

Establishing an Efficiency Commission

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February 2012

Office of Performance Evaluations
Idaho Legislature



Report 12-04

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Establishing an Efficiency Commission

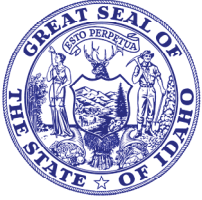
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February 24, 2012

Members
Joint Legislative Oversight Committee
Idaho Legislature

In March 2011, you directed us to identify best practices for establishing an efficiency commission by looking at the experience of other states and examining current literature.

Our research of efficiency commissions in other states provided us with six elements of successful commissions. We also looked at Idaho's experience with efficiency commissions to reform state government. We found that the Governor's 2020 Blue Ribbon Task Force report offers many good recommendations that would be useful for policymakers to reassess before deciding whether a new commission is needed.

Sincerely,

A handwritten signature in blue ink that reads "Rakesh Mohan".

Rakesh Mohan

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Executive Summary

Establishing an Efficiency Commission

In response to the recent economic downturn, many states have established efficiency commissions with the intent to improve government services and operations, restructure government, increase efficiencies, and reduce costs through an organized review effort. Knowing that other states have developed efficiency commissions, the Joint Legislative Oversight Committee directed us to identify best practices for establishing an efficiency commission in Idaho by looking at the experience of other states and examining current literature.

We found that best practices are still emerging. However, we identified six common elements shared among more successful commissions. We also looked at the experiences of two states and identified options that share a similar intent as an efficiency commission.

Because there is value in learning from our experiences, much of our research focused on past reform efforts in Idaho, particularly the Governor's 2020 Blue Ribbon Task Force. We offer two steps for Idaho to consider should a decision be made to pursue an efficiency commission.

Acknowledgements

We appreciate the assistance of the Department of Labor, the Division of Financial Management, and the Legislative Library.

We also appreciate the input we received from the following members and staff of the Governor's 2020 Blue Ribbon Task Force:

- Chuck Winder, senator and former co-chair of the Blue Ribbon Task Force
- Roger Madsen, director, Department of Labor
- Darrell Manning, former chairman, Idaho Transportation Board
- Nancy Merrill, director, Department of Parks and Recreation
- Randy Nelson, president, Associated Taxpayers of Idaho
- Brian Whitlock, government affairs representative of the Idaho National Laboratory and former chief of staff for former Governor Dirk Kempthorne

Hannah Crumrine of the Office of Performance Evaluations conducted this study, and Margaret Campbell copy edited and desktop published the report.

We thank the following individuals for their feedback on our draft report:

- Brad Foltman, former administrator, Division of Financial Management
- Jeff Youtz, director, Legislative Services Office

Chapter 1

Introduction

Legislative Interest

At its March 2011 meeting, the Joint Legislative Oversight Committee directed us to identify best practices for developing an efficiency commission by looking at the experience of other states and examining current literature. Some legislators have expressed interest in possibly establishing an efficiency commission that would examine and recommend improvements to state government operations.

What Is an Efficiency Commission?

An efficiency commission is an all encompassing term for an organized government effort to restructure or reform state operations and services. In 2010, the National Association of State Budget Officers compiled a list of 26 state commissions that have been established by either the executive or the legislative branch in response to the national recession in 2007.¹

The organization of each commission varies and is unique to each state. Commissions may be made up of legislators, private sector individuals, public employees, or any combination of the three. Efficiency commissions are most often temporary efforts initiated by new governors, legislative leadership, or collaboratively to address budget crises or look at state operations with a fresh perspective. Regardless of the structure of the commissions, the intended purpose is the same. That purpose, defined by the national association, is to “evaluate state government and compose recommendations to reduce costs, improve efficiency, and/or restructure government operations.”

¹ The list includes five permanent agencies established before 2007. The Florida Office of Program Policy Analysis and Government Accountability, the Indiana Department of Government Efficiency and Financial Planning, the Maine Joint Standing Committee on Appropriations and Financial Affairs, the Texas Legislative Budget Board, and the Texas Sunset Advisory Commission.

What Are the Outcomes of an Efficiency Commission?

The possible outcomes of an efficiency commission are categorized under nine common types of recommendations:²

- Consolidate IT infrastructures
- Consolidate similar agency operations
- Establish energy or green initiatives
- Generate revenue
- Privatize operations
- Purchase equipment and supplies as a state-level enterprise
- Reform pension funds
- Review appropriate delivery of state and local services
- Review specific operations across agencies

When efficiency commissions evaluate state government operations and services, they generally make recommendations under these nine categories. Outcomes are realized only when the state implements the commission's recommendations. In addition to implementation, follow-up reviews are needed to examine the success and impact of each implemented recommendation. By following this process, states can eliminate waste and duplication, and improve the efficiency and effectiveness of government operations and services.

