



**STATE OF KANSAS
EFFICIENCY REVIEW
INTERIM REPORT – SUMMARY RECOMMENDATIONS**

JANUARY 12, 2016

NORTH AMERICA EUROPE MIDDLE EAST LATIN AMERICA ASIA

A&M Work Stream	Total Savings and Revenue Estimate [\$000s]						Total
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Cross Agency							
Insurance	1	33,883	35,723	35,723	35,723	35,723	176,775
Procurement	750	17,858	27,308	31,433	32,183	32,183	141,714
Technology	-	8,713	8,713	8,713	8,713	8,713	43,565
Governor's Grants Office	-	4,086	5,032	5,082	5,131	5,181	24,513
Governor's Crime Prevention Office	-	-	-	-	-	-	-
Human Resources	-	19,865	39,865	40,801	41,810	45,198	187,539
Cross Agency	751	84,405	116,641	121,751	123,560	126,997	574,106
Administration	1,333	9,956	6,040	2,347	2,416	4,172	26,264
Children and Family Services	-	856	4,313	4,280	4,241	4,211	17,901
Commerce	-	15,939	17,939	12,939	12,939	12,939	72,697
Corrections	38	6,155	8,776	8,496	8,350	8,171	39,985
Education	75	88,724	131,174	131,674	132,174	125,674	609,495
Medicaid - KDHE & KDADS	-	8,525	43,965	45,024	46,242	46,707	190,462
Revenue	17,800	67,600	70,000	72,700	75,400	78,300	381,800
Transportation	-	12,850	16,500	17,500	17,500	17,500	81,850
General Government	-	6,147	9,554	9,554	9,554	9,554	44,363
Budget Process	-	-	-	-	-	-	-
TOTAL Savings and Revenue Estimates	19,996	301,157	424,901	426,265	432,377	434,226	2,038,923
TOTAL Number of Recommendations	105						

A&M Work Stream	Unique Identifier	Recommendation Name	Recommendation Description	Action Type	Total Savings and Revenue Estimate [\$000s]						Total	
					FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021		
Governor's Crime Prevention Office Total					-	-	-	-	-	-	-	-
Human Resources	SEHP.01	Plan Changes	Total Replacement - Only offer High Deductible Health Plans (Plan C) and remove the Plan A option. Tie employer Health Savings Account and Health Reimbursement Account contribution to wellness participation	Immediate Action	-	13,750	27,500	27,500	27,500	27,500		123,750
	SEHP.02	Retiree Liability	Implement OneExchange platform for retirees to remove all retirees from self-funded SEHP onto fully insured plans removing risk and lowering GASB liabilities	Immediate Action	-	5,750	12,000	12,936	13,945	15,033		59,664
	SEHP.03	SEHP Organization	Move SEHP from under KDHE to DOA for improved direct reporting, require universities to consolidate payroll systems to participate on SEHP or require payment terms similar to non-state employers	Executive Action	-	165	165	165	165	165		825
	KPERS.01	KPERS Contributions	Make Required Contributions to KPERS as Specified under Current Law	Immediate Action	-	-	-	-	-	-		-
	KPERS.02	Maximize Investment Income	Encourage KPERS to Carry out its Strategic Plan with Emphasis on Maximizing Investment Income Consistent with Fiduciary Responsibility	Immediate Action	-	-	-	-	-	-		-
	KPERS.03	Compensation Changes	Consider Modest Changes In Compensation Which Can Be Considered In Pension Calculations.	Immediate Action	-	-	-	-	-	2,300		2,300
	HC.01	Outsource leave Administration	The state should review current policies and processes for leave administration, FMLA and workers compensation/disability approval and administration to reduce unnecessary employee absences and increase cost savings to the state.	Immediate Action	-	-	-	-	-	-		-
	HC.02	Non-Discretionary Performance Bonus System	Allow for and Design Non-Discretionary Performance Bonus System	Legislative Action	-	-	-	-	-	-		-
	HC.03	Host an annual ideas festival	Establish and host an annual ideas festival for submission of efficiency savings ideas	Legislative Action	-	200	200	200	200	200		1,000
General Govt - Human Resources					-	19,865	39,865	40,801	41,810	45,198		187,539
Cross Agency					751	84,405	116,641	121,751	123,560	126,997		574,106
Administration	FLEET.01	Fleet Reduction and Centralization	Simultaneous fleet reduction and FY17 adoption of recommended outsourced fleet management.	Executive Action	1,333	2,825	995	995	995	995		8,138
	MEMO.01	Centralized budgeting and management	Enact centralized budgeting and management for services	Legislative Action	-	-	-	-	-	-		-
