of information technology resources.

## **QUICK HITS**

- Discontinue the required approval by the Division of Information Systems and Communications (DISC) for procurement of information technology if the total cost is not more than \$50,000, the item is on state contract, the item is a continuation of established policy; and the organization has in place an internal procedure detailing its Information Technology requisition review process.
- Reduce the number of state contracts regarding maintenance service for information technology hardware.
- Review existing object codes in the accounting system (STARS) to identify sub-object codes that can be merged or eliminated and establish new subobject codes to better track state expenditures for information technology.

## **MAJOR INITIATIVES**

- Charter and establish the Kansas Information Resource Council (KIRC) to set statewide Information Resource Management policy, direction, and priorities; review and approve proposals from the state Chief Information Architect; and assure the linkage of information technology planning and statewide business strategies to achieve the state's strategic goals and Information Resource vision.
- Charter, establish, and fill the position of Chief Information Architect who will create and staff a

support organization to define, propose, and implement the tasks and projects necessary to achieve the Information Resource vision of the state.

- Redefine and rename the Division of Information Systems and Communications (DISC) to allow the organization to focus on provision of central computer and telecommunication services.
- Establish the inter-agency Information Technology Advisory Board (ITAB) to assure consistent implementation of Information Technology policy as directed by KIRC. This group would advise the Chief Information Architect on technical issues facing the state and its organizations and instigate sharing of state resources and data.

## **SUMMARY**

The proposed initiatives establish a framework for effective information resource management in Kansas. Information resource policy, direction, and support for statewide strategic business goals will be the charge of the KIRC. The Office of the Chief Information Architect is designed to provide leadership, guidance, and coordination of information technology issues for the KIRC and the ITAB. A redefined and focused DISC will provide central computer services and telecommunications management. Creation of the ITAB establishes a structure to bring together information professionals from across state government to recommend and implement standards, respond to technology developments, and provide advice and counsel to the Chief Information Architect and KIRC.

These entities, working in concert, will increase communication and consensus on information resource issues, establish meaningful standards to guide technology deployment, and promote shared ownership in the decision making process among all sectors of state government. The process established by these initiatives will advance the informed management of the state's investments in this increasingly critical arena while establishing a foundation to support the goals and objectives of Kansas Quality Management.



Reinventing Kansas Government -- Phase I (Continued)  
Information Systems Management -- December 15, 1993

		Cost or Savings	Benefits	Responsible Party or Organization	Legislation Required	Date Implemented by
	<b>Major Initiatives</b>					
1	Establish Kansas Information Resource Council to set statewide policy and perform strategic planning for information technology (KIRC).	Undetermined	Provide a structure and processes to allow implementation of statewide goals and agency missions. Link agency information technology plans, budgets, and strategies. Improve statewide management of information resources. Increase accountability of agencies to statewide mission. Use federal funds for overall benefit of the state. Establish a statewide information technology vision, adequate standards, and an overall architecture of hardware and software.	Governor Sec. of Administration	Executive Order, then new legislation	June 1, 1994
2	Establish the position of Chief Information Architect.	Undetermined (fund within current position limit)	Define, propose, and implement the tasks and projects necessary to achieve the information resource vision of the state. Improve statewide coordination and management of information resources. Eliminate duplicative processes. Link costs to benefits.	Chair of Kansas Information Resource Council (established in initiative #1)	New	June 1, 1994
3	Redefine DISC as the provider of central computer & telecommunication services.	None	Clearly define the central service role of the Division of Information Systems & Communications to improve service delivery. Eliminate the conflicting roles of DISC as service provider and controlling agent. Recommend clarification to statutes regarding information technology.	Chief Information Architect	New	Aug. 1, 1994
4	Establish inter-agency Information Technology Advisory Board (ITAB).	Undetermined	Promote multi-agency ownership in information technology standards, direction, & policy recommendations. Provide forum for discussion of complex issues, exceptions to standards, & new technology deployment. Assure consistent implementation of information technology policy as directed by KIRC. Provide advice to Chief Information Architect on technical issues. Instigate sharing of state resources and data. Organize technical advisory committees to address specific information technology subjects.	Chief Information Architect	None	Aug. 1, 1994

Reinventing Kansas Government -- Phase I  
Information Systems Management -- December 15, 1993

		Cost or Savings	Benefits	Responsible Party or Organization	Legislation Required	Date Implemented by
	Quick Hit Initiatives					
1	Reduce need for DISC approval for acquisition of technology covered by state contract.	Save \$100,000 annually in DISC staff approval time upon full implementation. Minimal implementation cost. Allow resource shift to Major Initiative #1.	Provide greater incentive to purchase from state contracts. Redirect DISC staff time to address issues more critical to state technology. Agencies would realize at least one week reduction in the current cycle time.	Sec. of Administration Director of DISC or Chief Information Architect (depends on timing)	None	Feb. 1, 1994
2	Reduce number of hardware maintenance and service contracts.	Save approximately \$900,000 per year upon full implementation. Minimal implementation cost.	Reduce maintenance costs by 20-30% per year. Improve service levels resulting from volume leverage with vendors. Reduce administrative costs by processing fewer than 463 contracts.	Director of Purchasing Agency Information Resource Managers	None	June 1, 1994
3	Revise object codes in state accounting system to track technology charges.	None	Provide quick retrieval of information on other operating expenses associated with information technology at the agency level and statewide. Track professional fees paid to consultants, data processing fees paid to private vendors, and fees charged by DISC.	Sec. of Administration Director of Accounts and Reports Budget Director	None	Feb. 1, 1994

## BUDGET PROCESS

## BUDGET PROCESS

The Budget Team studied the Kansas budget process and the role of budgeting in maximizing accountability, effectiveness, and efficiency in state government. Items studied include the role of budgeting in the planning process, the impact of budgeting on agency long-term planning and operations, and incentive-based budgeting. The Budget Team bases its recommendations on input received from many people currently or previously involved in the budget process, surveys, interviews, a review of budgeting practices in other states, and a review of previous studies of state budgeting in Kansas.