Methodology

We used a variety of research methods to collect information for the state to use in deciding whether to establish an efficiency commission:

- Interviewed officials from the Idaho Division of Financial Management
- Identified past efficiency commissions specific to Idaho
- Interviewed members of the Governor's 2020 Blue Ribbon Task Force to learn about past successes and failures in Idaho
- Interviewed and consulted with Bill Leighty, former chief of staff to former Governor Mark Warner of Virginia, about similarities shared by successful efficiency commissions and other options that accomplish the intent of an efficiency commission

² The nine types of recommendations were identified by Bill Leighty, former chief of staff to former Governor Mark Warner of Virginia, during an online webinar sponsored by Governing Magazine in 2011.

- Reviewed a list published online by the National Association of State Budget Officers in 2010 to identify the number of recent efficiency commissions
- Reviewed a policy research project report from the University of Texas at Austin, “Executing Government Transformation: Case Studies of Implementation Challenges,” published by the Lyndon B. Johnson School of Public Affairs in 2008
- Reviewed other available publications specific to efficiency commissions and other options that might accomplish a similar intent
- Interviewed representatives from states with similar efficiency commissions in Georgia and North Carolina to learn what worked well

We had some limitations to our methodology. Relatively little information exists about best practices for efficiency commissions. Consequently, some of the information in our report is anecdotal. Furthermore, documenting and quantifying outcomes associated with efficiency commissions, especially cost-savings, is difficult. States also differ in their political and economic environments, making it difficult to determine which practices will work well in Idaho.

Report Organization

Chapter 2 answers the following questions:

- What past efforts has Idaho taken to establish an efficiency commission?
- Do any best practices exist for effective efficiency commissions?
- Did the Governor’s 2020 Blue Ribbon Task Force meet the six elements of an effective efficiency commission?
- What can we learn from the experiences of other state efficiency commissions?
- What other options exist for accomplishing the intent of an efficiency commission?
- What next steps should Idaho take?

Chapter 2

Identifying Options for an Efficiency Commission

In this chapter, we discuss six common elements shared among successful efficiency commissions and examine whether other options could produce similar results. The answers to the following questions can determine how and when an efficiency commission will make the best use of government resources.

What Past Efforts Has Idaho Taken to Establish an Efficiency Commission?

The concept of an efficiency commission is not new to Idaho. Since 1919, Idaho has made efforts to reform its government structure no fewer than seven times. These past efforts generally focused on reorganizing the executive branch and examining state expenditures; they have been a mix of legislative or executive initiatives, although the three most recent commissions were led by the executive branch, as illustrated by the following examples.

A constitutional amendment passed by voters in 1972 limited the number of executive agencies to 20. The reform effort was initiated by former Governor Cecil D. Andrus. The effort took nearly two and a half years to complete and changed the structure of Idaho's executive agencies.

The Governor's Management Task Force, established by former Governor John Evans in 1979, was made up of private sector individuals. Its goal was to discover and implement efficiencies in state government. The task force succeeded in passing fourteen pieces of legislation as a result of its efforts.

Idaho's last efficiency commission was established by former Governor Dirk Kempthorne in 2002. We focused our research on the Governor's 2020 Blue Ribbon Task Force because it is Idaho's most recent efficiency commission and most relevant to the discussion of developing a new efficiency commission.

The Governor's 2020 Blue Ribbon Task Force

The Governor's 2020 Blue Ribbon Task Force was established in October 2002. Its mission was to "assess the immediate and long-term needs of the State of Idaho, perform an objective analysis of the organization and structure of State

Government, and make recommendations that will align the operations of State Government to meet the demands of the 21st Century.”

The task force was made up two bipartisan co-chairs and 46 members from the private and public sectors. Administrative support was provided by four staff from the Department of Labor. Also providing support were staff from the Office of the Governor and three subject-matter experts from state government.

The task force members were divided into five committees:

- Education
- Government organization and structure
- Health and human services
- Public safety, transportation, and natural resources
- Revenue and economic development

In addition to the administrative staff assisting the task force in general, each committee received administrative support staff from the Department of Labor. The committees also worked with specific staff from the Division of Financial Management and with subject matter experts. The five committees had co-chairs and met several times from October 2002 to June 2003 to review agencies and develop recommendations.