	MEMO.02	Statewide assessment on alternative memo billing	Conduct a statewide assessment on alternative billing model for state central services	Immediate Action	-	-	-	-	-	-		-
	MEMO.03	Centralized service functions	Compel agencies to utilize centralized service functions	Executive Action	-	-	-	-	-	-		-
	PRINT.01	Print Services Centralization	Designate OPM as the primary source of print services for the state	Executive Action	-	-	-	-	-	-		-
	REAL.01	Leasing Operations Consolidation - Leasing Savings	Leasing decisions for all State agencies should be centralized within DOA under the existing State Leasing Coordinator in order to achieve savings on rolling leases.	Executive Action	-	116	226	218	278	313		1,151
	REAL.02	Leasing Operations Consolidation - Personnel Savings	Leasing decisions for all State agencies should be centralized within DOA under the existing State Leasing Coordinator in order to achieve savings on personnel costs.	Executive Action	-	448	456	466	475	484		2,329
	REAL.03	Disposition of State Owned, Surplus Properties	Hire an external real estate PMO to identify, value, market, and sell surplus State owned building and land.	Legislative Action	-	3,817	3,817	122	122	1,834		9,712
	REAL.04	RFP for Ground Lease for Lot #4	Enter into a long-term ground lease agreement for Lot #4, a State-owned piece of property adjacent to the State Judicial Complex in Topeka.	Immediate Action	-	2,500	-	-	-	-		2,500
	REAL.05	Managed Print Service for the Capitol Complex	Hire a third party printing management company to assume management for all printing within the State Capitol Complex.	Executive Action	-	250	250	250	250	250		1,250
	REAL.06	Telecommunications Partnership	Enter into an agreement with a cell tower leasing company and allow for the potential lease of small State owned land parcels or rooftops.	Immediate Action	-	-	296	296	296	296		1,184
Administration Total					1,333	9,956	6,040	2,347	2,416	4,172		26,264
Children and Family Services	KDCF.01	Child Support Debt Collection	Optimize KDCF collections for child support due to State (note: these efforts will also increase collections due to custodial parents, thereby stabilizing families and reducing demand for foster care and other services)	Immediate Action	-	735	692	659	620	590		3,297
	KDCF.02	KDCF Regional Facility Consolidation	Savings due to the consolidation of some of the state's 34 Regional Service Centers	Immediate Action	-	121	121	121	121	121		605
	KDCF.03	Children's Initiative Fund Optimization	Savings from applying new federal funding to redesigned or replacement Children's Initiative Fund programs.	Immediate Action	-	-	3,500	3,500	3,500	3,500		14,000
Children and Family Services Total					-	856	4,313	4,280	4,241	4,211		17,901

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							FY 2018	FY 2019	FY 2020	FY 2021	
Commerce	COM.01	Enhance Commerce's Business to Business Strategies	Enhance Commerce's Business to Business Strategies with increased financial modeling, research analysis, project auditing, and marketing/sales service support efforts	Immediate Action	-	5,870	5,870	5,870	5,870	5,870	29,350
	COM.02	Implement a Community Finance Fees and Cost Recovery	Implement a Community Finance Administrative Fee, Tax Incentive Application Fee, and Administrative Cost Recovery on Grants (EDIF)	Legislative Action	-	3,018	3,018	3,018	3,018	3,018	15,090
	COM.03	Revise Primary Tax Incentive Programs	Revise Primary Tax Incentive Programs	Legislative Action	-	5,000	5,000	-	-	-	10,000
	COM.04	Eliminate Community Service Tax Credit Program	Eliminate Community Service Tax Credit Program	Legislative Action	-	2,000	4,000	4,000	4,000	4,000	18,000
	COM.05	Ensure no program subsidy for Athletic Commission fee for service operation	Ensure no program subsidy for Athletic Commission fee for service operation (Athletic Fee Fund)	Legislative Action	-	26	26	26	26	26	130