### FINDINGS

- While the ability of the budget process to provide stability for over four decades with only one major revision is one of the major strengths of the current budget process, this rigidity now has become a weakness as the budget environment and the needs of the State have changed.
- The budget process has failed to provide an effective vehicle for focusing the executive and legislative branches on policies and priorities. The amount of detailed information in the process creates the illusion of precision and focuses attention on individual items rather than on budget issues.
- Lack of clear policy definition prevents a common understanding of agency direction and hinders development of meaningful performance measures and accountability.
- The budget process was modified substantially in 1981 to be more program and performance based. However, the failure to develop and use meaningful program objectives and performance measures as a central focus in the preparation and review of agency budgets has contributed to micromanagement, or excessive consideration of minor budget items.
- Avoidable inefficiencies in the budget process result in wasted time, wasted resources, and customer frustration.



## **VISION**

To be a credible and efficient budget process that focuses decision making on policies and priorities and provides a basis for governmental accountability.

## **RECOMMENDATIONS**

- Establish a commitment to provide legislative and executive decision makers with credible program and financial information that is relevant, reliable, and comparable.
- Revise the budget and appropriation practices to assure an appropriate balance among the legitimate needs for meaningful policy direction and control, managerial flexibility, performance incentive, and efficiency in the budget process.
- Establish a commitment to open and participatory long-range and strategic planning, performance objectives, and performance measurement.
- Revise or eliminate unnecessary budget forms and documents to avoid preparation and presentation of data not required or used by customers.
- Establish an on-going commitment to staff development and training to ensure the successful implementation of the budget process initiatives.

## **QUICK HITS**

- Revise the budget process, including instructions and forms, the review process, and appropriation language.
- Increase the participation of cabinet secretaries in the budget development and planning process.
- Revise the *Budget Analysis* document prepared by the Kansas Legislative Research Department to be consistent with changes in the executive budget process.

## **MAJOR INITIATIVES**

- Perform statewide strategic planning, including development of strategic plans for major agencies.

- Emphasize performance measurement as a part of the budget process. Review and improve current performance measures.
- Provide training and consultation to the Division of the Budget and to agencies.
- Further study the possibility of a biennial budget process for Kansas.
- Establish incentives for agencies to use the budget as a management tool.
- Include in the Governor's 1994 legislative package a bill to transform the Office and Storage Space Report (DA 419) into a database.
- Include in the Governor's 1994 legislative package a bill to transform the Children's Budget (DA 417) into a children's services database.
- Establish integrated financial management policies and systems to efficiently provide credible, useable information.

Reinventing Kansas Government -- Phase I  
Budget Process -- December 15, 1993

		Cost or Savings	Benefits	Responsible Party or Organization	Legislation Required	Date Implemented by
	Quick Hit Initiatives					
1	Budget Process Revision					
1a	Focus budget narrative on significant issues and program performance.	None	Increase product quality. Reduce emphasis on detail. Increase emphasis on planning and performance outcomes.	Division of the Budget State Agencies	None	June 1994
1b	Eliminate object code detail.	None	Increase product quality. Reduce emphasis on detail. Increase emphasis on planning and performance outcomes.	Division of the Budget	None	June 1994
1c	Allow capital outlay requests by major category.	None	Eliminate unnecessary detail resulting in more efficient use of time.	Division of the Budget State Agencies	None	June 1994
1d	Consolidate appropriation line items.	None	Allow agencies to manage their budgets within limited resources. Reduce the number of funds Accounts and Reports has to manage.	Governor Division of the Budget Legislature	None	June 1994
1e	Eliminate unnecessary subprograms.	Cost Avoidance (mainframe storage capacity)	Eliminate unnecessary program detail in budget document. Increase mainframe storage capacity for the Division of Accounts and Reports, which would reduce demand for purchase of computer storage space.	Agencies Division of the Budget	None	July 1994
1f	Computerize and reduce size of budget forms.	Undetermined Savings	Savings in terms of time and paper. Ensure that budget submissions would be mathematically correct.	Division of the Budget	None	June 1994
2	Increase participation of cabinet members in the budget process.	None	Provide Governor with resources and information upon which to make policy and budget decisions. Provide cabinet with information upon which to make policy and budget decisions.	Governor	None	3 - 6 months
3	Revise format of legislative <u>Budget Analysis</u> .	None	Legislators could make decisions based on policy priorities, performance, and outcomes. Reduce micromanagement.	Legislative Research Department	None	January 1995

Reinventing Kansas Government -- Phase I (Continued)  
Budget Process -- December 15, 1993