The task force released an interim report in December 2002 and a final report in October 2003. The final report included committee agendas, meeting minutes, and 99 recommendations. The recommendations were categorized as preliminary, intermediate, and long term.

Do Any Best Practices Exist for Effective Efficiency Commissions?

Efficiency commissions can serve a variety of purposes within the range of expected outcomes listed in chapter 1. Although variations of efficiency commissions have been in existence for nearly a century, researchers only recently began looking at what elements make a successful commission.

As a result, best practices for efficiency commissions are still emerging. In the absence of clear best practices, we relied on a graduate research project published by the University of Texas and information presented in an online webinar by Governing Magazine to identify the following six common elements: the political environment, an efficiency commission definition, public and private sector skills, the governmental branches and parties, stakeholder involvement, and a public relations campaign. These elements are shared among more successful efficiency commissions and similar government reform efforts.

The Current Political Environment

An understanding of the current political and economic environment will increase the successful outcome of efficiency commissions. For instance, each state has a unique political environment; what worked well in one state might not necessarily work well in another. Additionally, a commission's objectives should be developed within the larger mission and goals of the current administration. Taking these steps will help commissions identify which efforts may be welcomed and which may be rejected.

A comprehensive knowledge of the economic environment is also necessary to understand the sense of urgency that may accompany any effort. Whether or not the state is initiating an efficiency commission under financial crisis may influence the timeline associated with an effort, the implementation of recommendations, and the follow-up.

An Efficiency Commission Definition

The goals, mission, vision, and desired outcomes of efficiency commissions should be defined from the beginning. A clearly articulated purpose and desired outcomes will help prevent disruptions in the process. Additionally, evaluating all agencies or programs in one single effort may not be feasible; it may be necessary to limit the scope of an efficiency commission.

Efficiency commissions should include implementation and reevaluation strategies in the project plan so they have established a way to monitor progress from the beginning of their efforts. Realistic timelines are also needed to implement and follow up on any recommendations. Because state agencies and programs do not provide the same services or operate the same way, efficiency commissions must have some degree of flexibility in how they will review each agency or program while still accomplishing their mission.

More successful efficiency commissions define the specific role of the commission, any subsequent subcommittees and their members, and the project manager. These individuals should be reminded of any limitations in their duties and responsibilities.

Public and Private Sector Skills

Efficiency commissions should enlist the input of existing agency staff who have institutional knowledge. Agency staff can help commissions fully understand the agencies or program under review. In addition, private sector employees should be included because they often bring fresh perspectives and creative ideas.

Efficiency commissions should understand the differences between the public and the private sectors. Not all private sector ideas are applicable to the public sector. Commissions can rely on their knowledge of the current political environment to identify and understand some of these differences. Finding the right combination of knowledge and diversity will lead to more successful outcomes.

Additionally, efficiency commissions should rely on the knowledge of budget or controller staff to help ensure that any recommendations are fiscally sound, accurate, and feasible. These individuals can also offer quality assurance and accountability to an efficiency commission's findings and recommendations.

The Governmental Branches and Parties

Although many successful efficiency commissions have been championed by governors, an efficiency commission should secure support from the executive and the legislative branches. Both branches must have similar incentives for seeing an effort through, particularly for recommendations requiring legislative action.

In addition, efficiency commissions should establish a bipartisan joint leadership agreement. Partisan commissions may face opposition with low probability for impact. A commission must be committed to adequate project management, which can lead the effort from the planning phase to the implementation and follow-up phase.

Stakeholder Involvement

Efficiency commissions should include all relevant stakeholder groups in the project planning phase. When stakeholders are given the opportunity to voice their concerns and ideas, they are less likely to criticize commission efforts and more likely to offer support.

Additionally, efficiency commissions should look for a consensus of public opinion that government change needs to happen. Commissions tend to be more successful when the public already agrees with the timeliness of the effort.

A Public Relations Campaign

Efficiency commissions should develop communication strategies early in the planning phase of their efforts. Press releases should be well thought out and widely distributed to help a commission gain momentum and public support.

Did the Governor’s 2020 Blue Ribbon Task Force Meet the Six Elements of an Effective Efficiency Commission?

Looking for best practices and what worked well in other states can provide a useful framework for establishing a successful efficiency commission. However, states are unique in their political environments, making it difficult to determine the best approach for Idaho. Therefore, we assessed the efforts of the Governor’s 2020 Blue Ribbon Task Force in relation to the six common elements shared among successful efficiency commissions. Looking at what worked well in Idaho will provide meaningful guidance for any future efforts. As shown in exhibit 2.1, we found the task force modeled three of the elements.