	COM.06	Centralize Commerce's HR and IT Operations within the Department of Administration	Centralize Commerce's Human Resources and Information Technology Infrastructure Operations within the Department of Administration (EDIF)	Executive Action	-	25	25	25	25	25	127
Commerce Total					-	15,939	17,939	12,939	12,939	12,939	72,697
Corrections	DOC.01	Prison-based Program and Credit Expansion	<ul style="list-style-type: none"> • Increase the amount of credit inmates can earn from 90 to 120 days. Credits are awarded for successful participation in prison-based programs that reduce their risk of recidivism and improve the likelihood of their reentry into society as crime and drug-free citizens that enjoy stable employment. • Strategically increase overall access to prison-based programming. • Implement a pilot program that allows inmates or their families to purchase electronic tablets to access cost effective educational programming and reentry resources that contribute to their program credit accretion. These programs also improve prison safety and culture. 	Legislative Action	-	1,189	3,247	2,925	2,783	2,583	12,727
	DOC.02	Expand Correctional Industries	<ul style="list-style-type: none"> • Increase KCI's customer base to include non-state agencies and increase production at underutilized production facilities. • Enforce mandate for Kansas State Agencies to purchase from KCI. • Improve KCI marketing and business development strategy. 	Executive Action	-	1,512	1,512	1,512	1,512	1,512	7,562
	DOC.03	Work Release Expansion	Repurpose or close and divest minimum security housing units, such as the 120 bed Stockton Minimum Security Prison. This can be achieved through the expansion of low cost Work Release slots statewide, including: the 50-75 beds to the Wichita Work Release Center; full utilization of the 15 slots at Johnson County Jail; and the use of others offered in limited capacity throughout the state.	Budget Considerations	-	1,037	1,137	1,137	1,137	1,137	5,585
	DOC.04	Expand Access to Substance Abuse Treatment Program	<ol style="list-style-type: none"> 1) Allow KDOC to selectively allow probation condition violators who have had their probation revoked for substance-abuse related issues to access a four-month drug treatment program in prison. Upon successful completion, they can return to Community Corrections supervision; 2) Allow KDOC to selectively allow for nonviolent offenders who previously failed/refused (or were discharged) from treatment to participate in the four-month prison-based drug treatment program and earn a reduced sentence upon completion; 3) Allow KDOC to selectively allow for offenders convicted on Small Sales Drug Level-4 felonies to participate in the SB123 18-month drug treatment diversion program that serves as an alternative to incarceration; and 4) Build small unit demonstrations of best practice therapeutic communities and/or program treatment units in prisons of each security level to ensure additional allocations of substance abuse resources are centralized, leveraged and targeted in a manner that also promotes culture change. 	Immediate Action	-	759	759	783	771	795	3,866

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	DOC.05	Community Corrections Transformation	<ul style="list-style-type: none"> Develop a performance-based contracting agreement by putting the three lowest performing Community Corrections Agencies on Corrective Action Status with Revocation Review for a period of two years. Create partnership incentivizing grants to encourage more counties and Judicial Districts to band together as unified Community Corrections Agencies and reduce administrative costs in the long-term. Redirect unspent funding to more localized prison "stop gap" graduated sanctions, particularly community-based interventions, in the neediest regions. Review administrative costs of counties with less than 100 in their caseloads for opportunities to consolidate shared services 	Immediate Action	-	1,469	1,937	1,960	1,972	1,972	9,310