		Cost or Savings	Benefits	Responsible Party or Organization	Legislation Required	Date Implemented by
	<b>Major Initiatives</b>					
<b>1</b>	Perform statewide strategic planning, including development of strategic plans for major agencies.	Consultant costs could be shared by major agencies.	Improve ability to develop and approve budgets based on well thought out program and policy objectives reflected in a strategic plan. Enable decisions based on policy choices and outcomes.	Governor Division of the Budget State Agencies	None	Ongoing process fully implemented by FY 1999.
<b>1a</b>	Emphasize performance measurement as a part of the budget process. Review & improve current performance measures.	Undetermined	Permit identification of results achievable at particular funding levels. Enable measurement of the efficiency of an expenditure in achieving a result.	Legislative Research Department Legislative Division of Post Audit		
<b>1b</b>	Provide training and consultation to the Division of Budget & agencies.	Initial cost of establishing training program	Training would provide the means to successfully implement performance measurement, strategic planning, and outcome-based budgeting.			
<b>1c</b>	Further study the possibility of a biennial budget process for Kansas.	Undetermined	Provide necessary information to determine the benefits and feasibility of biennial budgeting in Kansas.			
<b>2</b>	Establish incentives for agencies to use their budget as a management tool.	Undetermined	Reduce incentive to spend entire budget at end of year. Improve utilization of resources through agency managers employing creative methods to generate savings.	Governor Legislature	None	May 1995
<b>3</b>	Transform the office and storage space report (DA 419) into a database.	Cost to government to continue to collect this data.	Provide a single gathering point and source for information concerning state owned and leased properties. Put responsibility for gathering information in the hands of those who are the most knowledgeable and will utilize it.	Governor Legislature Sec. of Administration Director of Facilities Management	Amend K.S.A. 92 Supp 75-3717.	May 1994



Reinventing Kansas Government -- Phase I (Continued)  
 Budget Process -- December 15, 1993

		Cost or Savings	Benefits	Responsible Party or Organization	Legislation Required	Date Implemented by
4	Transform the children's budget (DA 417) into a children's services database kept by Corporation for Change.	Cost to government to continue to collect this data.	Provide a single gathering point and source for information concerning programs for children. Put responsibility for gathering information directly in the hands of those who are the most knowledgeable and will utilize it.	Governor Legislature Corporation for Change	Amend K.S.A. 92 Supp 75-3717. Amend KSA 1993 Supp 38-1803.	May 1994
5	Establish a plan to integrate financial systems & explore the use of activity-based cost accounting.	Additional costs can be minimized by implementing system changes over a period of years as systems are updated or replaced.	Eliminate duplication of work (i.e., data entry). Increase information on cost of various government operations. Increase consistency of information.	Sec. of Administration (Div. of Accounts and Reports, Div. of Personnel Services, & Div. of Information Systems and Communications)	None	FY 2000 based on projected 6-year phase in.

# INVENTORY/ASSET MANAGEMENT

# INVENTORY/ASSET MANAGEMENT

The Inventory/Asset Management Team studied the effectiveness and efficiency of the organizational structures, processes, and systems used to manage the State's assets. Specific areas studied include vehicles and heavy equipment; inventory and central warehousing and buildings; and acquisition of new facilities/renovation of facilities, building maintenance, and the lease process. The Inventory/Asset Management Team developed this report from information obtained from many state agencies--agencies with responsibility for policy and other agencies with responsibility for carrying out policies and procedures. The team used individual interviews, focus group meetings, and several surveys in developing its recommendations.

## VISION

The Project Team discovered numerous efficient processes currently being utilized in several agencies. The Team's Vision is that these processes can be utilized and improved upon by other agencies, thus improving efficiency and reducing operating expenses.

## QUICK HITS

### Vehicles & Heavy Equipment

- Review the specifications for automobiles, vans, and pickups and consider options for size and how the units are equipped. Benefits include increased safety for users; higher resale value; and better mileage, employee comfort, storage space inside the vehicle, and security of employees and vehicle contents.
- Review the security of state employees getting or returning a Central Motor Pool vehicle to the state parking lot. Increased Security Patrol presence early and late in the business day could alleviate some of the concern. Lighting has recently been installed in this area.
- Maximize the use of state vehicles and equipment by increasing the sharing of state vehicles and equipment for emergencies or short term needs. A contact person should be appointed in each agency. This action would reduce contracting for certain heavy equipment work and result in cost savings.
- Parking spaces should be designated for employees coming to pick up keys from the Central Motor

Pool office to allow employees to transact business promptly and avoid parking congestion around the office.

- Increase the use of used vehicles for local and low mileage uses instead of purchasing new units. The state should benefit from this action provided the units are in reasonably good mechanical condition.
- Provide on-going training for state mechanics to improve timeliness of vehicle maintenance and repairs.
- Utilize local disposition or auction to dispose of some used equipment. The state would benefit by clearing the state facilities or the units and potentially obtain a better price.
- Print on the Vehicle Trip Ticket the list of locations where fuel for a state vehicle may be obtained, where a state credit card is accepted, and a contact person and telephone number for questions from the user.
- Place and properly schedule orders for new vehicles so they are received when needed.
- The Division of Facilities Management (DFM) should advertise to agencies the services they currently provide (space and rate availability). By educating the agencies (training classes, process, flow charts, checklists, etc.) in the process, most of the second effort and rework can be eliminated.
- Develop a "master plan" to manage facilities projects and communicate to agencies (priority, schedule, cost). The status of the project should be communicated weekly by the project manager.
- Develop a standard clause to be utilized for all leased facilities occupied by the State. The lease agreement should state who is responsible and the

## Buildings



standards to be complied with for maintenance. The clause should mandate the level of service, including response time to maintenance problems and level of janitorial service.