EXHIBIT 2.1 COMMON ELEMENTS PRESENT IN THE GOVERNOR’S 2020 BLUE RIBBON TASK FORCE

Common Elements	Task Force
Current political environment	●
Efficiency commission definition	◐ ● Fully present
Public and private sector skills	●
Governmental branches and parties	◐ ● Partially present
Stakeholder involvement	●
Public relations campaign	◐

Source: Office of Performance Evaluations.

We interviewed members and staff of the task force to learn about its strengths and weaknesses. According to the members we interviewed, the task force was timely and aligned with the governor’s vision for increasing efficiencies. They noted that the task force was initiated at a time when money was tight and the governor needed consensus on how to move forward. The task force moved quickly, and one task force member we spoke with remembers giving several legislative presentations during the 2003 session.

Members of the task force were selected by their diverse backgrounds, expertise, and leadership positions. The governor was looking for best practices from the public and private sectors and felt it was equally important that the task force include members from both sectors. According to a letter written by the governor in 2002, the task force included a “broad cross-section of Idaho’s society and economy.”

We found no evidence of formal collaboration between governmental branches. The task force was initiated by the governor and did not include members who

were also serving as legislators.¹ There was, however, collaboration between political parties. The task force had bipartisan membership with a co-chair representing each party.

The task force was clearly defined by its mission. Task force members were organized into five subcommittees and given specific instructions on what they were reviewing and how their findings and recommendations should be developed. However, we found the task force's effort lacked a formal and publicized implementation and reevaluation plan. This limitation is further discussed at the end of the chapter.

The task force involved stakeholders using various methods. Citizens could participate by submitting comments and suggestions through a website created specifically for that purpose. According to the task force's final report, it received and reviewed 264 comments through August 18, 2003. The task force also used e-mail to solicit feedback from state employees, and all task force meetings were open to the public.

We heard conflicting information about the presence of a public relations campaign from the task force members and staff. Some said the task force had a public relations campaign to promote its work and gain public support. Others said that while the task force was initially well publicized, the publicity did not continue into the informal implementation phase. Aside from these conflicting statements, we did not find evidence that the task force had a formal public relations campaign.

What Can We Learn from the Experiences of Other States?

We interviewed two states with recently successful efficiency commissions: Georgia and North Carolina. We asked a representative from each efficiency commission to determine whether the six common elements of successful efficiency commissions were present in each state effort. As shown in exhibit 2.2, we found that both states shared four of the six common elements.

Collaboration Among Governmental Branches and Parties

The representative from Georgia reported collaborating among governmental branches and political parties, but the North Carolina effort did not share this element. Interestingly, the representative from North Carolina told us that a lack of legislative collaboration may have been the commission's only limitation. He felt that the commission could have done a better job by formally involving the legislature because many of its recommendations required legislative action.

¹ At least five former legislators served on the task force.

EXHIBIT 2.2 COMMON ELEMENTS SHARED BY SUCCESSFUL STATE EFFICIENCY COMMISSIONS

Common Elements	Georgia	North Carolina
Current political environment	x	x
Efficiency commission definition	x	x
Public and private sector skills	x	x
Governmental branches and parties	x	
Stakeholder involvement	x	x
Public relations campaign		

Source: Office of Performance Evaluations.

A Public Relations Campaign

Neither state reported having a public relations campaign. Although North Carolina did not have a public relations campaign, its effort was closely tied to the governor’s communication network and received good media coverage. The representative from Georgia told us that the absence of a public relations campaign was the commission’s only limitation. He said a public relations campaign may have helped paint a more comprehensive picture of the effort for the public.

Shared Commission Strengths

To learn what made the Georgia and North Carolina efficiency commissions successful, we asked each representative to identify the strengths of their effort. Both representatives said that commitment to the efficiency commission contributed to a successful outcome. They also indicated that the quick pace of their commission’s ability to make findings and implement recommendations was a strength. The representative from Georgia emphasized that success is a matter of implementation.

What Other Options Exist for Accomplishing the Intent of Efficiency Commissions?