	DOC.06	Strategic Overtime Reduction	<ul style="list-style-type: none"> The Department of Corrections faces a staffing environment defined by constrained resources and high turnover. Competition for labor stems from other correctional systems, both federal and private, as well as public safety and private industries. The Kansas Department of Corrections currently lacks the ability to make the commensurate investment in wages necessary to match market rates. A notable side effect of this reality is an over-reliance on overtime as a staffing solution. However, overtime labor is often the most expensive option to meet staffing needs. Fortunately, there is precedent within the Kansas corrections environment – in addition to industry best practice literature – that inspires optimism for a state-wide implementation of operational efficiencies meant to minimize overtime (and thus reduce a major cost driver for the Department and correctional facilities). 	Immediate Action	38	93	85	77	70	64	426
	DOC.07	Centralize Good Time Forfeiture and Revocation Process	KDOC adult prisons should centralize the good time forfeiture/restoration monitoring process and consolidate the Records Office staff (whose primary function involves creation of 120-day good time reports).	Immediate Action	-	49	49	49	49	49	245
	DOC.08	Reduce Utilities Cost through Alternative Energy Pilot at EDCF	A renewable energy power purchase agreement pilot program could help reduce costs to the state over a long period of time (12-20 years), ensure operational security and prove a replicable pilot to be implemented at other correctional facilities or state-owned buildings. Prisons facilities are ideal candidates for supplemental renewable energy due to their consistent and predictable electricity needs.	Immediate Action	-	47	50	53	56	59	265
	DOC.09	Expand On-Site Medical Services and Telehealth agreements	Strive to reduce off-site medical transports by 10-15%. This will be achieved by strategically sourcing and consolidating affordable medical equipment prison medical unites. Additionally, cooperation with the Kansas State Department of Administration will be required to clear hurdles for medical professionals seeking licensure to provide telemedicine services throughout KDOC facilities.	Immediate Action	-	-	-	-	-	-	-
	DOC.10	Leverage Medicaid & Private Health Insurance for Parole & Community Corrections	Ensure that the state incentivizes Parole and Community Corrections contractors to become qualified to bill Medicaid and private health insurance, when possible, to maximize savings potential for health and behavioral health care. Examine the feasibility of shifting older, frailer inmate populations that are either Medicare or Medicaid eligible into a specialized, more secure nursing home setting on a form of any medical parole status.	Immediate Action	-	-	-	-	-	-	-
	DOC.11	Consolidate Shared Services	Review and rationalize shared service functions at each prison facility. Shared service functions can include, but are not limited to, Accounting (AP/AR), HR, and IT. If shared service FTE utilization is found to be greater than demand, or is a function which can be consolidated under the Central office, then reduce or reallocate FTEs as needed. Security staffing was found to be adequate at each location examined and a reduction or reallocation of security related staff is not in scope for this recommended assessment.	Immediate Action	-	-	-	-	-	-	-

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							FY 2018	FY 2019	FY 2020	FY 2021		
Corrections Total Education	DOC.12	Implement a Key Performance Indicator (KPI) Framework	<ul style="list-style-type: none"> • Create a unified and scalable KPI Framework with the people, process and tools to empower KDOC with transparency and fact based decision making ability • Define additional KPIs for performance based (quantitative) evaluation of program funding vs recidivism, vendor performance, staff performance, shared service performance, juvenile population, community corrections and others • Expand the set of programs included in the KDOC Results First cost benefit model. This includes defining KPIs used to track the cost-benefit of key KDOC programs, in addition to collecting and analyzing results, identifying trends and synthesizing findings 	Immediate Action	-	-	-	-	-	-	-	-