- The Division of Facilities Management and the Division of Architectural Services should publicize the services they provide to the agencies by a flyer or newsletter.
- Provide additional training, especially in the area of project planning and management to facilities management staff.
- Consider sponsoring membership in organizations such as International Facilities Management Association, American Institute of Plan Engineers, or other professional facilities management groups. Allow State employees to utilize business hours to participate in seminars or other activities.
- Utilize the data on the DA 419 form to focus attention on areas that may not be fully utilizing their facilities. An audit by the team shows great variation in square footage per person among the agencies.

#### **Inventory and Central Warehousing**

- Raise the dollar threshold for all capital items to be kept on inventory to \$500.
- Delegate "local disposal authority" for all surplus items with a current value under \$500.
- Exempt inter-agency transfers of capital items from the surplus property approval process.
- Develop and provide inventory training for agency inventory personnel.
- Establish uniform guidelines for the inventory of computer hardware and software.

- Assign each capital item on the inventory to a designated individual, in most cases, the user of that item.
- Establish a statewide inventory management users' group to facilitate communication across agencies.
- Place responsibility for inventory accuracy with person(s) having inventory update authority.

## **MAJOR INITIATIVES**

### **Vehicles & Heavy Equipment**

- Develop a multi-year Comprehensive State Vehicle Plan to provide consistency in vehicle usage and replacement, guidance in vehicle replacement, and support for agency budget requests, and to provide the state a unified approach to management of the state's vehicles.
- Perform a needs analysis for an Integrated Automated Purchasing, Accounting, Inventory, and Vehicle Fleet Management System to determine the need for an integrated and automated system that provides timely, consistent, and reliable data for the acquisition, cost of operation, stewardship of assets, measurement of efforts and accomplishment, proper financial reporting including support for reporting in accordance with generally accepted accounting principles (GAAP), and managerial information.
- Consolidate the acquisition and management of state agency vehicles in the Central Motor Pool. The Central Motor Pool should continue to work with agencies to expand purchasing of automobiles, vans and pickups for the agencies.
- Explore the proper mix of privatization and in-house vehicle maintenance and repair. Other governments currently are contracting or considering this option. Benefits include potential cost savings, reduction in facilities, personnel, and repair equipment.

**Buildings**

- Continue to evaluate leased vehicles instead of owning. Benefits include potential cost savings, a newer fleet, less maintenance, and alleviation of budgetary constraints for some agencies.
- Streamline the lease process to minimize the number of reviews.
- More effectively utilize existing facilities. An audit of square footage per person indicates an average of about 300 gross square feet per person. Comparing other companies and institutions, it appears that a 20-30% savings may be possible.
- Establish a computer database to make information on state occupied and available space (owned and leased) more readily available to aid state management in planning and budgeting.
- Explore consolidation of and better utilization of technical skills. Architects and engineers should learn from maintenance staff and vice versa.
- Establish a preventive maintenance program for all state-owned facilities. The DFM has preliminary plans to establish a building maintenance program for the Capitol Complex. The program should be expanded to include all state-owned facilities and preventive maintenance.
- Expand energy management programs to include energy monitors in designated areas to ensure lights are off every night, energy-conserving light bulbs, and complex computer systems to regulate everything from air conditioning systems to lights. Initial specifications for all new and remodel projects should include energy efficient measures.
- Standardize the workplace layout and furniture. An evaluation of the agency needs should be done to determine work surface, storage and other requirements to determine generic work stations.

The benefits would be less inventory to stock, easier movement when reconfiguration is required, quantity discount negotiations with a single vendor, and easier planning and layout of areas.

- Develop a strategic five-year plan that addresses issues regarding facilities planning including future growth, owned vs. leased facilities, and consolidation. Recently, a consolidation study was done for state agencies located in Wichita, which led to a consolidation of agencies. The committee recommends the same type of study be done for Shawnee County State agencies.
- Establish performance measures for major processes such as preventative maintenance, the lease process, construction/ renovation projects, and building maintenance.
- Establish a facilities user group to meet weekly to examine and improve processes. The team should follow a structured problem solving process to review recommendations made in this report as well as other problems.
- Minimize needed storage space by developing a process to sort through areas and keep only what is needed. Every agency should audit itself annually to insure retention only of needed files, research documents, etc.
- Link the budget process to facilities planning. Currently, agencies can finalize their facilities' plans and afterward, additional budget authority can be allocated for staff, which causes considerable second effort, rework, and ineffective planning decisions.
- Establish a plan by June 30, 1994 to acquire or develop and implement an automated statewide inventory system.

#### **Inventory and Central Warehousing**

- Establish a formal training process for inventory personnel on the new system as part of implementation.
- Establish a formal and periodic review process to update and improve inventory guidelines, procedures, and system, once the statewide system is operational.
- Study the feasibility of central warehousing in major metropolitan areas by December 31, 1994, for consumable items, as well as capital items.