In 2008, the National Conference of State Legislators reported that at least 38 states conduct performance audits or program evaluations.² Additionally, nine

² The number 38 is reported from an updated list we received from the National Conference of State Legislatures.

state offices conduct sunset reviews. Of those nine state offices, only Texas has a legislative committee dedicated solely to sunset reviews.³

Performance audits/program evaluations and sunset reviews are discussed below as options with a purpose similar to efficiency commissions—to eliminate waste and duplication in governmental services and operations. Operational reviews are also discussed as another option that shares a similar purpose. However, these options differ in some fundamental ways. Performance audits/program evaluations and sunset reviews are permanent programs of state government with a compliance component, whereas efficiency commissions and operational reviews are temporary in nature.

Performance Audits and Program Evaluations

The 2008 National Conference of State Legislators report found that 38 legislative offices conduct performance audits and program evaluations similar to the committee that governs us, the Joint Legislative Oversight Committee. Our bipartisan committee has eight members equally divided between the Senate and House of Representatives. As nonpartisan staff, we receive performance evaluation topics from the committee during each legislative session but conduct all evaluations independent of the committee.

We work within a defined scope to address the committee’s specific questions or concerns. This process ensures we make recommendations that are responsive to the needs of the Legislature. We also involve agencies under review throughout the evaluation process to ensure that our findings are accurate.

Unlike efficiency commissions, our work assures independence and nonpartisanship. We are guided by auditing and evaluation standards and have the capability to use a wide range of methodologies. In addition, our work product undergoes an extensive quality control process. As part of our evaluation process, we conduct follow-up reviews to assess the implementation and outcome of our recommendations.

Sunset Commission

Texas is the only state we identified with a permanent commission dedicated to sunset reviews.⁴ The Texas Sunset Advisory Commission is made up of ten legislators and two public members. Commission staff use criteria outlined in

³ Many of the 38 state offices conduct more than one type of review activity. For instance, the Washington Joint Legislative Audit and Review Committee conducts both performance audits and sunset reviews.

⁴ Texas has a separate legislative office that conducts performance audits and financial audits. Because both agencies share a similar goal of finding efficiencies in state government, they often coordinate efforts to reduce duplication.

statute to review agencies or programs within an agency. The commission typically conducts from 25 to 30 reviews biennially in preparation for the legislature, which meets every two years. Approximately 130 agencies are under the authority of the commission, and they are reviewed about once every 12 years.

After the commission receives a staff report with findings about an agency, it makes a recommendation to the legislature. The recommendation will be to either abolish or continue the agency. A sunset bill from the legislature is required to continue the agency.⁵ If no legislative action is taken, the agency is automatically abolished with the potential of having up to one year to close operations. If the commission recommends the legislature continue the agency, it must provide draft legislation to continue the agency for 12 years and any needed changes to improve the agency.

By reviewing state agencies and programs on a permanent rotating schedule, the Texas commission serves a similar purpose as an efficiency commission. Much like legislative performance evaluation offices, the work of the sunset commission is guided by a set of standards.

Operational Review

In 2010, Virginia's governor established a temporary operational review task force following a recommendation from the Governor's Commission on Government Reform and Restructuring. The task force had less than three months to review 12 specific areas of government, identify operational cost savings, and present its findings to the commission.

Each of the 12 areas was assigned a team made up of a state, local, and private representative and one agency staff. The following 12 areas were reviewed by each team:

- Accounts receivable
- Asset inventory and management
- Banking services
- Energy usage
- Fleet management
- Health and risk management for insurance
- Phone and data usage
- Printer, copier, and fax machine usage
- Surplus property
- Travel
- Waste management
- Water usage

⁵ If the bill fails, the program is abolished.

Members from the 12 teams were asked to work with the comptroller to determine estimates of total spending. The members identified best practices to manage costs, determined the price or usage reductions that would result from using the newly defined best practices, and identified the potential cost savings associated with the best practices. By looking for cost savings, an operational review can have a similar intent as an efficiency commission. However, efficiency commissions typically accomplish more than just cost savings such as improved government operations and services.

What Next Steps Should Idaho Take?

The Governor's 2020 Blue Ribbon Task Force has not received much attention since former Governor Kempthorne left office in 2006. To date, no formal follow-up has taken place to determine the implementation status or effectiveness of the task force's 99 recommendations, although we were told by task force staff that the former governor, with the assistance of his chief of staff, acted on many of the recommendations.

Some of the task force members and staff we spoke with could not recall whether the task force had an overall action plan to implement and reevaluate recommendations outside of their committees. Others felt that the governor's departure from office and a change in administration may have contributed to the task force's inability to implement all of the recommendations. Interestingly, the task force's final report indicated that the co-chairs were responsible for an action plan to implement and reevaluate, not the governor. However, the co-chairs had no authority to implement the recommendations, especially without the support of the former governor.