	Corrections Total Education					38	6,155	8,776	8,496	8,350	8,171	39,985
	ED.01	Excess Cash Carryover Balances	Excess cash reserves could be used to offset future education funding, provided that the USDs have assurance of stability and reliability of funding. We recommend absorbing this "one-shot" over a five year period.	Legislative Action	-	40,000	40,000	40,000	40,000	40,000	33,000	193,000
	ED.02	New Grant and Foundation Opportunities	We have identified nine potential Federal grant programs that yield new monies for charter schools, early childhood education, teacher improvement training, and technology. Difficult to estimate the potential size of new awards pending receipt of new Federal guidelines. Additional monies may be available from four Kansas-based private foundations that are geared towards education. A centralized grant writing function may be an effective approach to capture these monies as well as centralize compliance monitoring.	Immediate Action	-	299	299	299	299	299	299	1,495
	ED.03	Reorganization of KSDE IT functions	There are opportunities to eliminate overlapping positions and re-align KSDE services with articulated vision and strategy set by the Commissioner. IT is a particularly important area of inquiry and may lend itself to reducing the current 59 FTEs that service this function at KSDE.	Executive Action	-	500	500	500	500	500	500	2,500
	ED.04	K-12 Benefit Program Consolidation	Consolidate K-12 benefit plans under one benefit plan similar to SEHP, utilizing SEHP network, staff, processes and procedures. This would reduce the overall plan administration expense for the SEHP through adding additional membership to current contracts and spreading cost of administration across larger population	Legislative Action	-	40,000	80,000	80,000	80,000	80,000	80,000	360,000
	ED.05	Collaboratively Source Select Categories on a Statewide Basis	The school districts should join with the Department of Administration and strategically source specific spend categories to drive greater cost savings for the school districts	Legislative Action	-	7,200	9,000	9,000	9,000	9,000	9,000	43,200
ED.06	K-12 USDs Insurance Pool Participation	Expand participation of USDs in group-purchased "Pool" insurance programs designed for school districts. The premium cost savings for Pool participation is estimated at 20% of an average \$100,000 P&C premium each for 140 of the 286 total USDs; and 10% of an average \$500,000 P&C premium each for 6 of 10 largest USDs, on a phased roll-in basis from FY16 to FY21. Ten USDs current participate in an Insurance Pool program.	Legislative Action	75	725	1,375	1,875	2,375	2,875		9,300	
Education Total					75	88,724	131,174	131,674	132,174	125,674	609,495	
Medicaid - KDHE & KDADS	MED.01	Reduction of PERM Rate	The agencies should institute broad operational improvements to lower the state's Medicaid eligibility error rate	Budget Considerations	-	-	34,084	34,084	34,084	34,084	136,336	
	MED.02	Increase Oversight of MCO Program Integrity Units	Improved oversight and training of the MCO program integrity (PI) units will increase fraud, waste and abuse recoveries	Immediate Action	-	4,000	4,000	4,000	4,000	4,000	20,000	
	MED.03	Expansion of Federal Grants	The state should pursue additional Medicaid and healthcare Federal grant funding that it could be eligible for	Immediate Action	-	1,462	1,462	1,181	1,091	1,091	6,287	
	MED.04	Reduction of CDDO facilities	KDADS should move to consolidate operations of certain regions thereby reducing its field footprint and reduce operational costs	Immediate Action	-	1,011	1,011	1,011	1,011	1,011	5,055	
	MED.05	Implement Healthy Birth Outcome Initiatives	Implement healthy birth outcome initiatives to improve women and child health care outcomes and manage costs	Legislative Action	-	2,052	3,408	4,748	6,056	6,521	22,784	