Reinventing Kansas Government -- Phase I  
Inventory/Asset Management -- December 15, 1993

		Cost or Savings	Benefits	Responsible Party or Organization	Legislation Required	Date Implemented by
	<b>Vehicles &amp; Heavy Equipment Quick Hit Initiatives</b>					
1	Change state automobile specifications.	Costs vary per vehicle.	Increase employee safety and comfort. Increase security and storage space in vehicles. Improve resale value of vehicles.	Div. of Facilities Mgmt Division of Purchasing	None	July 1994
2	Increase motor pool parking security.	Cost \$15,000 (lighting)	Increase security of vehicle users.	Div. of Facilities Mgmt	None	Oct. 1993
3	Increase sharing of vehicles among agencies.	Potential savings	Increase use of existing state vehicles and heavy equipment.	Agency Heads	None	Nov. 1993
4	Designate a parking spot for employees picking up keys at the motor pool.	Minimal cost	Allow employees to transact business promptly. Avoid parking congestion.	Div. of Facilities Mgmt	None	Nov. 1993
5	Increase utilization of used vehicles for local trips.	Unknown	Potentially avoid purchase of new vehicles.	Agency Heads Central Motor Pool	None	Dec. 1993
6	Provide ongoing training for mechanics.	Cost \$45,000 per year; potential savings.	Improve timeliness of repairs. Potential cost savings by reducing contract work.	Agency Heads Central Motor Pool	None	July 1994
7	Provide vehicle user information.	Minimal cost	Develop better informed vehicle users. Make contact person available for users with a problem.	Central Motor Pool	None	Nov. 1993
8	Dispose of vehicles locally.	Minimal savings	Timely disposition of used vehicles.	Agency Heads State Surplus Property	None	Mar. 1994
9	Revise process for delivery of new vehicles.	Minimal savings	Receive new vehicles in a more timely manner.	Agency Heads Division of Purchasing	None	July 1994

Reinventing Kansas Government -- Phase I (Continued)  
Inventory/Asset Management -- December 15, 1993

		Cost or Savings	Benefits	Responsible Party or Organization	Legislation Required	Date Implemented by
	<b>Buildings Quick Hit Initiatives</b>					
<b>1</b>	<b>Improve Lease Process</b>					
<b>1a</b>	Communicate/expand lease services available from the Division of Facilities Mgmt.	Minimal cost to implement. Reduce lease costs.	Increase efficiency of lease process. Reduce lease costs.	Sec. of Administration Div. of Facilities Mgmt	None	60 days
<b>1b</b>	Educate agencies on lease process.	Minimal cost	Reduce second effort/rework. Reduce time required to process leases.	Sec. of Administration Div. of Facilities Mgmt	None	60 days
<b>1c</b>	Improve maintenance of leased facilities.	Minimal cost	Reduce lost work time. Decrease time spent on maintenance issues.	Sec. of Administration Div. of Facilities Mgmt	None	6 months
<b>2</b>	<b>Improve project management process.</b>					
<b>2a</b>	Develop process to communicate budget/schedule/issues to customers "Masterplan."	Minimal cost	Complete projects on schedule, within budget, and with greater customer satisfaction.	Sec. of Administration Div. of Facilities Mgmt Div. of Architectural Services.	None	3 months
<b>2b</b>	Increase staff training in project management.	Cost \$500/per person	More efficient project planning. Cost-effective project management.	Sec. of Administration Div. of Facilities Mgmt Div. of Architectural Services.	None	Ongoing
<b>2c</b>	Obtain membership in national facilities mgmt associations.	Cost \$100/person	Improve ability to benchmark with other states. Simplify processes. Reduce costs in Facilities Management.	Sec. of Administration Div. of Facilities Mgmt Div. of Architectural Services	None	30 days
<b>3</b>	<b>Utilize DA 419 form.</b>	Minimal cost; use existing resources.	Focus on underutilized facilities to reduce space requirements.	Sec. of Administration Div. of Facilities Mgmt	None	30 days

Reinventing Kansas Government -- Phase I (Continued)  
Inventory/Asset Management -- December 15, 1993

		Cost or Savings	Benefits	Responsible Party or Organization	Legislation Required	Date Implemented by
4	Communicate Charter of Div. of Facilities Mgmt/Div. of Architectural Services.	Minimal cost	Greater customer satisfaction. Request service from correct agencies.	Sec. of Administration Div. of Facilities Mgmt Div. of Architectural Services	None	30 days
	Inventory & Central Warehousing Quick Hit Initiatives					
1	Raise the threshold for all capital items to be kept on inventory to \$500.	Save staff hours	Reduce number of items to be inventoried. Reduce confusion in some agencies.	Dept. of Administration	None	Immediately
2	Delegate "local disposal authority" for all surplus items with a current value under \$500.	Save transportation costs	Reduce number of outdated items kept on inventory.	Dept. of Corrections	None	Jan. 1994
3	Exempt inter-agency transfers of capital items from the surplus property approval process.	Undeterminable	Reduce bureaucracy. Speed the disposal process. Reuse capital items.	Dept. of Corrections	None	Jan. 1994
4	Develop & provide inventory training for personnel in agencies.	Undeterminable	Improve inventory accuracy.	Dept. of Administration	None	6 months
5	Establish uniform guidelines for inventory of computer hardware and software.	Undeterminable	Reduce confusion and inconsistency among agency inventory personnel.	Dept. of Administration	None	6 months
6	Assign each capital item on inventory to a designated employee.	None	Improve employee accountability. Improve inventory tracking.	Dept. of Administration	None	June 1994



Reinventing Kansas Government -- Phase I (Continued)  
Inventory/Asset Management -- December 15, 1993