We found that the task force lacked collaboration between the branches of government. Also, it did not have a formal public relations campaign that publicized the completion of the task force's work or any implementation efforts by the former governor and his staff. The absence of these two elements may have also contributed to the lack of a formal follow-up review process that could have determined the number of implemented recommendations or the outcomes resulting from implementation.

Reviewing the Task Force Recommendations

Our review of the task force's final report found that many of the findings and recommendations presented by the task force may still be relevant today. For instance, since 2002, 18 of our evaluations have addressed topics similar to at least 12 of the 99 recommendations, indicating that some of the issues raised by the task force continue to be relevant.

For example, the task force's education committee recommended the state develop a plan to help school districts share the cost of services and authorize the formation of service groups to improve the quality and availability of specific services in small and rural school districts. In 2009, we were asked to study the feasibility of school district services consolidation, and we recommended similar solutions.

Because of the continued interest in the topics addressed by the task force, we believe reassessing the work done by the Governor's 2020 Blue Ribbon Task Force could be the best use of state resources. Rather than disregard the work of the most recent efficiency commission, a reevaluation of the 99 recommendations should be conducted to determine which recommendations are implemented, which are no longer relevant, and which are still applicable today and should be acted on.

A collaborative review of the Governor's 2020 Blue Ribbon Task Force recommendations by the legislative and the executive branches will prevent any unnecessary duplication of efforts by a new commission. Collaboration between governmental branches is one of the six elements we identified and would result in a more successful outcome. This approach also recognizes that the administration of government is continuous and efforts to reform government should not hinge on changes in either executive or legislative leadership.

Establish an Efficiency Commission in Idaho

After reviewing the task force recommendations, it may be determined that an efficiency commission is still needed. We suggest incorporating the six elements of more successful efficiency commissions in the planning and development phase of an efficiency commission, paying particular attention to implementation and reevaluation. More than one individual we spoke with expressed a concern that all too often studies and reports with valuable recommendations intended to eliminate waste and duplication in government services and operations end up on a shelf collecting dust.

We also recognize that Idaho is unique and depending on the purpose and scope of a new efficiency commission, it may not be necessary to apply all six elements. The new commission will have to use its judgment to determine which elements to apply and the degree to which they are applied.

Additionally, most individuals in Idaho and from other states we spoke with believe efficiency commissions are more effective when they are temporary in nature but with clearly defined implementation and follow-up plans.

Office of Performance Evaluations Reports, 2009–Present

Publication numbers ending with “F” are follow-up reports of previous evaluations. Publication numbers ending with three letters are federal mandate reviews—the letters indicate the legislative committee that requested the report.

Pub. #	Report Title	Date Released
09-01	Public Education Funding in Idaho	January 2009
09-02F	Higher Education Residency Requirements	January 2009
09-03	Idaho Transportation Department Performance Audit	January 2009
09-04	Feasibility of School District Services Consolidation	February 2009
09-05F	School District Administration and Oversight	February 2009
09-06F	Use of Average Daily Attendance in Public Education Funding	February 2009
09-07F	Child Welfare Caseload Management	February 2009
09-08F	Public Education Technology Initiatives	February 2009
09-09F	Management in the Department of Health and Welfare	March 2009
09-10F	Governance of Information Technology and Public Safety Communications	April 2009
10-01	Operational Efficiencies in Idaho’s Prison System	January 2010
10-02	Increasing Efficiencies in Idaho's Parole Process	February 2010
10-03F	Use of Average Daily Attendance in Public Education	March 2010
10-04	Governance of EMS Agencies in Idaho	November 2010
10-05F	Governance of Information Technology and Public Safety Communications	November 2010
11-01	Distribution and Sale of Liquor in Idaho	January 2011
11-02	Coordination and Delivery of Senior Services in Idaho	February 2011
11-03F	Increasing Efficiencies in Idaho’s Parole Process	February 2011
11-04F	Idaho Transportation Department Performance Audit	March 2011
11-05	Delays in Medicaid Claims Processing	March 2011
11-06	Higher Education Funding Equity	November 2011
11-07	End-Stage Renal Disease Program	November 2011
11-08F	Distribution and Sale of Liquor in Idaho	November 2011
12-01	Reducing Barriers to Postsecondary Education	January 2012
12-02F	Delays in Medicaid Claims Processing	January 2012
12-03	Lottery Operations and Charitable Gaming	February 2012
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