	MED.06	Centralize all Medicaid Support Functions within KDHE	Have all Medicaid support services under one unit to improve operating efficiency and potentially reduce administrative costs	Immediate Action	-	-	-	-	-	-	-	
Medicaid - KDHE & KDADS Total					-	8,525	43,965	45,024	46,242	46,707	190,462	
Medicaid - KDHE & KDADS Total Revenue	KDOR.01	Audit: Fill 14 auditor vacancies	Re-hire retired auditors in order to fill current audit department vacancies. The average auditor currently produces about \$934k in collections annually.	Immediate Action	-	9,600	9,800	9,800	9,900	10,000	49,100	
	KDOR.02	Collections: Hire 54 officers	Hire collection agents to fill current vacancies. The average collection agent currently produces about \$1M in collections annually.	Immediate Action	7,800	48,000	50,200	52,900	55,500	58,300	272,700	

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	KDOR.03	Discovery	Coordinate new audits with Collections, General Counsel and Policy to have a more effective centralized audit plan that would be defensible through appeals and litigation.	Immediate Action	-	10,000	10,000	10,000	10,000	10,000	50,000
	KDOR.04	Appeals	Reduce the current backlog of appeal cases to quickly generate additional revenue. There are 292 cases with about \$95M in dispute.	Immediate Action	10,000	-	-	-	-	-	10,000
Revenue Total Transportation					17,800	67,600	70,000	72,700	75,400	78,300	381,800
	DOT.01	KTA Partnership	Maximize KTA and KDOT Partnership	Executive Action	-	2,500	5,000	5,000	5,000	5,000	22,500
	DOT.02	Office Consolidation	Eliminate area offices, moving administration to Districts and operations to sub area offices	Immediate Action	-	3,200	6,400	6,400	6,400	6,400	28,800
	DOT.03	Engineering Contractors	Replace use of some external contractors for design engineering with in house staff	Immediate Action	-	500	1,000	2,000	2,000	2,000	7,500
	DOT.04	Equipment	Outsource more construction engineering inspections	Immediate Action	-	3,000	-	-	-	-	3,000
	DOT.05	Permit Fees	Eliminate DOT owned material labs and outsource to private labs	Legislative Action	-	1,500	1,500	1,500	1,500	1,500	7,500
	DOT.06	Sponsorship	Institute or increase sponsorship for rest stops, traveler assist hotline, roadside logo sign program, and motorist assist program	Immediate Action	-	1,700	1,700	1,700	1,700	1,700	8,500
	DOT.07	HR	Centralize DOT HR staff at HQ with DOA	Immediate Action	-	450	900	900	900	900	4,050
	DOT.08	State Radio	Lease state radio system	Immediate Action	-	-	-	-	-	-	-
Transportation Total General Government					-	12,850	16,500	17,500	17,500	17,500	81,850
	B&C.01	Organize B & C's under industry structures	Establish separate general industry, public health and financial industry umbrella structures to leverage shared resources, labor capabilities and mission alignment	Legislative Action	-	-	-	-	-	-	-
	NG.01	Facilities	The state should conduct a thorough review of State owned properties and facilities utilized by the Kansas National Guard to look for opportunities to implement additional surplus asset sales, and consolidate and reduce their footprint.	Immediate Action	-	-	-	-	-	-	-
	NG.02	Contracting	The Office of the Adjutant General should actively participate in the state's strategic sourcing exercise recommended by A&M. In addition to the statewide effort to implement strategic sourcing, the Office of the Adjutant General should pursue if additional savings are available through review of federal contracting: - Examine the use of federal (DoD) contracts to save money with lower unit costs and contract use fees - Determine if supply/service contract consolidation would reduce costs - Maximize federal in-kind support	Immediate Action	-	-	-	-	-	-	-
	NG.03	General Administrative	The Office of the Adjutant General should continue to look for cost savings - Seek federal fund increases that do not require matching state funds - Review the 7115 Real Property Inventory Detail List records to ensure they reflect current mission and required workers - Find less expensive equipment repair services - Conduct regular audits of National Guard facilities funding - Team with educational institutions to share distance-learning resources - Team with local educational institutions to manage and conduct the StarBase program	Immediate Action	-	-	-	-	-	-	-