		Cost or Savings	Benefits	Responsible Party or Organization	Legislation Required	Date Implemented by
7	Establish statewide inventory mgmt. user's group.	None	Facilitate communication across agencies. Improve inventory accuracy. Improve employee morale.	Dept. of Administration	None	Immediately
8	Place responsibility for inventory accuracy with person(s) having update authority.	Undeterminable	Improve inventory accuracy. Improve employee morale.	Dept. of Administration	None	6 months

Reinventing Kansas Government -- Phase I (Continued)  
Inventory/Asset Management -- December 15, 1993

		Cost or Savings	Benefits	Responsible Party or Organization	Legislation Required	Date Implemented by
	<b>Vehicles &amp; Heavy Equipment Major Initiatives</b>					
1	Develop a Comprehensive State Vehicle Plan.	Minimal	Have a consistent multi-year plan for vehicle replacement, specifications, usage, and performance indicators.	Div. of Facilities Mgmt Interagency working group	None	July 1995
2	Perform a needs analysis for an integrated and automated purchasing, accounting, inventory, & fleet mgmt system.	Needs additional study.	Eliminate duplication of systems. Develop a universal integrated vehicle information system, supporting managerial, accounting, and reporting needs.	Dept. of Administration  Interagency working group	Appropriation	July 1995
3	Further consolidate the acquisition & management of agency vehicles in Central Motor Pool.	Needs additional study	Better address the vehicle needs of certain agencies. Based on other studies, the size of the fleet may be reduced.	Agency Heads Div. of Facilities Mgmt	None	July 1995
4	Evaluate proper mix of contract and in-house maintenance and repair.	Potential savings. Needs additional study	Potential savings exist with proper mix of local repair. May reduce facilities/personnel.	Div. of Facilities Mgmt	None	July 1994
5	Evaluate leasing vehicles instead of owning.	Potential savings. Needs additional study	Reduce maintenance costs. Maintain new fleet.	Div. of Facilities Mgmt	None	July 1994
	<b>Buildings Major Initiatives</b>					
1	Improve facilities mgmt process.					
1a	Develop space planning guidelines.	Minimal cost	Reduce space requirements by 20-30%.	Sec. of Administration Div. of Facilities Mgmt Div. of Architectural Services	None	1 year

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Reinventing Kansas Government -- Phase I (Continued)  
Inventory/Asset Management -- December 15, 1993

		Cost or Savings	Benefits	Responsible Party or Organization	Legislation Required	Date Implemented by
1b	Standardize furniture & workplace layout.	Minimal cost	Decrease furniture inventory. Increase cost-effectiveness of moves. Increase efficiency of space planning. Reduce cost of furniture.	Sec. of Administration Div. of Facilities Mgmt	None	6 months
1c	Develop a strategic facilities plan.	Cost for consultant fees	Maximize utilization of facilities. Maximize state's investment.	Sec. of Administration Div. of Facilities Mgmt	None	6 months
1d	Establish a facilities user group.	Minimal cost	Improve the process.	Sec. of Administration Div. of Facilities Mgmt	None	Ongoing
1e	Minimize storage space requirements.	Minimal cost	Reduce office space requirements by 10%. Reduce amount of furniture in storage.	Sec. of Administration Div. of Facilities Mgmt	None	Ongoing
2	Improve the lease process.					
2a	Examine/improve existing process.	Minimal cost	Reduce time/cost to process a lease.	Sec. of Administration Div. of Facilities Mgmt	None	9 months
2b	Comprehensive data base on space availability.	Minimal cost	Better utilization of facilities.	Sec. of Administration Div. of Facilities Mgmt	None	6 months
3	Establish preventive maintenance plan for all state-owned facilities.	Minimal cost	Reduce operating costs of Division of Facilities Management.	Sec. of Administration Div. of Facilities Mgmt	None	60 days
4	Expand the Energy Management program.	Minimal cost	Reduce energy costs; however, energy efficiency measures should be included in initial specifications for all new and remodeling projects.	Sec. of Administration Div. of Facilities Mgmt	None	3 months
5	Establish performance measures.	Minimal cost	Better management of processes. Improve processes.	Sec. of Administration	None	60 days
6	Link budget process to facilities strategic plan.	Minimal cost	More effective space planning. Less rework/second effort.	Sec. of Administration	None	6 months
	Inventory & Central Warehousing Major Initiatives					

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Reinventing Kansas Government -- Phase I (Continued)  
Inventory/Asset Management -- December 15, 1993

		Cost or Savings	Benefits	Responsible Party or Organization	Legislation Required	Date Implemented by
1	Establish an automated statewide inventory system.	Unknown	Improve inventory accuracy and efficiency of agencies.	Dept. of Administration	None	June 30, 1994
2	Establish a formal & periodic review & update process of inventory guidelines, procedures, & systems.	Unknown	Improve inventory accuracy and efficiency.	Dept. of Administration	None	Dec. 1994
3	Study feasibility of central warehousing consumable & capital items in metropolitan areas.	Unknown	Reduce inventory. Improve availability of items. Maximize inventory turnover.	Dept. of Administration	None	Dec. 31, 1994

## HUMAN SERVICES—AGING

## HUMAN SERVICE DELIVERY-AGING

The Aging Study Team focused on the service expectations, organizational structures, workflows, and systems encompassing the delivery of existing aging services programs. The scope of study focused on quality health care and easy access to services. The team used interviews, surveys, and tours of several state agencies to develop its observations of the current system and make recommendations for improvement.

### FINDINGS

- The aging services and information delivery system is fragmented and complex making it difficult to access by consumers, and making the process difficult to manage by state agencies. This contributes to the high rate of institutionalization for long-term care at great public and private sector cost (approximately \$500 million).
- Kansas ranks highest in the nation in the per capita rate of institutionalization for people 85 and over. Surveys indicate an overwhelming majority of seniors want to remain in their homes for the remainder of their lives.

### VISION

- To achieve a quality of life for Kansans with aging service needs in an environment of choice, which maximizes independent living capabilities and recognizes diversity by facilitating or providing access to a wide array of quality, cost-effective and affordable services.

### QUICK HITS

- The Kansas Department of Health and Environment, Social and Rehabilitation Services, and the Kansas Department on Aging should obtain current data and consolidate toll-free telephone lines for aging services.
- The state volunteer coordinator should expand the volunteer network of retiring state and private sector employees to provide education about volunteer opportunities available in the community. These efforts would allow state agencies to serve more people within existing resources. The expansion of

the volunteer network could be very effective in increasing community resources.

## MAJOR INITIATIVES

- Establish a team of two members each from the Department on Aging, Department of Health and Environment, Division of Information Systems and Communications (DISC), and Social and Rehabilitation Services to develop and implement a shared database system. These team members would work together to develop a uniform assessment instrument to use in alignment with a shared database system.
- Support the Long-Term Care Action Committee's pilots of two models developed for single point of access.
- Recruit and train volunteer ombudsmen to assist staff ombudsmen. Staff ombudsmen can spend more time monitoring facility operations and investigating complaints.
- The Long-Term Care Action Committee should work jointly with private sector individuals (hospital staff, home health agencies, nursing facilities, and area agencies on aging) to determine appropriate incentives for these providers to expand community based options and reduce the need for expensive nursing facility care.

Reinventing Kansas Government -- Phase I  
Aging Services -- December 15, 1993

		Cost or Savings	Benefits	Responsible Party or Organization	Legislation Required	Date Implemented by
	<b>Quick Hit Initiatives</b>					
1	Consolidate toll-free telephone lines for aging services.	Save \$6,000 per line eliminated	Reduce number of lines. Enhance customer access.	Sec. of Aging Sec. of SRS Sec. of KDHE	None	July 1994
2	Expand network of retired volunteers.	Savings	Provide free services thus offsetting tax dollars. Utilize skills of retired within community. Provide productive use of retirement time.	State Volunteer Coordinator Human Resource Officers	None	July 1994
	<b>Major Initiatives</b>					
1	Implement a shared database and improved program evaluation.	No cost to initiate study	Improve access to service. Improve quality and consistency of data collection. Improve customer satisfaction. Increase staff efficiency from reduced duplication. Enable use of a common assessment form.	DISC Dept. on Aging SRS KDHE Other agencies	Must legislate compatibility & will need an appropriation	Plan: July 1994 Implement: July 1996
2	Develop a common assessment instrument.	Initial cost Later savings	Provide continuity for all clients. Assessment instrument would drive the care planning process. Standardize assessments. Improve customer access.	Dept. on Aging SRS KDHE DISC	Yes, to initiate the process	July 1995
3	Support models developed for single point of access.	Savings	Reduce customer confusion. Provide continuity of care. Improve interagency coordination. Improve employee knowledge.	Dept. on Aging SRS KDHE	None	July 1994
4	Devise incentives to expand community-based care services.	Cost avoidance	Reduce need for expensive nursing facility care. Expand community-based options. Examine the infrastructure for community-based services, especially in rural areas.	Dept. on Aging SRS KDHE	None	July 1994
5	Recruit and train volunteer long-term care ombudsmen.	Savings	Volunteers would assist staff ombudsmen. Increase number of ombudsmen to provide better quality of life for nursing facility residents. Staff ombudsman would spend more time monitoring and investigating complaints.	Dept. on Aging KDHE	Yes-authority	July 1994



## HUMAN SERVICES—YOUTH

## HUMAN SERVICES DELIVERY - YOUTH

The Human Services Delivery Team - Youth focused its efforts on the role of the State of Kansas regarding juvenile offenders. The scope was limited to juvenile offenders to facilitate an in-depth look at what has become a serious problem, both for our state and nation. The primary methodology was in-person interviews with participants in the system, including care providers, offenders, and parents of offenders; on-site visitation; and review of current research on the topic. The team found opportunities for increased revenue and organizational changes, both of which will benefit the citizens of Kansas.

### FINDINGS

- Statewide, comprehensive strategic planning is needed to identify and assign priority to actions necessary to achieve the legislative mission for the supervision and treatment of juvenile offenders. Without such planning, programs overlap and conflict, goals are not clearly articulated or understood, decisions are not guided by common values, and accountability is not established for expected outcomes.
- A systematic method is needed to establish outcome expectations for programs and measure performance against those expectations. An outcome-based performance evaluation system would provide a more reliable basis upon which to give priority to programs and allocate scarce resources.
- Opportunities exist for revenue enhancements to the State through passage of 1993 SB 400 and accompanying changes in purchase of services practices by the Department of Social and Rehabilitation Services, and increased attention to parental obligation to contribute to the cost of services provided to their children.
- Alternative treatment opportunities currently exist for juvenile offenders that appear to be both cost effective and beneficial.
- Truancy is a leading indicator of future juvenile offender behavior; however, local school districts

lack an incentive to keep troubled youth in school past the September 20th census.