	LOT.01	Implement ITVM	Allow the Lottery to use Instant Ticket Vending Machines in Kansas	Legislative Action	-	6,147	9,554	9,554	9,554	9,554	44,363
General Government Total Budget Process					-	6,147	9,554	9,554	9,554	9,554	44,363
	BP.01	Establish a Risk-Based Reserve Fund Policy	To ensure Kansas can withstand the next economic downturn it should establish a Risk-Based Reserve Fund Policy	Legislative Action	-	-	-	-	-	-	-
	BP.02	Develop a Structurally Balanced Budget Policy	Encourage a budget that contributes to long-term financial health.	Immediate Action	-	-	-	-	-	-	-
	BP.03	Improve Accuracy and Adaptiveness of Revenue Forecasts	Provide better revenue information and cost/economic drivers for budget decision-makers	Budget Considerations	-	-	-	-	-	-	-
	BP.04	Deploy a Long Term Financial Plan	Develop a long term financial plan that addresses the multi-year fiscal impact of operating and capital improvement spending requirements	Immediate Action	-	-	-	-	-	-	-
	BP.05	Develop User Fee Policy	Ensure those who use public services pay the appropriate costs to use services	Immediate Action	-	-	-	-	-	-	-

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	BP.06	Develop Debt Management Policies	Adopt policies to govern the use of debt and the amount of debt Kansas will incur	Immediate Action	-	-	-	-	-	-	-		
	BP.07	Adopt Policy for Addressing Pension Liabilities	Pension policies define the state's intent to fully fund its pension obligations and follow other practices necessary to maintaining a health position in its pension funds.	Immediate Action	-	-	-	-	-	-	-		
	BP.08	Maintain a Policy for Funding of Other Postemployment Benefits (OPEB) Obligations	The State of Kansas currently succeeds with keeping OPEB risk low, and should adopt policies to build on this success	Immediate Action	-	-	-	-	-	-	-		
	BP.09	Conduct a Program / Service Inventory Assessment	Help decision-makers understand the services the budget funds detail by conducting a comprehensive program and service inventory	Immediate Action	-	-	-	-	-	-	-		
	BP.10	Develop Goals to Guide Budget Decision-Making	Goals provide a basis for making resource allocation decisions during the budget process	Immediate Action	-	-	-	-	-	-	-		
	BP.11	Include Evidence of Program Effectiveness in Budget Decisions	Kansas receives the highest return for its dollars when program effectiveness is embedded in budget decisions	Immediate Action	-	-	-	-	-	-	-		
	BP.12	Implement Performance Budgeting	Create a statewide approach to introducing into the budget process consideration of the results a given program or service will achieve with the money it receives	Immediate Action	-	-	-	-	-	-	-		
	BP.13	Provide Online Access to Budget Documents and Supplemental Data	Help decision-makers understand the services the budget funds in detail	Immediate Action	-	-	-	-	-	-	-		
	BP.14	Optimize transparency and accessibility of the budget document	Use the best techniques from the GFOA Distinguished Budget Presentation Award program to improve transparency	Immediate Action	-	-	-	-	-	-	-		
	BP.15	Be Transparent about the Roles of Transfers in the Budget	Kansas should publish charts in its budget document that show transfers in and out of the general fund and other special revenues funds.	(blank)	-	-	-	-	-	-	-		
Budget Process Total					-	-	-	-	-	-	-		
					TOTAL Savings and Revenue Estimates		19,996	301,157	424,901	426,265	432,377	434,226	2,038,923
					TOTAL Number of Recommendations		105						-

The background is a solid blue color with a large, stylized white geometric shape on the right side. This shape consists of a diagonal line from the bottom-left towards the top-right, and several vertical lines of varying heights extending from the bottom edge to the diagonal line, creating a series of nested, upward-pointing triangles or a staircase effect.

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