- A lack of coordination exists among many providers which could be remedied by collaboration and utilization of existing structures.
- No comprehensive management information system on juveniles exists to track children beginning with their first contact with the juvenile care system.

## **VISION**

We envision a juvenile justice system that balances the care, habilitation, and treatment of offenders with public safety. This system would facilitate a change to acceptable behavior in the offender and would be both cost-effective and efficient in its operation. Such a system would

- De-emphasize the role of the State as a service provider and strengthen the role of the State as a facilitator to access care provided by community groups, non-profit organizations, businesses, churches, and community organizations.
- Increase coordination and implement a more formal structure for decision makers that allows placement and appropriate care for offenders based on individual case histories.
- Provide information systems to enable decision makers to evaluate available placement options including cost and effectiveness.

## **QUICK HITS**

- Collect court-ordered reimbursement and other reimbursements available from parents of juvenile offenders. This initiative appears to have potential revenue in excess of \$600,000.
- Review the implications of aligning the SRS district offices with judicial district boundaries to provide a uniform provision of programs to the district court and limit the interaction of each Judicial District to a single area office.

- The Department of Social and Rehabilitation Services should collaborate with the Office of Judicial Administration to print a guidebook to list the responsibilities of all agencies involved in the juvenile justice process.
- The budget for the Youth Center at Larned should be separated from the Larned State Hospital budget. Administrative and maintenance services should be retained in the hospital's budget.

## **MAJOR INITIATIVES**

- Prepare a strategic plan to coordinate all state activities regarding juvenile offenders. The strategic plan would include the development of a system of outcome-oriented performance measures for each care provider to determine the relative merits of programs for the allocation of resources.
- Recommend passage of 1993 SB 400 and change purchase of services practices in SRS to collect more federal child welfare funds [Title IV-E].
- Schools should improve drop-out and expulsion prevention initiatives to retain pupils in school past the current census recording date.
- The Department of Education, SRS, and the Office of Judicial Administration should develop a plan to implement a case manager approach for the juvenile justice system with a single case manager assigned at the initial intake of the juvenile. The case manager would then follow the juvenile through adjudication and supervision.
- Consider converting an existing facility to a boot camp for juvenile offenders as a placement alternative to youth centers. This would expand the incarceration alternatives for offenders needing a degree of supervision between probation and commitment to a youth center. This service is being performed for adults by the Labette Correctional Conservation Camp.

Reinventing Kansas Government -- Phase I  
Youth Services -- December 17, 1993

		Cost or Savings	Benefits	Responsible Party or Organization	Legislation Required	Date Implemented by
	<b>Quick Hit Initiatives</b>					
<b>1</b>	Give consideration to court-ordered reimbursement of care and treatment from parents with the ability to pay.	Increase revenues to counties or the state by \$600,000 per year	Reduce cost to the state. Increase parental responsibility.	Judiciary	None	ASAP
<b>2</b>	Separate Larned Youth Center from the state hospital budget.	None	Simplify budget process.	Division of the Budget SRS	KSA 75-3335a	ASAP
<b>3</b>	Review SRS district boundaries and review implications of alignment with Judicial boundaries if possible.	Unknown	Eliminate multi-jurisdictional boundaries. Improve coordination.	Office of Judicial Administration SRS	None	ASAP
<b>4</b>	Prepare a guidebook for juvenile justice participants outlining the responsibilities and roles of participating agencies.	Minimal	Improve coordination and utilization of services.	Office of Judicial Administration SRS	None	ASAP

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Reinventing Kansas Government -- Phase I (Continued)  
Youth Services -- December 17, 1993

		Cost or Savings	Benefits	Responsible Party or Organization	Legislation Required	Date Implemented by
	Major Initiatives					
1	Prepare a strategic plan to coordinate all state activities regarding juvenile justice system.	None	Increase clarity of purpose and coordination among care providers.	Governor, Judicial Branch, & Dept. of Education should appoint high-level decision makers to a task force to develop a comprehensive strategy.	None	First Quarter 1994
2	Develop a system of outcome-based performance measures for all care providers.	Unknown	Enable allocation of resources based on effectiveness.	SRS Dept. of Corrections Office of Judicial Administration	None	Second Quarter 1994
3	Change the billing practices of SRS to increase Title IV-E collections.	Increase annual federal revenues to SRS by \$275,000	Enable funding of many day-reporting slots and move offenders from group homes.	Governor Legislature SRS	SB 400	ASAP
4	Improve drop-out, truancy, and expulsion prevention in USDs.	Avoid duplication of spending for students who are counted but not attending USDs and also spending on required offender programs.	Provide a locally devised and administered truancy prevention system. Provide greater incentives for local school districts to keep pupils in school. Attempt to keep more individuals from becoming future juvenile offenders (truancy is a leading indicator of offender behavior).	Governor Legislature	Amend school finance law	ASAP
5	Review conversion of an existing facility for possible juvenile boot camp.	Unknown	Provide an alternative placement for offenders without any increase in the number of state beds for youth offenders.	SRS Dept. of Corrections	None	ASAP
6	Implement a single case manager approach in the juvenile justice system.	Unknown	Assign a single case manager to each juvenile upon initial contact with the juvenile justice system. The case manager would follow the juvenile through adjudication and supervision.	Office of Judicial Administration SRS Department of Education	None	ASAP

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